



Classification and Compensation Study
Town of Enfield, New Hampshire

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Executive Summary

External Competitiveness Takeaway

Overall, job titles at Enfield are compensated 2.1% below market. Compensation is lagging the market across several departments, especially at Library and Recreation, as shown below.

Department	Market Position
Administration	4.0% below market
Finance	3.2% below market
Land Use	4.7% below market
Library	11.4% below market
Police	0.1% below market
Public Works	2.3% above market
Recreation	22.5% below market
Town Clerk	6.4% below market
Overall	2.1% below market

Recommendations for holistic compensation adjustments for all job titles in the Town are delineated in the report. No wage reductions are recommended.

Process

Paypoint HR is pleased to present this comprehensive Pay and Classification Study to the Town of Enfield, New Hampshire. The study began with an initial kick-off meeting with the Town Manager, Assistant Town Manager, and the Accounting & Payroll Clerk on May 25, 2023. The Final Report was completed for presentation to the Town in Fall 2023.

The point of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. The intent of the study was to provide the leadership team and Administration with a process for ascertaining equitable value of positions on a competitive salary scale. The study compared existing pay to compensation scales of organizations identified to be valid comparators to the Town. This report provides a review and update of the classification and compensation plan for the Town's employees. Paypoint HR has identified opportunities, but it is up to the Town's leadership to determine which are most appropriate and the timing of implementation.

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions regarding possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. Enfield will need to consider all components in making final decisions.

The study was divided into two parts: a classification phase and a compensation phase. The classification phase included identification, review, and analysis of specific work being performed in various positions. That data was then used to simplify positions and match them to the external market in an "apples to apples" comparison. The compensation phase consisted of an initial baseline analysis and an external market survey of local public organizations to determine what the local labor market pays for specific jobs.

The study included approximately 41 employees within roughly 38 distinct classifications. The study recommendations indicate what actions should be taken to avoid the loss of qualified staff and address difficulties in recruiting new employees for the Town. In addition, it was expected that the study would recommend adjustments to the Town's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration.

Comprehensive surveys like this establish a credible pay structure that is fair for the work completed and strategically positions Enfield competitively in the labor market. The desired result is the improved ability to attract and retain quality staff that perform at high levels to meet the growing demands of the community.

Major Milestones for the Project

The study began with an initial kick-off meeting with the Town Manager, Assistant Town Manager, and the Accounting & Payroll Clerk on May 25, 2023.

Employee Briefing Sessions were held at the Town on June 1st and June 5th with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

Paypoint HR conducted a job evaluation for an internal review of job family classifications based on the responses to the Position Vantage Point (PVP) job analysis questionnaires.

An analysis of the existing pay scale was completed.

External Market Comparators were vetted using economic and demographic data to determine which comparators were most like the Town to ensure validity.

Internal positions were reviewed, and benchmark positions were selected for inclusion in the external survey.

An external market survey was sent out to a total of 50 comparator organizations and responses from 30 participants were collected. Typical surveys of this type yield a 5-10% response rate.

Survey Respondents

Amherst	Auburn	Barrington	Bedford
Belmont	Brookline	Chester	Claremont
Durham	Franklin	Gilford	Hampstead
Hanover	Henniker	Hillsborough	Hollis
Hooksett	Hudson	Keene	Laconia
Lebanon	Litchfield	Meredith	Merrimack
Milford	Pelham	Pembroke	Sandown
Somersworth	Wolfeboro		

Recommendations

The fiscal impact of the recommendations listed below for all employees are approximate costs for salary adjustments. The fiscal impact does not factor in associated costs for employee-related benefits.

1. Raise the salary of 9 positions that are *substantially* below market, first, at a cost of \$81,623.
 - 1 Administrative Assistant (\$10,148),
 - 1 Assistant Town Manager (\$13,152),
 - 1 Deputy Tax Collector (\$5,388),
 - 1 Deputy Town Clerk (\$7,470),
 - 3 Library Clerks (\$6,478 total),
 - 1 Library Director (\$20,721), and
 - 1 Recreation Director (\$18,265).

2. Raise the salary of 4 positions that are below market, second, at a cost of \$27,391.
 - 1 Chief of Police (\$10,194),
 - 1 Land Use & Community Development Administrator (\$7,300), and
 - 2 Patrol Officers (\$9,897 total).

3. Raise the salary of 27 positions that are below the appropriate step, third, at a cost of \$29,106.
 - 1 Accounting & Payroll Clerk (\$722),
 - 1 Adult Services & Technology Librarian (\$891),
 - 1 Assessing Administrator (\$835),
 - 1 Assistant Highway Supervisor - Maintenance (\$1,940),
 - 1 Assistant Highway Supervisor - Projects (\$1,940),
 - 1 Building Inspector (\$616),
 - 1 Building Maintenance Specialist (\$1,270),
 - 1 Director of Public Works (\$558),
 - 1 Driver/Laborer (\$278),
 - 1 Grounds Crew Leader (\$431),
 - 1 Heavy Equipment Operator (\$1,400),
 - 1 Highway Supervisor (\$1,965),
 - 3 Light Equipment Operators (\$1,695 total),
 - 2 Mechanics (\$2,503 total),
 - 1 Police Assistant (\$635),
 - 1 Police Corporal (\$799),
 - 1 Police Detective (\$1,792),
 - 1 Police Lieutenant (\$2,097),

- 1 Public Safety Administrative Coordinator (\$1,184),
- 1 Town Clerk (\$1,578),
- 1 Town Manager (\$2,036),
- 1 Transfer Station Attendant (\$210), and
- 2 Water/Sewer Operators (\$1,732 total).

Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of Enfield to those of similar communities.

