



TOWN OF NORTH HAMPTON

Wage Scales for Non-Represented Positions Fiscal Year 2017

The intent of this Policy is to establish wage scales for all non-represented positions which are designed to attract and retain well qualified and experienced employees. Wage scales are also helpful to assure that employees are compensated appropriately as compared to peer groups, and assists with the allocation of compensation adjustments between merit increases to base salary and bonus considerations outside of base.

The New Hampshire Municipal Association publishes on a biannual basis the most comprehensive annual survey of New Hampshire municipal jobs, listing general job responsibilities of each position, compensation information as provided by survey participants, and benefit administration and operating practices of towns and cities throughout the state. The information reported in the most recent survey is current as of September 2014.

The salary study is segmented into numerous steps to ensure that the data used was the most appropriate and relevant for the Town of North Hampton. The process was as follows:

1) Comparable communities – The selection of comparable communities is difficult for a community like North Hampton, where a small administrative staff performs multiple functions that are typically individually managed by a larger number of employees in larger communities. Also, North Hampton is unique because it employs career staff to provide fire and emergency medical services on a 24/7 basis despite the Town's smaller population.

To identify comparable communities, statistical data of NH towns was reviewed based upon the following:

- a) Proximity to North Hampton – Area communities with similar services were considered, because those communities seek to fill similar positions in similar market conditions.
- b) Service Delivery – The relationship between communities and budget effort for police, fire, highway, general and total budgets was analyzed.
- c) Total FT Salaries – Provides an indicator of the complexity of services provided by an organization.
- d) Assessed Valuation and Tax Rates – Similarly, provides a context of tax effort and development of the towns and cities under consideration.

The various factors were then categorized as being within 25% of North Hampton’s budget and taxing efforts. Additional relevance parameters were established at 35% and 50%. The following communities were considered, with those communities possessing at least three of the eight dimensions within any of the three relevance parameters included in the survey (as designated by **)

<i>Community</i>	<i>Population</i>	<i>Similarities (out of 8)</i>
Hampton	14,979	1
Exeter	14,454	0
Windham	13,960	1
Pelham	12,970	3**
Newmarket	9,173	4**
Seabrook	8,768	1
Hampstead	8,547	7**
Litchfield	8,330	7**
Bow	7,622	4**
Stratham	7,280	6**
Atkinson	6,732	6**
Wolfboro	6,227	4**
Rye	5,336	4**

Alton	5,257	4**
New London	4,596	5**
Greenland	3,699	6**

2) Comparative Data – As indicated above, attempting to identify comparable positions in smaller communities is difficult because as multiple responsibilities oftentimes result in varying job titles. Additionally, service levels between smaller communities vary greatly, also resulting in a small number of comparable job titles. As illustrated below, of the twelve surveyed communities, North Hampton positions compared against the following similar positions:

Town Administrator	9	Planning Zoning Administrator	6
Police Chief	11	Deputy Police Chief	0
Admin. Asst. to Town Administrator	8	Town Clerk/Tax Collector	6
Police Admin. Asst.	8	Deputy TC/TX	7
Fire Chief	2	Assistant TC/TX	7
Director of Public Works	5	Building Inspector	6
Code Enforcement Officer	3	Recreation Director	7
Finance Director	5	Bookkeeper	4
Building Custodian	7		

Thus, the lack of positions for comparison may present comparability issues.

The rest of this page is intentionally blank.

3) Internal Ranking – A strategy used to compensate for the lack of comparable positions in the survey group is to identify the internal ranking of positions in a more cohesive group; for this part of the study, the New Hampshire communities with populations of 10,000-14,999 participating in the NHMA survey were used to develop an internal ranking system among North Hampton positions.

The following is a summary of those positions, the number in the survey group, and the compensation relationship between the chief administrative officer (Town Administrator/Manager) and other North Hampton positions:

<i>Position</i>	<i>#</i>	<i>Average Compared to TA</i>	<i>Median Compared to TA</i>
Town Administrator/Manager	7	100.0%	100.0%
Police Chief	9	86.5%	86.5%
Director of Public Works	7	86.9%	82.5%
Fire Chief	9	83.6%	81.3%
Deputy Police Chief	3	80.9%	79.1%
Finance Director	10	79.2%	75.6%
Building Inspector	4	67.4%	61.3%
Parks/Recreation Director	5	65.2%	57.4%
Town Clerk/Tax Collector	5	56.8%	56.1%
Code Enforcement Officer	8	57.1%	53.8%
Admin. Asst./Executive Secretary	10	48.0%	45.3%
Bookkeeper	10	44.8%	42.6%
Police Secretary	10	45.0%	41.7%
Deputy TC/TX	5	43.0%	40.9%
Planning Zoning Administrator	5	41.3%	40.2%
Assistant TC/TX	4	35.5%	35.5%
Building Custodian	8	33.9%	35.5%

