
66 Main Street, Suite B
Plymouth, NH 03264

International Drive
Portsmouth, NH



**Municipal
Resources, Inc.**

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

all@mrigov.com
www.mrigov.com

RESPONSE TO NEWMARKET, NH

REQUEST FOR PROPOSALS

FOR

SALARY SURVEY AND COMPENSATION STUDY

May 12, 2022

via email: ssrfp-newmarketnh.gov

Town Manager's Office
The Town of Newmarket
186 Main Street
Newmarket, NH 03857

RE: Salary Survey and Compensation Analysis Response

Dear Sir/Madam:

Thank you for the opportunity to submit our Proposal to provide A Salary Survey and Compensation Study encompassing approximately 50 classifications covering town positions. Municipal Resources, Inc., is delighted by the prospect of working with you. Enclosed please find the proposal. Upon award MRI will submit any additional documents required. Thank you again and please contact me if you have any questions.

Best regards,

Carol M. Granfield

Carol M. Granfield, ICMA-CM
Senior Management Consultant
Director of Human Resource Services
cgranfield@mrigov.com
(603) 279-0352 ext. 316
cell (603) 548-7201

**RESPONSE TO
REQUEST FOR PROPOSALS
SALARY SURVEY AND COMPENSATION STUDY
TOWN OF NEWMARKET, NH**

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

66 Main Street, Suite B
Plymouth, NH 03264

International Drive
Portsmouth, NH



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

all@mrgov.com
www.mrigov.com

RESPONSE TO NEWMARKET, NH

REQUEST FOR PROPOSALS

FOR

SALARY SURVEY AND COMPENSATION STUDY

MAY 2022

The Town of Newmarket, New Hampshire is requesting proposals from qualified consultants for a Salary Survey and Compensation Study. The proposal request covers **approximately 50 classifications**, covering Town positions

SCOPE OF WORK

MRI understands that the Town's goals and objectives are to assist the Town as follows:

1. Evaluate positions included on the current pay plans and recommend changes as warranted, based on FLSA laws and general economic trends prevailing at the time of the review. Salary and Benefits will be evaluated.
2. The consultant will meet with the Management Team at the initiation of the study and provide a presentation to the Management Team at the conclusion of the study.
3. A plan proposal will be provided for FY 23.
4. A Market Analysis Survey Report will be included with the Final Report as well as an updated pay plan.

5. Using a market survey and research into pay and benefits provided in surrounding and area municipalities and some private sector to determine reasonably competitive salary ranges and benefits for all categories.
6. Implementation strategy for an updated compensation system will be provided with projected cost in July.
7. A rating manual will be provided to assist the Town in the future with maintenance of the system.
8. Options will be provided for and annual review and market analysis as well as individual job description grading.

Municipal Resources, Inc. (MRI) proposes to assist the Town of Newmarket with an independent review and development of an updated Classification and Compensation Plan. Our proposal is for approximately 50 different classifications of town positions. In general, the results of this study will include the following:

- Development of a detailed salary analysis for all positions included in the study. The analysis will include a comparison to the Town's salaries and pay rates.
- Recommendations of a valid process, methodology, and policy to determine pay levels for positions.
- Review of existing job descriptions for completeness and accuracy relative to the various subject positions.
- Develop a new or update the current Classification Plan and Pay Plans for all positions.
- Labor Market Compensation Analysis and Comparisons.
- Job Evaluation rating – Internal Equity/Comparable Worth.
- Classification Forms and Documents.
- Methodology and Implementation Guidelines.

- Implementation Costs.
- Final Report and Findings.

The approach used by the consultants is critical to acceptance of such personnel studies. Municipal Resources, Inc. uses an approach that contributes to broad acceptance and successful implementation of its report recommendations.

Key town officials will be actively involved throughout the entire process.

Municipal Resources, Inc. values the insights of the involved supervisors and employees, and those connected with the human resource function. We encourage thorough input from management, employees, supervisors, and appropriate town officials, and the consultants consider their ideas, comments, and suggestions.

The client will be updated regularly, and the consultant will meet with the Town Manager and/or other Town Officials as required by management via phone, in-person, or by Zoom video to discuss the methodology, the progress, and the results of the study. Throughout the study, MRI will provide regular status reports to the town and will discuss the methodology used, the study's progress, and the results achieved. Upon award, MRI will review the study's objectives and the town's specific requirements to assure they are appropriately addressed by the study.