Methodology

The goal was to understand how each of the sixty (60) identified communities compared with Enfield. The six (6) metrics that were chosen for evaluation were population, unemployment rate, labor force participation rate, median household income, cost of living adjustment, and median housing price. Each metric was assumed to be equally important and were examined individually and in combination.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a similar community and the same metric for Enfield, for example, the difference between the population of Enfield and Lebanon. The difference was then divided by the standard deviation to understand how the difference varied for each similar community in relation to the sample population of the sixty (60) communities as a whole.

If any of the metrics had a value in excess of three standard deviations, then the community was considered to not be a good comparator for Enfield - highlighted in **red** below. Comparators highlighted in **green** were perceived by the client as a valid comparator.

From a statistical perspective, Chebyshev's Inequality Theorem indicates that 88.8% of all data values would be within three (3) standard deviations of the mean for a generic distribution. If a normal distribution exists, then values less than three (3) standard deviations account for 99.73% of the population. The choice of comparison is therefore statistically sound and appropriate.

A summary table of these calculations is presented in the following tables. (Sample calculations are also presented.)

Table 1 – Potential Comparators – Proximity (< 100 mi)

Alton	Amherst	Atkinson	Auburn
Barrington	Bedford	Belmont	Bow
Brookline	Chester	Claremont	Conway
Derry	Dover	Durham	Epping
Farmington	Franklin	Gilford	Goffstown
Hampstead	Hanover	Haverhill	Henniker
Hillsborough	Hollis	Hooksett	Hopkinton
Hudson	Jaffrey	Keene	Kingston
Laconia	Lebanon	Litchfield	Littleton
Londonderry	Loudon	Meredith	Enfield
Milford	New Boston	Newport	Nottingham
Pelham	Pembroke	Peterborough	Plaistow
Plymouth	Raymond	Rindge	Rochester
Salem	Sandown	Somersworth	Swanzey
Wakefield	Weare	Windham	Wolfeboro

For reference:

Population

Enfield - 4,496
New Hampshire - 1,372,175
United States - 332,639,000

Median Housing Price (MHP)

Enfield - \$253,900
New Hampshire - \$288,700
United States - \$244,900

Median Household Income (MHI)

Enfield - \$92,271
New Hampshire - \$83,449
United States - \$69,021

Cost of Living Adjustment (COLA)

Enfield - 113
New Hampshire - 116
United States - 100

Annualized Unemployment Rate (U Rate)

Enfield - 0.4%
New Hampshire - 2.5%
United States - 3.5%

Annualized Labor Force Participation Rate (LFP Rate)

Enfield - 66.3%
New Hampshire - 67.2%
United States - 63.6%

Table 2 - Economic Data of the Enfield and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Enfield	4,496	\$253,900	\$92,271	113	0.4%	66.3%
Alton	5,826	\$282,200	\$101,604	113	2.7%	60.4%
Amherst	11,712	\$391,700	\$141,424	127	1.7%	65.6%
Atkinson	7,086	\$376,300	\$123,257	127	3.7%	69.0%
Auburn	5,852	\$416,700	\$127,330	131	1.4%	67.1%
Barrington	9,270	\$294,600	\$102,512	118	1.2%	72.5%
Bedford	23,157	\$474,100	\$143,119	137	1.7%	66.7%
Belmont	7,318	\$199,800	\$68,618	106	1.5%	63.7%
Bow	8,227	\$344,300	\$132,774	122	1.5%	73.9%
Brookline	5,591	\$359,900	\$150,893	125	1.7%	79.2%
Chester	5,198	\$380,800	\$131,635	127	1.9%	74.9%
Claremont	12,955	\$136,600	\$46,414	102	1.1%	56.0%
Conway	9,870	\$207,700	\$58,371	100	5.0%	68.7%
Derry	34,197	\$291,300	\$85,458	116	4.6%	73.4%
Dover	32,599	\$310,500	\$82,387	117	2.7%	73.1%
Durham	15,410	\$404,200	\$87,396	123	2.8%	58.2%
Epping	7,077	\$338,500	\$88,671	122	1.6%	68.5%
Farmington	6,748	\$222,800	\$60,271	108	2.6%	66.5%
Franklin	8,766	\$205,300	\$61,664	107	2.1%	64.0%
Gilford	7,642	\$305,400	\$102,358	117	1.5%	63.1%
Goffstown	18,274	\$277,100	\$97,917	115	0.7%	64.3%
Hampstead	8,948	\$372,600	\$102,909	123	2.2%	66.1%
Hanover	11,612	\$577,400	\$146,198	143	2.0%	43.8%
Haverhill	4,605	\$161,600	\$53,762	104	0.8%	62.3%
Henniker	5,671	\$239,800	\$79,500	110	1.9%	66.3%
Hillsborough	5,962	\$197,100	\$86,895	104	0.4%	59.5%
Hollis	8,324	\$494,600	\$144,514	140	2.5%	67.3%
Hooksett	14,772	\$273,700	\$88,238	115	2.5%	70.3%
Hopkinton	5,941	\$311,900	\$100,665	119	3.4%	67.5%