The internal ranking between job titles calculated in the 10,000-14,999 population range is then applied to North Hampton's survey group. As stated previously, job title comparability is most difficult with smaller communities; in order to provide the most accurate comparisons possible, the rank of Police Chief has been identified as the position in the survey group as the most consistent in terms of job responsibilities. Accordingly, the Police Chief's average max salary in the survey group, \$87,468.00, is used as the anchor wage to establish the Town Administrator/Manager's range, with all town positions then anchored off the Administrator's range:

<i>Position</i>	<i>Maximum</i>
Town Administrator/Manager	\$ 101,118.00
Police Chief	\$ 87,468.00
Director of Public Works	\$ 83,423.00
Fire Chief	\$ 82,209.00
Deputy Police Chief**	\$ 79,985.00
Finance Director	\$ 76,446.00
Building Inspector (hourly, p-t)	\$ 29.80
Parks/Recreation Director	\$ 58,042.00
Town Clerk/Tax Collector	\$ 56,727.00
Code Enforcement Officer	\$ 54,402.00
Admin. Asst./Executive Secretary	\$ 45,807.00
Bookkeeper** (hourly, p-t)	\$ 20.71
Police Secretary	\$ 42,166.00
Deputy TC/TX** (hourly, p-t)	\$ 19.88
Planning Zoning Administrator	\$ 40,650.00
Assistant TC/TX** (hourly, p-t)	\$ 17.26
Building Custodian	\$ 17.26

*(**These positions have been adjusted to reflect the internal ranking with their supervisors in those communities reporting both supervisor and subordinate positions.)*

4) FY 2017 Update – The Select Board authorized the revision of the information regarding wage scales at its meeting on June 22, 2016. Before the Board were essentially four (4) options: do nothing; complete a new survey of surrounding towns identified in the original study; design a new study with different comparables; or update the data with some multiple to account for inflation.

The Board elected to update the data with some multiple to account for inflation. The cost of living adjustment for the previous year for Social Security recipients was 1.7%. The Board concluded that this figure did not precisely reflect the desired multiple because it did not account for wage rises in the Portsmouth Statistical Area. Additionally, the Board sought to bring its policy in line with that established by the Budget Committee that wage ranges for public employees should reflect increases received by the average, similarly situated North Hampton resident who works in the private sector. Based on a study of data over the last ten (15) years, the Board concluded that a rolling average of wage rises was the best multiple to employ. The figure of 1.30% was, therefore, added to all wage

ranges in this policy to account for the effects of inflation. A copy of the analysis used to arrive at the 1.30% adjustment is attached hereto.

The position of Deputy Police Chief was added to the survey analysis because the former Deputy Police Chief was promoted to Police Chief in FY 2015 upon the retirement of the previous Police Chief, and an existing officer was promoted to Deputy Police Chief in FY 2016.

North Hampton added a part-time Building Custodian during FY 2016 to replace the vendor previously responsible for custodial services.

5) Individual Positions – Each non-represented position is examined below using the following criteria: the current compensation for that position; any differences in role description between the Town’s information and the survey information; any resulting impacts on the wage scale; and makes preliminary recommendations on wage ranges.

a) **Town Administrator** – The surveyed positions include a blend of administrators serving communities of similar complexity to North Hampton, administrators serving in communities with less activity, and managers serving in towns with significant seasonal and daytime populations. The NHMA job descriptions outlining duties are as follows:

Town Administrator – Responsible for overseeing the daily operations of the Town as assigned and directed by the Board of Selectmen, serves as the administrative and business officer to the Board of Selectmen and as a general resource to the citizens of the Town.

Town Manager – Town manager position governed and guided by (as a minimum) those duties identified by State law (RSA 37). Overall supervision of all Town property, business affairs and appointed staff commensurate with the principals and policies of the Board of Selectmen. Responsible for the expenditure of funds appropriated by the Town.

Survey median for Town Administrator/Manager:	\$ 94,209
Relationship to Police Chief Maximum:	115.6%
Recommended Wage Range:	\$ 86,345 - \$ 101,118
Current Incumbent:	\$ 95,000

The rest of this page is intentionally blank.

b) **Police Chief** – This position typically is the most consistent in terms of duties and complexities; accordingly, under the internal ranking process, the position was used as the baseline from which all other town positions were ranked.