An extensive review will precede any recommendations.

The consultants anticipate utilizing conference calls and Zoom interviews as necessary to interview officials and department heads to obtain a practical first-hand picture of the town's overall organization, its positions, and of its relationship to other positions. The interviews provide an opportunity to clarify and enhance information, and to discuss any special issues or circumstances related to the responsibilities, qualifications, and conditions of the positions under review.

Market comparisons will be made with surrounding and comparable communities and as mutually agreed to with the client, to establish competitive rates of pay and benefits. MRI will suggest a list of comparable communities for the study and will consider location, size, scope of services, and complexity when selecting comparables. Private sector data for some positions will also be included if desired.

Relevant information and records will be analyzed.

As part of the job description review process, appropriate position analysis questionnaires will be distributed to the employees/supervisors as required, with follow-up interviews, as necessary. This may not be necessary if job descriptions are updated and thorough.

A structured methodology and a careful rating process will be used.

We employ a structured methodology that has been proven over the years in our work with municipal, county governments, and school districts. This methodology is comprehensive and flexible, enabling us to meet the full range of the town's requirements thoroughly and carefully. Methodologies on compensation, classification, position rating system, related tools, and guidelines have been developed and enhanced jointly by Municipal Resources, Inc. (MRI) and Human Resources Services, Inc. (HRS). The MRI/HRS Pay and Classification System has been widely used in communities throughout New England, is legally tested and valid, and is nationally recognized through ICMA's leading HR publication and guidebook, *Human Resource Management in Local Government: An Essential Guide*, 1st, 2nd, and 3rd Editions.

The consultant team uses a point-factor rating system to evaluate the positions in the study. The weighted factors cover such major position characteristics as work environment, responsibility, complexity, education/training/experience, accountability, judgment, physical requirements, and supervision. The rating process helps the consultants to determine comparable worth rankings within the town's workforce. The ratings are then used in conjunction with the comparable salary/wage data to prepare the Classification and Pay Plans. This blended approach assists with ensuring internal and external equity for all positions.

Our approach to determining the relative internal worth among positions includes three steps:

1. *Position Analysis:* This is a careful and thorough review and understanding of the work being done;
2. *Position Description:* This is a written record of the important activities and requirements of the work being done; and
3. *Position Evaluation:* This is a method of evaluating the information that has been collected and described to determine the position's relative worth within the organization.

All recommendations will be specific, practical, and cost conscious.

Municipal Resources, Inc. will take into consideration the political, economic, and functional implications of its recommendations. Our recommendations are specific, practical, cost conscious, and fully capable of being implemented. We appreciate what can and cannot work and understand that what may be right for one organization may not be right for another.

Based upon the method of implementation intended by the town, MRI will prepare an estimate of the minimum cost of implementation of the study's results. The final report will also include specific options for implementation and for future maintenance.

BENEFIT AND SALARY STUDY

A. General Objectives

The purpose of a compensation, classification and benefits study is to attempt to attract and retain qualified employees and eliminate inequities in pay or status. An updated Classification and Compensation Plan can accomplish two important objectives:

First, it can eliminate the element of subjectivity, which invariably accompanies individual compensation decisions when no plan or guidelines exist or if the current plan is old or outdated.

Second, it can provide managers with a tool for planning staffing requirements, controlling costs, and evaluating performance. While not an exact science, Classification and Compensation Plans represent a formalized procedure for achieving equitable job groupings and equitable pay levels for positions in the town's workforce.

B. Specific Objectives

The consultant team will perform the following tasks:

1. Conduct project orientations and meetings/interviews with the Town Management Team.
2. Review and analyze position responsibilities and requirements for all jobs.
3. Complete a comprehensive labor market analysis by collecting and analyzing comparable wage and benefit data from surrounding and comparable communities as mutually agreed.
4. Evaluate the positions through "position rating," a point-factor rating system developed and owned jointly by MRI/HRS to evaluate and rank positions.
5. Develop a classification plan.
6. Develop a compensation plan.

7. Develop the town's internal capacities to maintain the Classification and Compensation Plan.
8. Prepare a fiscal impact analysis of the study's implementations.
9. Communication of the plan and recommendations to the town.

At the conclusion of the study, the town will have both immediate recommendations for appropriate classifications, and salary ranges, and benefits, and the tools to maintain the Classification and Compensation system.