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Hudson	25,314	\$330,200	\$112,285	121	3.1%	75.5%
Jaffrey	5,345	\$186,800	\$68,222	105	3.8%	69.3%
Keene	22,969	\$193,400	\$63,490	107	2.1%	61.4%
Kingston	6,177	\$335,900	\$82,017	120	3.2%	63.2%
Laconia	16,786	\$214,800	\$63,711	109	2.1%	64.3%
Lebanon	14,316	\$274,400	\$80,619	117	0.6%	69.4%
Litchfield	8,467	\$347,600	\$122,139	124	2.1%	67.7%
Littleton	6,015	\$192,200	\$45,141	94	4.2%	61.3%
Londonderry	25,708	\$366,400	\$116,286	125	4.0%	73.5%
Loudon	5,601	\$247,100	\$64,556	111	1.9%	55.9%
Meredith	6,630	\$341,900	\$61,359	121	2.5%	53.3%
Enfield	26,762	\$331,300	\$114,737	122	2.5%	71.0%
Milford	16,041	\$278,200	\$82,990	116	2.8%	72.1%
New Boston	6,040	\$335,200	\$125,119	120	2.0%	74.6%
Newport	6,316	\$157,900	\$65,435	105	2.9%	65.1%
Nottingham	5,201	\$328,200	\$95,213	121	1.7%	67.8%
Pelham	14,099	\$387,600	\$111,333	127	1.7%	71.9%
Pembroke	7,298	\$259,500	\$90,288	113	2.0%	74.0%
Peterborough	6,400	\$271,700	\$101,401	111	1.2%	65.8%
Plaistow	7,812	\$329,800	\$90,508	121	1.9%	73.0%
Plymouth	6,645	\$210,200	\$67,367	108	2.5%	60.4%
Raymond	10,670	\$263,200	\$82,521	114	1.9%	73.7%
Rindge	6,383	\$259,100	\$84,861	112	0.8%	57.2%
Rochester	32,317	\$208,500	\$70,582	108	2.5%	67.0%
Salem	30,158	\$355,400	\$91,276	122	2.4%	71.1%
Sandown	6,498	\$337,900	\$116,048	123	3.2%	72.4%
Somersworth	11,964	\$226,600	\$68,762	110	2.4%	70.2%
Swanzy	7,293	\$200,400	\$66,392	109	2.1%	69.1%
Wakefield	5,221	\$246,700	\$88,750	104	1.8%	70.7%
Weare	9,072	\$268,400	\$101,773	114	0.3%	73.5%
Windham	15,587	\$516,400	\$167,641	144	2.4%	66.7%
Wolfeboro	6,373	\$324,200	\$66,991	116	2.8%	52.2%

Table 3 – Statistics of Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Alton	0.17	0.32	0.33	0.00	2.31	0.91
Amherst	0.91	1.54	1.74	1.38	1.31	0.11
Atkinson	0.33	1.36	1.09	1.38	3.32	0.41
Auburn	0.17	1.82	1.24	1.77	1.01	0.12
Barrington	0.60	0.45	0.36	0.49	0.80	0.95
Bedford	2.36	2.46	1.80	2.36	1.31	0.06
Belmont	0.36	0.60	0.84	0.69	1.11	0.40
Bow	0.47	1.01	1.43	0.89	1.11	1.17
Brookline	0.14	1.18	2.07	1.18	1.31	1.98
Chester	0.09	1.42	1.39	1.38	1.51	1.32
Claremont	1.07	1.31	1.62	1.08	0.70	1.58
Conway	0.68	0.52	1.20	1.28	4.63	0.37
Derry	3.76	0.42	0.24	0.30	4.22	1.09
Dover	3.56	0.63	0.35	0.39	2.31	1.04
Durham	1.38	1.68	0.17	0.98	2.41	1.24
Epping	0.33	0.94	0.13	0.89	1.21	0.34
Farmington	0.29	0.35	1.13	0.49	2.21	0.03
Franklin	0.54	0.54	1.08	0.59	1.71	0.35
Gilford	0.40	0.57	0.36	0.39	1.11	0.49
Goffstown	1.75	0.26	0.20	0.20	0.30	0.31
Hampstead	0.56	1.32	0.38	0.98	1.81	0.03
Hanover	0.90	3.61	1.91	2.95	1.61	3.45
Haverhill	0.01	1.03	1.36	0.89	0.40	0.61
Henniker	0.15	0.16	0.45	0.30	1.51	0.00
Hillsborough	0.19	0.63	0.19	0.89	0.00	1.04
Hollis	0.48	2.68	1.85	2.66	2.11	0.15
Hooksett	1.30	0.22	0.14	0.20	2.11	0.61
Hopkinton	0.18	0.65	0.30	0.59	3.02	0.18

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Hudson	2.64	0.85	0.71	0.79	2.72	1.41
Jaffrey	0.11	0.75	0.85	0.79	3.42	0.46
Keene	2.34	0.67	1.02	0.59	1.71	0.75
Kingston	0.21	0.91	0.36	0.69	2.82	0.48
Laconia	1.56	0.44	1.01	0.39	1.71	0.31
Lebanon	1.24	0.23	0.41	0.39	0.20	0.48
Litchfield	0.50	1.04	1.06	1.08	1.71	0.21
Littleton	0.19	0.69	1.67	1.87	3.82	0.77
Londonderry	2.69	1.25	0.85	1.18	3.62	1.11
Loudon	0.14	0.08	0.98	0.20	1.51	1.60
Meredith	0.27	0.98	1.09	0.79	2.11	2.00
Enfield	2.82	0.86	0.79	0.89	2.11	0.72
Milford	1.46	0.27	0.33	0.30	2.41	0.89
New Boston	0.20	0.91	1.16	0.69	1.61	1.27
Newport	0.23	1.07	0.95	0.79	2.51	0.18
Nottingham	0.09	0.83	0.10	0.79	1.31	0.23
Pelham	1.22	1.49	0.67	1.38	1.31	0.86
Pembroke	0.35	0.06	0.07	0.00	1.61	1.18
Peterborough	0.24	0.20	0.32	0.20	0.80	0.08
Plaistow	0.42	0.85	0.06	0.79	1.51	1.03
Plymouth	0.27	0.49	0.88	0.49	2.11	0.91
Raymond	0.78	0.10	0.34	0.10	1.51	1.14
Rindge	0.24	0.06	0.26	0.10	0.40	1.40
Rochester	3.52	0.51	0.77	0.49	2.11	0.11
Salem	3.25	1.13	0.04	0.89	2.01	0.74
Sandown	0.25	0.94	0.84	0.98	2.82	0.94
Somersworth	0.95	0.30	0.83	0.30	2.01	0.60
Swanzey	0.35	0.60	0.91	0.39	1.71	0.43
Wakefield	0.09	0.08	0.12	0.89	1.41	0.68
Weare	0.58	0.16	0.34	0.10	0.10	1.11
Windham	1.41	2.93	2.66	3.05	2.01	0.06
Wolfeboro	0.24	0.78	0.89	0.30	2.41	2.16

Additional Comparators

The following list of additional comparators were added by the project team to ensure that all staff are fairly represented in the study.