Police Chief – Works independently as prescribed by State law (RSA 105). Serves as chief administrator of the Police Department; manages the policy, development, control, supervision, direction and program implementation of the Department; is accountable for the effective delivery of police services to the community. May perform regular and difficult law enforcement duties.

Survey median for Police Chief:	\$ 84,850
Relationship to Town Administrator:	86.5%
Recommended Wage Range:	\$ 74,688 - \$ 87,468
Current Incumbent:	\$ 86,345

c) **Deputy Police Chief** – The Deputy assists the Chief with administrative duties, and provides direction and leadership to subordinate employees. This position is one of four non-represented employees who report to a supervisor other than the Town Administrator; the internal ranking for this (and other similarly situated positions) is derived from its ranking relative to the Chief's position.

Deputy Police Chief – Assists the Police Chief in the administration of the Police Department with special emphasis on the day-to-day operation of headquarters; assists with the organization, training and supervision of a police force in the prevention and detection of crime and the protection of life and property. Uses considerable judgment in handling complaints, directing cruisers to where they are needed, and dispatching officers whenever and wherever investigation is required; makes frequent contact with the general public, generally in giving or obtaining factual information. May represent the Police Chief at public functions and speaking engagements. Acts as Chief in Chief's absence.

Survey median for Deputy Police Chief:	N/A
Relationship to Town Administrator:	79.1%
Relationship to Police Chief:	91.5%
Recommended Wage Range:	\$ 68,299 - \$79,985
Current Incumbent:	\$ 78,000

d) **Director of Public Works** – Many smaller communities employ a Highway/Road Agent, with only a small number employ a Director, whose responsibilities expand to include town properties, parks and buildings. Still other positions have enhanced responsibilities including utilities.

Director of Public Works – Performs highly-responsible administrative and technical work in directing the operations of the Public Works Department, including highway, and (if delegated pursuant to State law) solid waste, cemeteries and sewer maintenance departments as prescribed by State law (RSA 231). Supervises activities of work crew engaged in a variety of public works projects.

Highway Superintendent/Road Agent – Works under administrative direction of the Board of Selectmen pursuant to State law (RSA 231). Performs administrative and technical work in directing the operations of the Highway Department; supervises and coordinates activities of employees engaged in a variety of public works projects, including the construction, maintenance and repair of streets, sidewalks and bridges, and the operations of solid waste and recycling facilities.

Survey median for Director of Public Works:	\$ 82,175
Relationship to Town Administrator:	82.5%
Recommended Wage Range:	\$ 71,235 - \$ 83,423
Current Incumbent:	\$ 80,000

e) **Fire Chief** – This position is very difficult to compare against the group, as a relatively small number of communities of North Hampton’s size maintain career coverage 24/7. Many more communities in the 10,000 – 14,999 range maintain departments similar to North Hampton’s.

Fire Chief – Works independently as prescribed by State law (RSA 154). Performs responsible supervisory, administrative and technical work in planning, organizing, budgeting, staffing and directing the Fire Department, requiring the coordination of fire prevention, fire suppression and emergency medical services in order to provide fire rescue services to the community.

Survey median for Fire Chief:	\$ 81,269
Relationship to Town Administrator:	81.3%
Recommended Wage Range:	\$ 70,198 - \$ 82,209
Current Incumbent:	\$ 85,010

f) **Finance Director** – North Hampton has joined a majority of the comparable communities in hiring a full-time finance director.

Finance Director – Works under general supervision of the Town Administrator. Performs professional accounting work, including preparing and analyzing financial reports; maintaining cost accounting records on equipment and projects; and monitoring expenditure patterns for investment purposes. Supervises payroll and accounts payable and receivable.

Survey median for Finance Director:	\$ 71,639
Relationship to Town Administrator:	75.6%
Recommended Wage Range:	\$ 65,277 - \$ 76,446
Current Incumbent:	\$ 72,000

g) **Building Inspector** – North Hampton employs a part-time Building Inspector in order to alleviate the work load on the Code Enforcement Officer so that his efforts can be concentrated primarily on code enforcement.

Building Inspector – Inspects all construction for compliance with building codes; processes and issues building permits; investigates complaints and prepares hearings, pursuant to State law (RSA 674).

Survey median for Building Inspector:	\$ 27.78
Relationship to Town Administrator:	61.3%
Recommended Wage Range:	\$ 25.45 - \$ 29.80
Current Incumbent:	\$ 21.04

h) **Recreation Director** – The Town employs a full-time Recreation Director who organizes all activities, coordinates with independent contractors who deliver services, supervises seasonal employees and manages the Recreation Revolving Fund.