C. Scope of Services

The following is a detailed outline of the MRI proposed process.

1. Orientation Process/Meeting

a. Discussion with town manager, and other key personnel

This initial discussion would take place prior to beginning work on the entire project, so that the town may become familiar with the specific steps to be taken and potential policy questions that may be raised. MRI will provide a detailed project plan and schedule of activity.

Another purpose for this meeting will be to discuss various pay-setting systems and methods; to secure information necessary to properly review the current compensation program; to discuss those areas of concern which relate to the current and future compensation program; and to outline and explain the philosophies and approach of MRI.

The consultants will also examine numerous town documents, including management information, operating budget, annual reports, organizational charts, job descriptions, classification and pay plans, benefit program, staffing and staffing trends by classification, policies, previous studies involving pay and classification, and other internal documents that are related to the purpose of this study. This information is valuable in two ways. First, it helps us to commence our work with the fullest possible knowledge about the town. Second, it provides an introduction to various issues that we will need to address in the study.

b. Orientation meeting with Management Team

The consultant team will conduct an orientation meeting with the Management Team to explain the purpose and the methodology of the entire study. The orientation session provides an overview of the process and describes to the Team the role they play in the process. MRI has found that providing a thorough orientation makes project activities flow more smoothly. The orientation meetings provide a comprehensive communication program to everyone involved with the study.

2. Position Analysis Questionnaire (PAQ)

Custom position analysis questionnaires are developed and provided to employees to supplement information included in current town job descriptions if necessary. This will be utilized if it is determined the current job descriptions do not include sufficient updated information on the positions. At least one employee in each classification should complete a PAQ if needed. This will be determined following discussion with the town and review of current job descriptions.

3. Review of Questionnaires and Position Descriptions

The consultant team conducts an initial analysis of questionnaires, current position descriptions, organizational charts, and other relevant town documents.

4. Apply position rating factors/ revised classification plan(s) developed

Having identified and described all the positions, the consultant team then evaluates each position to create an updated classification plan. The consultant team applies job evaluation criteria to all positions and develops a tentative ranking of positions based on *internal comparability* (this is done individually and by consensus with the consultant team). The rating system compares such factors as work environment, basic knowledge, training and education, problem solving skills and effort, physical skills and effort, experience, interactions with others/customer service, confidentiality, occupational risks, complexity, supervision (*received, given, scope*), judgment/initiative, accountability, and guidelines. This review relates to internal equity of positions.

5. Conduct a comprehensive benefits and compensation survey and analysis

MRI will, jointly with the town, identify surrounding and comparable communities which comprise the best available "comparables" for the town.

Some private sector data may also be utilized. The consultant team collects and analyzes comparative compensation data from other comparable communities. MRI will survey others in and outside of the immediate region, as necessary. The consultant team will survey and provide up-to-date market information on all positions. The market survey addresses external equity.

Typically, our market analysis for **compensation** includes components such as, but not limited to:

- Salary range for each position surveyed
- Information on the market averages and ranges
- Information on the number of work hours per week/per year for each position surveyed
- Specific information where the responsibilities assigned to a department, or a position are not typical in most organizations surveyed
- Trends in compensation programs offered
- Compensation policies of other organizations

Benefits contribute to an employee's annual compensation and to an employee's personal well-being. The purpose of this analysis is not only to compare the Town to other similar organizations, but to have a better understanding of the value of the benefits offered. The consultant team will accurately communicate benefits information from other organizations.

Typically, our market analysis for **benefits** includes components such as, but not limited to:

- Vacation
- Sick Leave
- Personal Leave
- Health Insurance
- Dental Insurance

- Life Insurance
- Vision Insurance
- Long & Short- Term Disability Insurance
- Professional Development/Tuition Reimbursement
- Tax Deferred Plans
- Retirement
- Travel Allowance/Vehicle Use
- Stipends, longevity, on-call, call-back, and other pay-related benefits specific to some positions.
- Benefits information will include averages, medians, ranges, and percentiles when appropriate. Plan provisions and policies will be summarized in a detailed/narrative format.

The total market analysis on compensation and benefits will provide a detailed assessment of findings, recommendations, and implementation costs.