- Canaan

Sample Calculation

Sample Calculation for Lebanon

Population Statistic

Maximum Population = 34,197 (Derry)

Minimum Population = 4,605 (Haverhill)

Enfield Population = 4,496

Lebanon Population = 14,316

Sample Average = 11,485

Sample Standard Deviation = 7,894

$$Statistic = \frac{|Enfield - Lebanon|}{s}$$

$$Statistic = \frac{|4,496 - 14,316|}{7,894}$$

$$Statistic = 1.24$$

Benchmark Positions

In Table 4 through Table 11, the benchmark positions, highlighted in green, used in the external survey are presented. Positions that were analyzed but not included in the external survey are unhighlighted.

Table 4 – Benchmark Positions – Administration

Job Title	Job Title
Assistant Town Manager	Human Services Administrator
Health Officer	Town Manager

Table 5 – Benchmark Positions – Finance

Job Title	Job Title
Accounting & Payroll Clerk	Tax Collector
Assessing Administrator	

Table 6 – Benchmark Positions – Land Use

Job Title	Job Title
Building Inspector / Health Officer	Land Use & Community Development Administrator

Table 7 – Benchmark Positions – Library

Job Title	Job Title
Adult Services & Technology Librarian	Library Director
Library Clerk	

Table 8 – Benchmark Positions – Police

Job Title	Job Title
Chief of Police	Police Detective
Patrol Officer	Police Lieutenant
Police Assistant	Police Sergeant
Police Corporal	Public Safety Administrative Coordinator

Table 9 – Benchmark Positions – Public Works

Job Title	Job Title
Administrative Assistant	Heavy Equipment Operator
Assistant Highway Supervisor - Maintenance	Highway Supervisor
Assistant Highway Supervisor - Projects	Janitor / Building Maintenance Specialist
Building Maintenance Specialist	Light Equipment Operator
Director of Public Works	Mechanic
Driver/Laborer	Transfer Station Attendant
Grounds Crew Leader	Water/Sewer Operator

Table 10 – Benchmark Positions – Recreation

Job Title	Job Title
Recreation Director	

Table 11 – Benchmark Positions – Town Clerk

Job Title	Job Title
Deputy Tax Collector	Town Clerk
Deputy Town Clerk	

Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions in the Town, employees and supervisor participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below. For positions where there was insufficient data from the employee/manager survey, job descriptions were consulted to fill out the survey.

Table 12 - Compensable Factor Score

Position Classification	CFS Score
Town Manager	1065
Director of Public Works	425.4
Chief of Police	399.0
Assistant Town Manager	363.7
Police Lieutenant	175.6
Library Director	93.9
Highway Supervisor	90.1
Police Sergeant	81.0
Town Clerk	75.6
Land Use & Community Development Administrator	74.8

Position Classification	CFS Score
Recreation Director	49.2
Police Corporal	38.7
Tax Collector	38.4
Health Officer	38.3
Building Inspector	38.3
Assistant Highway Supervisor - Projects	33.8
Assistant Highway Supervisor - Maintenance	31.5
Assessing Administrator	31.1
Police Detective	30.0
Mechanic	26.6
Accounting & Payroll Clerk	25.0
Adult Services & Technology Librarian	22.7
Patrol Officer	22.2
Heavy Equipment Operator	21.8
Water/Sewer Operator	21.7
Driver/Laborer	18.2
Administrative Assistant	16.5
Deputy Town Clerk	15.6
Public Safety Administrative Coordinator	14.4
Light Equipment Operator	13.6
Human Services Administrator	13.4
Deputy Tax Collector	11.0
Grounds Crew Leader	9.7
Police Assistant	9.4
Building Maintenance Specialist	9.4
Janitor / Building Maintenance Specialist	8.5
Transfer Station Attendant	7.3
Library Clerk	5.9

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 13 through Table 17. In Table 18 through Table 25, the external market findings for all position classifications is presented, sorted alphabetically. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the 50th percentile from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

Table 13 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Administrative Assistant	Library Clerk
Assistant Town Manager	Library Director
Deputy Tax Collector	Recreation Director
Deputy Town Clerk	

Table 14 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

Chief of Police	Patrol Officer
Land Use & Community Development Administrator	

Table 15 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Accounting & Payroll Clerk	Light Equipment Operator
Adult Services & Technology Librarian	Police Assistant
Assistant Highway Supervisor - Maintenance	Police Corporal
Assistant Highway Supervisor - Projects	Police Detective
Building Inspector	Police Lieutenant
Building Maintenance Specialist	Town Clerk
Director of Public Works	Town Manager
Grounds Crew Leader	Transfer Station Attendant

Table 16 - Full-Time Positions Above Market (+5% < Compa-Ratio % Diff < +10%)

Mechanic	
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Table 17 - Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%)