Parks/Recreation Director – Directs and administers the Town's recreation programs and oversees the Recreation Department under the supervision and direction of either the Board of Selectmen or Recreation Commission, as prescribed by State law (RSA 35-B). Develops recreation programs and facilities; establishes and interprets policies; and develops short and long range plans.

Survey median for Parks/Recreation Director:	\$ 57,332
Relationship to Town Administrator:	57.4%
Recommended Wage Range:	\$ 49,562 - \$ 58,042
Current Incumbent:	\$ 45,326

i) **Town Clerk/Tax Collector** – Many New Hampshire towns have recognized the value of combining the positions of Town Clerk and Tax Collector which results in an array of services being provided with a cross trained staff. Most of the duties of the TC/TX are statutory in nature; some offices also function as the central cash center where all monetary transactions are completed, although this is not in effect in North Hampton.

Combined City/Town Clerk/Tax Collector – As City/Town Clerk is responsible for keeping all City/Town records, certifying the actions of the Selectmen and other city/town officials, making official reports, collecting fees and serving as an election official. As Tax Collector is responsible for collection of all taxes including but not limited to: property tax bills, sewer usage bills, sewer betterments, current use valuation penalties and yield taxes. Serves as City/Town Clerk and Tax Collector of the City/Town as prescribed by State law (RSA 41 and/or RSA 49-C). Performs duties independently.

Survey median for TC/TX:	\$ 62,769
Relationship to Town Administrator:	56.1%
Recommended Wage Range:	\$ 48,440 - \$ 56,727
Current Incumbent:	\$ 55,120

j) **Code Enforcement Officer** – The Town employs a full-time Code Enforcement Officer whom was previously responsible for both building inspections and code enforcement. With the hiring of a part-time Building Inspector duties have been concentrated primarily on code enforcement.

Code Enforcement Officer – Administers zoning ordinances; investigates complaints; prepares hearings; represents municipality before and as advisor to the Zoning Board of Adjustment; may supervise the Planning and Zoning Department.

Survey median for Code Enforcement Officer:	\$ 51,080
Relationship to Town Administrator:	53.8%
Recommended Wage Range:	\$ 46,454 - \$ 54,402
Current Incumbent:	\$ 62,000

k) **Administrative Assistant/Secretary to the Town Administrator** – The Administrative Assistant in New Hampton is also the General Assistance Administrator, which requires a thorough knowledge of New Hampshire welfare laws and guidelines, familiarity with other resource agencies and maintaining a working relationship with associated state agencies.

Communities in New Hampshire vary significantly managing this responsibility. Numerous communities ranging in population from 1,000 to 9,999 compensate the GA Administrator with a lump sum annual stipend, previously calculated with a median amount of \$5,000. Accordingly, the range for this position is recommended to be adjusted by \$5,000.00.

Executive Secretary/Assistant to Board of Selectmen – Works under general supervision. Serves as Secretary to the municipality's Administrator or Manager or acts as Assistant to the Board of Selectmen. Performs a full range of complex executive secretarial and administrative support duties. Researches, prepares and maintains materials related to assigned projects; may attend meetings to take and transcribe minutes.

Survey median for Executive Secretary/Assistant to Selectmen:	\$ 44,248
Relationship to Town Administrator:	45.3%
Recommended Wage Range:	\$ 39,114 - \$ 45,807
Adjusted range with GA duties:	\$ 44,114 - \$ 50,807
Current Incumbent:	\$ 57,720

l) **Bookkeeper** - The Town employs a part-time Bookkeeper. The internal ranking for this position is driven predominantly by its functional relationship to the Finance Director.

Bookkeeper – Works under general supervision of the Finance Director. Prepares payroll; computes and prepares withholding tax, retirement payments and social security payments; prepares manifests for accounts payable and may prepare checks; maintains records of receipts; reconciles ledgers.

Survey median for Bookkeeper:	\$ 21.27
Relationship to Town Administrator:	42.6%
Relationship to Finance Director:	56.4%
Recommended Wage Range:	\$ 17.68 – \$ 20.71

Current Incumbent: \$ 20.00

m) **Police Administrative Assistant** – This position is also one of the most populated in the survey, primarily attributable to stringent record-keeping requirements promulgated by the legal system and complex personnel work rules, regulations and schedules.