6. Compensation plan/salary schedule

The consultant team will construct a revised pay schedule within the parameters of the comparative salary/wage data and the town's compensation policies. The pay plan is then linked directly to the classification plan. The consultant team will develop the final updated Classification and Compensation Plan, including guidelines for initial implementations and continuing maintenance. The resulting Compensation Plan will reflect the pay policies, the marketplace, internal job values, and the financial ability of the town to pay at a given level. The recommendation for the final Classification and Pay Plan is a blend addressing internal and external equity.

7. Draft Findings

MRI will review the results of the Classification and Compensation Plan with town officials, who will have an opportunity to review draft findings for

comment and input. Final recommendations will be provided to the town only after appropriate feedback from all parties involved.

8. Meetings

Throughout the study, the consultants will spend considerable time explaining the methodology, the revisions made to classification descriptions, and the final recommendations regarding the recommended classification and compensation levels. The consultant shall coordinate the completion of the Scope of Services with the town.

D. **Final Report**

The **final report** will be provided to the town in hard copy format and electronic copy format. MRI will provide an electronic copy of the completed plan, materials, and classification manual. The report will include:

- a. A complete and comprehensive **labor market analysis** by collecting and analyzing salary and wage data and other compensation and workforce data from organizations comparable to the town. This data will be presented in spreadsheet, graphic chart, and narrative format.
- b. Recommendations on **classification and compensation plans**, while ensuring competitive pay rates using data from comparable organizations and internal equity through position rating and grouping.
- c. Preparation of a **fiscal impact analysis** of the study's implementation
- d. Recommendations on benefits.
- e. An **action plan** covering all findings and recommendations.
- f. A **project report and methodology** which will assist in the day-to-day administration and updating of the plan.
- g. Documentation of study **procedures, findings, and recommendations**.
- h. **Guidelines and tools** for updating the classification plan, accepting new classes, and evaluating reclassification requests.

DELIVERABLES

- FINAL REPORT** MRI will provide the final report in hard copy, together with one (1) copy of the final report in pdf format to the town manager.
- PRESENTATION** A written presentation will be provided to the Management Team at the conclusion of the study.
- PAY RANGES/BENEFITS** Recommended pay ranges for each category of positions in a Classification Plan, as well as benefit recommendations will be provided as appendices in the final report, with narrative in the report discussing the recommendations.

TIMELINE

The project timeline for a study this size is approximately three to four months depending on finalized scope of the study as discussed with client. The timeframe estimate is to commence within one week of signing a contract. It is anticipated, however that cost information should be able to be provided in early July, if sufficient data has been collected.

NOTE: Timeline may be adjusted in accordance with scope of services modification and agreement between MRI and the town.

EXPERIENCE AND QUALIFICATIONS

A. Company Background

Founded in 1989, the MRI team includes two principals, a staff of eleven full-time professionals, four administrative support staff, ten part-time professionals, and a large group of professional affiliates who are available for consulting services, as necessary.

MRI is committed to providing innovative and creative solutions to the problems and issues facing local governments, school districts, and community-based organizations throughout New England. We are a New Hampshire corporation operating from a primary office in Plymouth, New Hampshire.

Our seasoned management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.

Our collective experience in local government operations, coupled with our understanding the realities of today's economic, regulatory, and political environments, gives MRI a unique capability that can significantly help elected and appointed local officials address the problems and challenges of organizing, managing, and delivering core community services.

MRI's municipal government expertise includes the following categories:

- Executive recruitments
- Human Resources Studies (Compensation, Staffing, Audits)
- Assessment Centers and Promotional Process Testing
- Management and operational assessments of departments/agencies
- Reorganization/consolidation studies
- Regionalization feasibility studies
- Community and economic development, including land use regulations and control
- Budget and finance
- Public works and engineering
- Assessing
- Collective bargaining
- Internal investigations
- Risk management
- Public safety studies, including police, fire, EMS, and emergency management
- Emergency planning and exercises
- Building inspection and code enforcement

Extensive studies have been conducted in the Human Resources area to include Compensation, Classification and Benefit Studies and development of Performance Appraisals systems, as well as training for numerous communities in Maine, Massachusetts, New Hampshire, and Vermont. Studies involve salary/benefit survey development and analysis; position description review and development; development of Classification and Compensation Plans to include utilization of custom developed rating manual to assist with internal equity of positions.

You will find that we approach every assignment with enthusiasm, responsiveness, creativity, and absolute integrity. We are very proud of our 30-year record and reputation for supporting quality local government services in New England.