Assessing Administrator	Highway Supervisor
Driver/Laborer	Public Safety Administrative Coordinator
Heavy Equipment Operator	Water/Sewer Operator

Table 18 – External Market Comparison – Administration

	Assistant Town Manager	Health Officer	Human Services Admin	Town Manager
Current Scale				
Minimum				
Midpoint	\$49.14			\$59.71
Maximum				
Market Percentiles				
20%	\$49.14	\$28.09	\$21.00	\$50.21
25%	\$49.14	\$29.02	\$21.00	\$51.97
30%	\$49.15	\$29.64	\$22.48	\$52.44
35%	\$49.18	\$30.29	\$22.98	\$53.08
40%	\$52.74	\$31.13	\$23.74	\$54.57
45%	\$54.09	\$31.77	\$24.69	\$55.77
50%	\$54.84	\$32.52	\$26.00	\$58.37
55%	\$55.84	\$33.39	\$26.90	\$59.65
60%	\$56.77	\$34.33	\$27.83	\$61.37
65%	\$57.07	\$35.06	\$28.23	\$61.93
70%	\$60.60	\$36.02	\$28.95	\$63.46
75%	\$62.28	\$37.35	\$29.71	\$66.97
80%	\$63.61	\$38.70	\$30.09	\$69.14
Mean	\$55.57	\$33.29	\$26.00	\$59.33
Compa- Ratio	-10.4%			+2.3%

Table 19 – External Market Comparison – Finance

	Accounting & Payroll Clerk	Assessing Admin	Deputy Tax Collector	Tax Collector
Current Scale				
Minimum				
Midpoint	\$28.00	\$33.65	\$18.14	
Maximum				
Market Percentiles				
20%	\$21.87	\$23.80	\$19.77	\$29.71
25%	\$23.32	\$25.38	\$20.39	\$30.31
30%	\$25.55	\$26.81	\$21.07	\$31.05
35%	\$26.59	\$27.16	\$21.72	\$31.38
40%	\$26.89	\$28.15	\$22.32	\$31.38
45%	\$27.85	\$29.53	\$22.76	\$32.53
50%	\$28.00	\$30.39	\$22.80	\$32.53
55%	\$28.00	\$31.58	\$23.52	\$33.98
60%	\$28.36	\$32.65	\$24.17	\$34.97
65%	\$29.21	\$33.57	\$24.97	\$36.27
70%	\$29.62	\$33.65	\$25.70	\$38.29
75%	\$31.78	\$34.01	\$26.22	\$39.56
80%	\$33.31	\$36.66	\$27.26	\$39.84
Mean	\$27.65	\$30.13	\$23.50	\$34.56
Compa-Ratio	0.0%	+10.7%	-20.4%	

Table 20 – External Market Comparison – Land Use

	Building Inspector	Land Use & Comm Dev Admin
Current Scale		
Minimum		
Midpoint	\$34.48	\$34.48
Maximum		
Market Percentiles		
20%	\$29.41	\$32.53
25%	\$29.98	\$33.63
30%	\$30.58	\$34.23
35%	\$33.40	\$34.87
40%	\$34.34	\$35.84
45%	\$34.48	\$36.60
50%	\$34.79	\$37.71
55%	\$34.96	\$38.67
60%	\$35.93	\$39.77
65%	\$36.43	\$40.46
70%	\$38.74	\$41.53
75%	\$40.15	\$43.31
80%	\$43.22	\$44.82
Mean	\$35.05	\$38.52
Compa-Ratio	-0.9%	-8.6%

Table 21 – External Market Comparison – Library

	Adult Svcs & Tech Librarian	Library Clerk	Library Director
Current Scale			
Minimum		\$16.20	
Midpoint	\$25.38	\$16.74	\$29.93
Maximum		\$17.28	
Market Percentiles			
20%	\$23.32	\$16.12	\$33.02
25%	\$23.44	\$16.25	\$34.73
30%	\$24.08	\$16.69	\$34.89
35%	\$24.74	\$16.96	\$36.34
40%	\$25.14	\$17.31	\$37.95
45%	\$25.38	\$17.62	\$37.99
50%	\$25.38	\$18.61	\$39.45
55%	\$25.38	\$19.40	\$40.62
60%	\$27.11	\$20.02	\$42.32
65%	\$30.78	\$20.96	\$42.45
70%	\$31.36	\$21.33	\$43.21
75%	\$31.68	\$22.42	\$45.09
80%	\$37.77	\$22.62	\$45.83
Mean	\$28.96	\$19.21	\$40.28
Compa-Ratio	0.0%	-10.0%	-24.1%

Table 22 – External Market Comparison – Police

	Chief of Police	Patrol Officer	Police Assistant	Police Corporal	Police Detective
Current Scale					
Minimum		\$26.14			
Midpoint	\$49.05	\$27.32	\$21.60	\$34.39	\$33.19
Maximum		\$28.50			
Market Percentiles					
20%	\$46.15	\$26.23	\$18.74	\$30.05	\$28.69
25%	\$48.56	\$27.24	\$19.32	\$30.69	\$30.59
30%	\$49.05	\$27.98	\$20.02	\$32.61	\$31.36
35%	\$49.42	\$28.23	\$20.67	\$33.98	\$31.82
40%	\$50.22	\$29.03	\$21.23	\$34.30	\$32.35
45%	\$51.63	\$29.49	\$21.64	\$34.39	\$33.19
50%	\$52.56	\$29.84	\$21.60	\$34.54	\$33.23
55%	\$54.08	\$30.39	\$22.30	\$35.63	\$34.83
60%	\$54.65	\$31.25	\$22.91	\$37.24	\$35.03
65%	\$54.86	\$31.97	\$23.72	\$37.83	\$35.38
70%	\$56.33	\$32.33	\$24.43	\$37.90	\$35.91
75%	\$59.57	\$32.98	\$24.85	\$37.92	\$36.91
80%	\$61.90	\$33.30	\$25.85	\$38.00	\$37.35
Mean	\$53.65	\$30.16	\$22.29	\$34.33	\$33.22
Compa-Ratio	-6.7%	-8.4%	0.0%	-0.4%	-0.1%