Secretary to Police Chief/Police Department – Works under the supervision of the Police Chief. Performs complex and confidential secretarial and administrative support duties; receives calls and visitors to the Chief; types correspondence; schedules officers for outside details; documents hours for payroll and billing purposes; tracks and documents sick, vacation and swap time for Department; compiles Department statistics; maintains personnel files and assures confidentiality; assures proper maintenance of office equipment.

Survey median for Secretary to Police Chief:	\$ 44,248
Relationship to Town Administrator:	41.7%
Recommended Wage Range:	\$ 36,006 - \$ 42,166
Current Incumbent:	\$ 47,050

n) **Deputy TC/TX** – The internal ranking for this position is driven predominantly by its functional relationship to the TC/TX.

Combined Deputy City/Town Clerk/Deputy Tax Collector – Works under the supervision of the City/Town Clerk and Tax Collector as prescribed by State law (RSA 41 and/or RSA 49-C). Assists City/Town Clerk in the planning and organization of City/Town record-keeping activities. Maintains official records and vital statistics of the City/Town; assists in preparation of official reports; makes bank deposits; collects licensing fees. Receives and posts tax payments; issues delinquency notices; answers miscellaneous questions regarding taxes.

Survey median for Deputy TC/TX:	\$ 21.27
Relationship to Town Administrator:	40.9%
Relationship to TC/TX:	72.9%
Recommended Wage Range:	\$ 16.98 - \$ 19.88
Current Incumbent:	\$ 16.88

o) **Administrator to Planning and Zoning Boards** – The Town’s Planning and Zoning Administrator assumes additional duties than those customarily found in larger land use offices, where it is common that the administrator works under closer direction of a Planner or Department manager. The requirement to exercise more independent judgment brings value to the organization, and ought to be recognized.

Planning/Zoning Administrator – Performs a full-range of complex secretarial and administrative support duties for the Planning Board and/or Zoning Board of Adjustment, including research, preparation and maintenance of materials related to land use meetings and hearings; attends meetings to take and transcribe meeting and hearing minutes; assists public with applications.

Survey median for Planning/Zoning Administrator:	\$ 36,873
Relationship to Town Administrator:	40.2%
Recommended Wage Range (+10% for independent work):	\$ 38,182 - \$ 44,715
Current Incumbent:	\$ 53,500

p) **Assistant TC/TX** – The job description which most closely aligns with this position is the Office Assistant/Clerk, although more specific knowledge is required regarding voter registration, motor vehicle registrations and vital statistics.

Office Assistant/Clerk – Entry level position; works under immediate supervision. Types correspondence, forms, etc.; performs general clerical duties such as filing and photocopying. May act as receptionist.

Survey median for Office Assistant/Clerk:	\$ 19.25
Relationship to Town Administrator:	35.5%
Relationship to TC/TX:	63.4%
Recommended Wage Range:	\$ 14.74 – \$ 17.26
Current Incumbent:	N/A

q) **Building Custodian** – The Town made the decision to move on from using a third-party vendor for custodial services and now employs a part-time Building Custodian.

Building Custodian – Performs routine custodial and maintenance work

in the upkeep of public buildings, including vacuuming, emptying trash barrels, cleaning lavatories and changing light bulbs.

Survey median for Building Custodian:	\$ 17.22
Relationship to Town Administrator:	35.5%
Recommended Wage Range:	\$ 14.74 – \$ 17.26
Current Incumbent:	\$ 12.00

5) Other Considerations – A significant degree of subjective evaluation is necessary to tailor a program to fit an organization. Issues such as employee experience and longevity, employee morale, efficiency of administration and other factors must be considered. The Select Board having considered those factors, includes the following in the design of its merit system:

- a) **Wage Ranges** – Wage Ranges vary significantly among survey participants; for purposes of this analysis, an approximate 15% range between minimum and maximum was established. Realistically, market conditions and internal compression relegate the minimum end of the range as a compensation floor, as employees customarily enter organization at a salary well above minimum.
- b) **Mitigating Factors** – The Board concludes that it is a valid compensation practice whereby the Recreation Director is compensated on or above par with the Building Inspector given the disparity of comparable positions and the specific duties imposed on various North Hampton public employees.
- c) **Current Compensation vs. Wage Ranges** – Many positions are at maximum or above maximum for the market. It is the Board’s intention to award lump sum merit compensation as a way to reward workers while at the same time maintaining competitive wage ranges for each position. Over time, as the wage ranges are adjusted for inflation, the disparity between current base salaries and the market will decrease.
- d) **Wage Range Adjustments** – It is the Board’s intent to adjust wage range as the market may require on an annual basis. This practice will ensure that the Town’s wage bands remain competitive in the marketplace, and would also allow for “head room” in which employees may grow.