All Principal Consultants affiliated with the firm have substantial experience in government service, a background which proves beneficial to our clients, as we can fully understand and address the issues and concerns of the officials and decision makers with whom we do business.

We believe that Municipal Resources has the best collection of talent that any consultant can produce at any price. Generally, our affiliates are current or recently retired practitioners in their field. They have held or hold positions at or near the top in their respective fields. All are previous veterans of consulting assignments. They have Regional, and in some cases, National reputations. We believe this team has the ability to provide your organization with a full range of services necessary to successfully address your current needs. While our technical evaluation is done by in-service experts, all our recommendations are carefully considered by our own managers before being put forward for your consideration.

B. Project Team

All team members are available to work on the project during the timeframe outlined in the proposal. This project team worked on projects listed in the Reference Section of this proposal. In keeping with Municipal Resources' hallmark multi-disciplinary approach to problem solving, we plan to use the following team:

PROJECT MANAGER

Carol M. Granfield, *ICMA-CM*, has a Masters in Administration from Central Michigan University and is one of 1411 ICMA Credentialed Managers in the country. Ms. Granfield is also a graduate of the Senior Executive Institute at the University of Virginia, Harvard JF Kennedy School of Government summer program, Leadership New Hampshire, and Fairfax, and one year of law school at Massachusetts School of Law. She is an adjunct professor at Granite State College where she teaches Human Resources and Public Administration. She possesses over 38 years of public sector management experience and 9 years of private sector experience. Ms. Granfield, a native of Pittsfield, Massachusetts, has broad public service experience at the town, city, and county levels of government. Ms. Granfield has served in Town Administrator/Town Manager positions in large and small communities in New Hampshire (Derry, Meredith, Hooksett, Moultonborough), and also as County Manager in Cumberland County, Maine; Town Manager in Dixfield, Eliot and Kittery, Maine; Director of Administration in Herndon,

Virginia; and Personnel Director in Fairfax, Virginia. Ms. Granfield's expertise in Human Resources and Labor Relations includes the establishment of personnel policies; organizational studies; wage, classification, and benefit studies along with union negotiations to include the interest based model. Ms. Granfield is co-author of the ICMA e-book, Performance Appraisal Fundamentals: A Quick Guide to Fair, Consistent, and Useful Performance Appraisals. Ms. Granfield has participated in many successful public sector executive recruitment projects and has also conducted strategic planning, goal setting, and team building programs in NH, ME, and VA communities. She has also developed and implemented positive career development and training programs for employees of several municipal organizations. Ms. Granfield has given presentations at national conferences of the ICMA, the International Public Management Association for Human Resources, and at state conferences in VA, MA, ME, and NH. She was previously adjunct faculty at George Mason University. Ms. Granfield has served on many professional and civic boards to include the Public Employee Labor Relations Committee; ICMA Credentialing Board; NH Local Government Board, Maine Municipal Association Advisory Board, Belknap County Economic Development Commission, Derry Planning Board, and is Past President of the NH Management Association, IPMA-HR-Virginia, Dixfield Economic Development Organization, and the Derry Village Rotary. Ms. Granfield is also appointed by the Governor to the NH Public Employee Labor Relations Board.

TEAM MEMBERS

Aleksandra (Sandy) Stapczynski holds a Master's Degree in Public Administration (MPA) from the Sawyer Business School, Suffolk University; a Bachelor's Degree in Government from the College of Liberal Arts and Sciences, Suffolk University; an Associate's Degree in Business from Bunker Hill Community College; and a Certificate from the State Management Development Program, Institute for Governmental Services, University of Massachusetts, Boston. She has more than 25 years of local government consulting experience in Massachusetts and throughout New England. As a recognized contributor in the field, she has been published in a number of local and national professional journals and municipal management publications including the International City/County Management Association and the Massachusetts Municipal Association. Her work has also been cited in other human resource professional publications and municipal related research. Her experience covers a wide range of activities including compensation and classification development, performance management, retention, staffing reviews, HR audits and assessments, recruitment/selection and more. She has also conducted general management consulting projects for municipalities including reorganization studies, department specific studies, and studies concerning municipal finance and operations. Sandy owns and operates a boutique consulting company focusing on Human Resource Management in Massachusetts and has served as a Senior

Associate and subject expert advisor on projects with Municipal Resources, Inc. since 2012.