	Police Lieut	Police Sergeant	Pub Safety Admin Coord
Current Scale			
Minimum			
Midpoint	\$44.28		\$28.98
Maximum			
Market Percentiles			
20%	\$38.33	\$34.18	\$22.13
25%	\$39.95	\$35.42	\$22.48
30%	\$40.03	\$36.11	\$23.03
35%	\$41.73	\$37.54	\$23.04
40%	\$44.22	\$38.15	\$23.40
45%	\$44.28	\$38.82	\$24.29
50%	\$44.35	\$39.29	\$25.20
55%	\$44.51	\$39.75	\$26.25
60%	\$46.33	\$40.29	\$26.91
65%	\$46.48	\$40.60	\$28.04
70%	\$46.49	\$41.15	\$28.98
75%	\$46.64	\$41.34	\$28.98
80%	\$47.31	\$41.51	\$29.65
Mean	\$43.82	\$38.30	\$27.08
Compa-Ratio	-0.2%		15.0%

Table 23 – External Market Comparison – Public Works

	Admin Assistant	Asst Hwy Supervisor Maint	Asst Hwy Supervisor Projects	Building Maint Specialist	Director Public Works
Current Scale					
Minimum					
Midpoint	\$21.60	\$30.32	\$30.32	\$21.60	\$49.12
Maximum					
Market Percentiles					
20%	\$22.47	\$26.78	\$27.25	\$19.73	\$45.39
25%	\$23.19	\$27.67	\$28.15	\$20.37	\$48.40
30%	\$23.86	\$28.30	\$28.79	\$20.65	\$49.12
35%	\$24.51	\$28.95	\$29.43	\$21.55	\$49.16
40%	\$25.18	\$29.75	\$30.25	\$21.60	\$49.92
45%	\$25.69	\$30.36	\$30.87	\$21.60	\$50.94
50%	\$25.96	\$31.00	\$31.54	\$21.90	\$51.44
55%	\$26.72	\$31.84	\$32.40	\$22.85	\$53.42
60%	\$27.47	\$32.74	\$33.32	\$24.10	\$54.54
65%	\$28.25	\$33.48	\$34.05	\$24.28	\$56.47
70%	\$29.05	\$34.40	\$34.98	\$25.69	\$58.53
75%	\$29.84	\$35.61	\$36.24	\$27.74	\$60.02
80%	\$30.98	\$36.91	\$37.56	\$30.05	\$62.19
Mean	\$26.68	\$31.76	\$32.31	\$24.20	\$53.14
Compa-Ratio	-16.8%	-2.2%	-3.9%	-1.3%	-4.5%

	Driver Laborer	Grounds Crew Leader	Heavy Equipment Operator	Highway Supervisor	Janitor Building Maint Spec
Current Scale					
Minimum					
Midpoint	\$26.73	\$23.81	\$28.52	\$38.94	
Maximum					
Market Percentiles					
20%	\$20.06	\$21.51	\$22.14	\$30.52	\$16.21
25%	\$20.44	\$22.44	\$22.58	\$30.68	\$17.36
30%	\$21.32	\$23.41	\$23.28	\$31.23	\$18.35
35%	\$21.83	\$23.76	\$23.83	\$32.40	\$19.47
40%	\$22.07	\$23.81	\$24.68	\$34.48	\$19.83
45%	\$22.84	\$23.81	\$25.04	\$34.72	\$20.02
50%	\$23.21	\$23.81	\$25.40	\$34.97	\$20.77
55%	\$23.29	\$24.32	\$26.03	\$36.58	\$21.08
60%	\$23.40	\$24.58	\$27.12	\$38.71	\$21.31
65%	\$24.02	\$24.89	\$27.90	\$38.92	\$23.19
70%	\$24.78	\$26.62	\$28.52	\$38.94	\$23.58
75%	\$25.55	\$27.50	\$28.77	\$40.12	\$23.78
80%	\$26.00	\$27.99	\$29.22	\$41.36	\$24.27
Mean	\$23.10	\$24.68	\$26.00	\$35.59	\$20.77
Compa-Ratio	+15.2%	0.0%	+12.3%	+11.4%	

	Light Equipment Operator	Mechanic	Transfer Station Attendant	Water Sewer Operator
Current Scale				
Minimum	\$21.50	\$28.90	\$18.14	\$28.00
Midpoint	\$22.97	\$29.84	\$20.98	\$29.20
Maximum	\$24.43	\$30.77	\$23.81	\$30.40
Market Percentiles				
20%	\$21.08	\$23.40	\$18.24	\$22.72
25%	\$21.31	\$23.94	\$18.49	\$23.00
30%	\$21.42	\$24.56	\$19.18	\$23.07
35%	\$21.73	\$24.78	\$19.51	\$23.48
40%	\$22.36	\$26.04	\$20.44	\$24.72
45%	\$22.82	\$27.05	\$21.01	\$25.38
50%	\$23.24	\$27.40	\$21.19	\$25.83
55%	\$23.50	\$28.26	\$22.74	\$26.47
60%	\$23.65	\$28.45	\$23.62	\$26.75
65%	\$24.10	\$28.53	\$23.91	\$27.11
70%	\$24.39	\$29.16	\$24.17	\$28.26
75%	\$24.53	\$30.22	\$25.37	\$29.12
80%	\$25.30	\$30.70	\$25.98	\$29.91
Mean	\$23.01	\$27.27	\$21.81	\$26.00
Compa-Ratio	-1.2%	+8.9%	-1.0%	+13.0%