Anthony J. Torrisi received his undergraduate degree from Boston College and a Master's Degree in Business Administration from Northeastern University. Anthony has over 38 years of experience in Massachusetts municipal finance and administration, having retired in 2011 as the Director of Finance and Budget for the Town of Andover, a position he held since 1979. In his role in Andover he was responsible for the financial planning and budgeting for the Town (\$150 million budget) and overseeing the offices of Tax Collector-Treasurer, Assessing, Purchasing, Information Systems, and Insurances/Benefits report directly to him. Prior to 1979, Anthony worked for 4 years as a budget assistant in the City of Worcester, Massachusetts and was employed by the Town of Danvers from 1972-1974 while pursuing his graduate degree. Mr. Torrisi has broad experience in both municipal finance and human resource along with extensive experience in budget preparation, capital planning, debt management, and financial planning. He has had responsibility for the implementation of many financial and systems improvements and has also had major general government experience with two lengthy appointments as Acting Town Manager while the Board of Selectmen conducted Town Manager recruitment processes.

See resumes on the project team in **Appendix A**.

CLIENT REFERENCES

A list of relevant consulting assignments similar to the requested services in Newmarket, which have been conducted within the past few years with the same project manager and consulting team members as proposed. **See Appendix B.**

PRICE

The fee for services as outlined in this proposal is **\$14,500**. This fee represents **all** costs associated with completing the specified services, including all consulting fees, clerical support, travel costs, printing costs, telephone costs, and other incidental costs associated with the project completion. This fee also includes the cost for all materials developed and provided to accompany the plan. Adjustments can be made if the scope of work is modified.

For additional services that are not covered in the scope of services, the town will be billed on an hourly basis at the rate of **\$135.00** per hour.

Payments to be made as follows:

- A. **\$7,250** to be invoiced upon execution of contract; and
- B. **\$7,250** to be invoiced upon submission of a final report.

If awarded this contract, MRI will obtain and maintain insurances as outlined in Attachment II of the Request for Proposals. MRI will comply with all terms and conditions as stated in the RFP.

This proposal is effective for 60 days from proposal due date of May 20, 2022

Additional Proposal Options Requested:

Option A: Annual Review and Update of the Market Analysis of positions included in the initial study with Report and Recommendations for modifications in order to maintain accuracy of positions and competitiveness in the market.

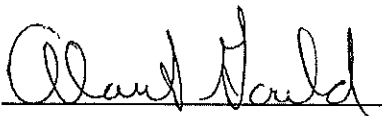
Cost: \$8,000

Option B: Pricing for future individual job description grading on an as-needed basis.

Cost: \$300 per position Reclassification Review: \$500 per position

Respectfully submitted,

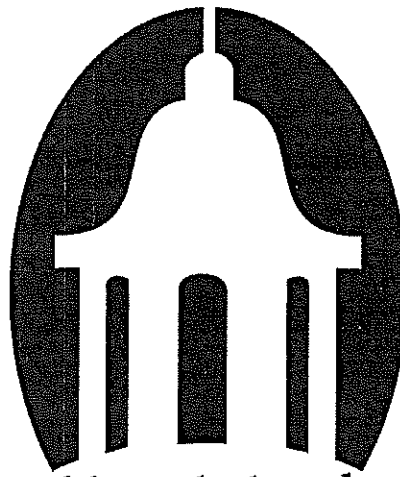
MUNICIPAL RESOURCES, INC.

By: 

Alan S. Gould, President
Municipal Resources, Inc.
66 Main Street, Suite B
Plymouth, NH 03264
(603) 279-0352
(603) 765-5998 Cell
agould@mrigov.com
www.mrigov.com



APPENDIX A



Municipal
Resources
Inc.

Carol M. Granfield
95 Pease Road
Meredith, NH 03253
(603) 548-7201
cmgranfield@gmail.com

Professional Experience

**Senior Management Consultant, Director of Human Resource Services
Municipal Resources Inc., Plymouth, NH November 2008 to Present**

Perform consultant work for organizations primarily in the public sector, to include management and organizational studies, human resource policy and programs to include wage and classification studies, executive recruitment, personnel policies; provide interim manager assignments along with varied professional, technical and management assistance.

Site Visitor – NASPAA – Commission on Peer Review and Accreditation 2018 to Present
Conduct a team peer review of public administration master's programs seeking accreditation.