Table 24 – External Market Comparison – Recreation

	Recreation Director
Current Scale	
Minimum	
Midpoint	\$26.70
Maximum	
Market Percentiles	
20%	\$29.75
25%	\$30.74
30%	\$31.35
35%	\$32.00
40%	\$32.89
45%	\$33.58
50%	\$34.46
55%	\$35.36
60%	\$36.36
65%	\$37.08
70%	\$38.08
75%	\$39.58
80%	\$40.99
Mean	\$35.24
Compa-Ratio	-22.5%

Table 25 – External Market Comparison – Town Clerk

	Deputy Town Clerk	Town Clerk
Current Scale		
Minimum		
Midpoint	\$22.12	\$32.69
Maximum		
Market Percentiles		
20%	\$22.09	\$28.17
25%	\$22.80	\$28.71
30%	\$23.46	\$29.91
35%	\$24.11	\$31.38
40%	\$24.78	\$31.38
45%	\$25.27	\$32.23
50%	\$25.51	\$32.53
55%	\$26.27	\$32.57
60%	\$27.00	\$32.69
65%	\$27.78	\$32.94
70%	\$28.58	\$34.88
75%	\$29.33	\$36.41
80%	\$30.45	\$37.47
Mean	\$26.23	\$31.64
Compa-Ratio	-13.3%	+0.5%

Proposed Salary Schedules

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is 95%, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the job positions at Enfield. As a result, recommended 12-step salary scales were constructed and is presented in Table 26.

The spread between the minimum and maximum salary for all employees was set at 40%, consistent with the average market spread of 39.3%. The Ladders, i.e., the distance between grades, was set to be 5.0%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

It is recommended that in subsequent years after the adoption of the recommended pay plan, the Town should adjust the entire salary scale by the CPI annually as the budget permits.

Table 26 – Proposed Salary Schedule

Grade	Min	Mid	Max
E01	\$15.00	\$18.00	\$21.00
E02	\$15.75	\$18.90	\$22.05
E03	\$16.54	\$19.85	\$23.15
E04	\$17.36	\$20.84	\$24.31
E05	\$18.23	\$21.88	\$25.53
E06	\$19.14	\$22.97	\$26.80
E07	\$20.10	\$24.12	\$28.14
E08	\$21.11	\$25.33	\$29.55
E09	\$22.16	\$26.59	\$31.03
E10	\$23.27	\$27.92	\$32.58
E11	\$24.43	\$29.32	\$34.21
E12	\$25.66	\$30.79	\$35.92
E13	\$26.94	\$32.33	\$37.71
E14	\$28.28	\$33.94	\$39.60
E15	\$29.70	\$35.64	\$41.58
E16	\$31.18	\$37.42	\$43.66
E17	\$32.74	\$39.29	\$45.84
E18	\$34.38	\$41.26	\$48.13
E19	\$36.10	\$43.32	\$50.54
E20	\$37.90	\$45.49	\$53.07
E21	\$39.80	\$47.76	\$55.72
E22	\$41.79	\$50.15	\$58.51
E23	\$43.88	\$52.65	\$61.43
E24	\$46.07	\$55.29	\$64.50
E25	\$48.38	\$58.05	\$67.73

Grade	Step 1 Min	Step 2	Step 3	Step 4	Step 5	Step 6
E01	\$15.00	\$15.55	\$16.09	\$16.64	\$17.18	\$17.73
E02	\$15.75	\$16.32	\$16.90	\$17.47	\$18.04	\$18.61
E03	\$16.54	\$17.14	\$17.74	\$18.34	\$18.94	\$19.54
E04	\$17.36	\$18.00	\$18.63	\$19.26	\$19.89	\$20.52
E05	\$18.23	\$18.90	\$19.56	\$20.22	\$20.88	\$21.55
E06	\$19.14	\$19.84	\$20.54	\$21.23	\$21.93	\$22.62
E07	\$20.10	\$20.83	\$21.56	\$22.29	\$23.03	\$23.76
E08	\$21.11	\$21.87	\$22.64	\$23.41	\$24.18	\$24.94
E09	\$22.16	\$22.97	\$23.77	\$24.58	\$25.39	\$26.19
E10	\$23.27	\$24.12	\$24.96	\$25.81	\$26.65	\$27.50
E11	\$24.43	\$25.32	\$26.21	\$27.10	\$27.99	\$28.88
E12	\$25.66	\$26.59	\$27.52	\$28.45	\$29.39	\$30.32
E13	\$26.94	\$27.92	\$28.90	\$29.88	\$30.86	\$31.84
E14	\$28.28	\$29.31	\$30.34	\$31.37	\$32.40	\$33.43
E15	\$29.70	\$30.78	\$31.86	\$32.94	\$34.02	\$35.10
E16	\$31.18	\$32.32	\$33.45	\$34.59	\$35.72	\$36.85
E17	\$32.74	\$33.93	\$35.12	\$36.32	\$37.51	\$38.70
E18	\$34.38	\$35.63	\$36.88	\$38.13	\$39.38	\$40.63
E19	\$36.10	\$37.41	\$38.72	\$40.04	\$41.35	\$42.66
E20	\$37.90	\$39.28	\$40.66	\$42.04	\$43.42	\$44.80
E21	\$39.80	\$41.25	\$42.69	\$44.14	\$45.59	\$47.04
E22	\$41.79	\$43.31	\$44.83	\$46.35	\$47.87	\$49.39
E23	\$43.88	\$45.47	\$47.07	\$48.67	\$50.26	\$51.86
E24	\$46.07	\$47.75	\$49.42	\$51.10	\$52.77	\$54.45
E25	\$48.38	\$50.14	\$51.89	\$53.65	\$55.41	\$57.17

Grade	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12 Max
E01	\$18.27	\$18.82	\$19.36	\$19.91	\$20.45	\$21.00
E02	\$19.19	\$19.76	\$20.33	\$20.90	\$21.48	\$22.05
E03	\$20.15	\$20.75	\$21.35	\$21.95	\$22.55	\$23.15
E04	\$21.15	\$21.78	\$22.42	\$23.05	\$23.68	\$24.31
E05	\$22.21	\$22.87	\$23.54	\$24.20	\$24.86	\$25.53
E06	\$23.32	\$24.02	\$24.71	\$25.41	\$26.11	\$26.80
E07	\$24.49	\$25.22	\$25.95	\$26.68	\$27.41	\$28.14
E08	\$25.71	\$26.48	\$27.25	\$28.01	\$28.78	\$29.55
E09	\$27.00	\$27.80	\$28.61	\$29.41	\$30.22	\$31.03
E10	\$28.35	\$29.19	\$30.04	\$30.89	\$31.73	\$32.58
E11	\$29.76	\$30.65	\$31.54	\$32.43	\$33.32	\$34.21
E12	\$31.25	\$32.19	\$33.12	\$34.05	\$34.98	\$35.92
E13	\$32.82	\$33.79	\$34.77	\$35.75	\$36.73	\$37.71
E14	\$34.46	\$35.48	\$36.51	\$37.54	\$38.57	\$39.60
E15	\$36.18	\$37.26	\$38.34	\$39.42	\$40.50	\$41.58
E16	\$37.99	\$39.12	\$40.26	\$41.39	\$42.52	\$43.66
E17	\$39.89	\$41.08	\$42.27	\$43.46	\$44.65	\$45.84
E18	\$41.88	\$43.13	\$44.38	\$45.63	\$46.88	\$48.13
E19	\$43.98	\$45.29	\$46.60	\$47.91	\$49.23	\$50.54
E20	\$46.17	\$47.55	\$48.93	\$50.31	\$51.69	\$53.07
E21	\$48.48	\$49.93	\$51.38	\$52.82	\$54.27	\$55.72
E22	\$50.91	\$52.43	\$53.95	\$55.47	\$56.99	\$58.51
E23	\$53.45	\$55.05	\$56.64	\$58.24	\$59.83	\$61.43
E24	\$56.13	\$57.80	\$59.48	\$61.15	\$62.83	\$64.50
E25	\$58.93	\$60.69	\$62.45	\$64.21	\$65.97	\$67.73

Proposed Internal Equity

In Table 27 through Table 35, the resulting proposed internal equity for the Town is presented.

Table 27 – Proposed Internal Equity

Grade	Title
E25	Town Manager
E24	
E23	
E22	Assistant Town Manager Chief of Police Director of Public Works
E21	
E20	
E19	Police Lieutenant
E18	
E17	Highway Supervisor Library Director
E16	Land Use & Community Development Administrator Police Sergeant Town Clerk
E15	
E14	Recreation Director
E13	Building Inspector Health Officer Police Corporal Tax Collector
E12	Assessing Administrator Assistant Highway Supervisor - Maintenance Assistant Highway Supervisor - Projects Police Detective
E11	Mechanic
E10	Accounting & Payroll Clerk Adult Services & Technology Librarian Heavy Equipment Operator Patrol Officer Water/Sewer Operator

Grade	Title
E09	Driver/Laborer
E08	Administrative Assistant Deputy Town Clerk Public Safety Administrative Coordinator
E07	Human Services Administrator Light Equipment Operator
E06	Deputy Tax Collector Grounds Crew Leader
E05	Building Maintenance Specialist Police Assistant
E04	Janitor / Building Maintenance Specialist
E03	Transfer Station Attendant
E02	
E01	Library Clerk

Table 28 - Proposed Internal Equity - Administration

Grade	Title
E25	Town Manager
E22	Assistant Town Manager
E13	Health Officer
E07	Human Services Administrator

Table 29 – Proposed Internal Equity – Finance

Grade	Title
E13	Tax Collector
E12	Assessing Administrator
E10	Accounting & Payroll Clerk
E06	Deputy Tax Collector

Table 30 – Proposed Internal Equity – Land Use

Grade	Title
E16	Land Use & Community Development Administrator
E13	Building Inspector

Table 31 – Proposed Internal Equity – Library

Grade	Title
E17	Library Director
E10	Adult Services & Technology Librarian
E01	Library Clerk

Table 32 – Proposed Internal Equity – Police

Grade	Title
E22	Chief of Police
E19	Police Lieutenant
E16	Police Sergeant
E13	Police Corporal
E12	Police Detective
E10	Patrol Officer
E08	Public Safety Administrative Coordinator
E05	Police Assistant

Table 33 – Proposed Internal Equity – Public Works

Grade	Title
E22	Director of Public Works
E17	Highway Supervisor
E12	Assistant Highway Supervisor - Maintenance Assistant Highway Supervisor - Projects
E11	Mechanic
E10	Heavy Equipment Operator Water/Sewer Operator
E09	Driver/Laborer
E08	Administrative Assistant
E07	Light Equipment Operator
E6	Grounds Crew Leader
E05	Building Maintenance Specialist
E04	Janitor / Building Maintenance Specialist
E03	Transfer Station Attendant

Table 34 – Proposed Internal Equity – Recreation

Grade	Title
E14	Recreation Director

Table 35 – Proposed Internal Equity – Town Clerk

Grade	Title
E16	Town Clerk
E08	Deputy Town Clerk