Facilitator – ICMA – Emerging Leaders Development Program, 2018 to Present
Human Resource Management in Local Government

Interim Town Manager, Eliot, ME, April – October 2021
Interim Town Manager, Kittery, ME, March – November 2016
Interim Town Manager, Moultonborough, NH, May – September 2015

Adjunct Professor
Granite State College, University of NH, Concord, NH January 2014 to Present
Professor for online classes specializing in Human Resource Administration and Introduction to Public Management.

Town Administrator, Hooksett, NH December 2008 to June 2011
Responsible for the overall management of the Town located at the crossroads of major roads to the largest New Hampshire City, Manchester, and the State Capitol of Concord. Hooksett has a daytime population of 25,000. Serve a nine-member Town Council with a Council-Manager form of government.

Town Manager, Meredith, NH, January 2004 to October 2008
Responsible for the management of a tourist town on Lake Winnepesaukee with a seasonal population of 30,000+. Serve a five-member Board of Selectmen with a Town Manager form of government.

Town Administrator, Derry, NH, November 1998 to December 2003
Responsible for the overall management of the Town that is a fast-growing community, outside of Boston, with a population of 35,000 (4th largest in the state). Serve a seven-member Town Council with a Council-Manager form of government.

County Manager, Cumberland County, ME, November 1995 to November 1998

First County Manager in the State of Maine for the largest County with a population of 250,000 serving 26 cities and towns. Responsible for the overall management of the County operations.

Town Manager, Dixfield, ME, November 1993 to November 1995

Responsible for overall management of the Town, and oversight of all department operations. Serve a five-member elected board of Selectmen and have a Town Meeting form of government.

Director of Administration, Herndon, VA, March 1989 to November 1993

Responsible for the development and operation of a comprehensive Administration and Human Resources Program. Assistance to the Town Manager on varied Town programs and projects.

Personnel Director, Fairfax, VA, 1978 to March 1989

Responsible for the development and operation of a comprehensive personnel management program for Fairfax Employees located at various sites.

Assistant City Clerk, Fairfax, VA, 1973 - 1978

Responsible for staffing the Planning Commission, Board of Zoning Appeals and Board of Architectural Review. Acts as City Clerk in absence.

Administrative, Professional Positions, 1965 - 1973

Varied positions during this period at the following locations: General Electric, Pittsfield, MA; Wells Fargo Bank, Merced, CA; Planning Research Corporation, McLean, VA and Sanders Associates, Inc., Reston, VA.

Education

Leadership New Hampshire Graduate - Class of 2003

Massachusetts School of Law, completed the first year in 2001

Harvard University, John F. Kennedy School of Government, summer 1997

Leadership Fairfax Graduate, Fairfax County Chamber of Commerce, 1993

Master of Science, Central Michigan University, 1991, Major, Administration

Senior Executive Institute Graduate, University of Virginia, 1990

Bachelor of Arts Degree, National Louis University, 1986, Major, Applied Behavioral Science

Awards, Recognitions, Presentations, Professional/ Community Organizations

NH Public Employee Labor Relations Board, Management Representative

ICMA Credentialing Board

ICMA Webinars on Management and Human Resource Topics

Co-author of ICMA e-book, Performance Appraisal Fundamentals

Producer/Host of Public Access TV Programs, Magic of Meredith, Lakes Region Spotlight

NH Heritage Preservation Awards; Plan NH Award; Main Street Awards

ICMA Local Government Exchange – Australia; IPMA Study Delegation – England, Scotland

American in Bloom Champion

ICMA Credentialed Manager (one of 1411 Managers)

Presentations to National/International Associations; ICMA, IPMA-HR, IACP

Prior President of Derry Rotary, NH Managers, IPMA, Virginia

ALEKSANDRA E. STAPCZYNSKI

PROFESSIONAL EXPERIENCE:

Human Resources Services, Inc., Andover, Massachusetts

President, Established 1989; Incorporated 1998 to present.

Established recognized consulting practice in human resource management to local governments. Assists local governments in strengthening their management capacity by providing a full range of personnel services which include: classification and compensation plans; job evaluations; salary and benefits analysis; job descriptions; performance-evaluation and merit systems; personnel ordinances/bylaws; personnel policies, rules and regulations; organizational design of personnel systems; personnel assessments; staffing and utilization studies; HR audits; recruitment and selection; and general management studies. Conducts management training programs tailored to the specific human resource needs of the municipality. Has provided services to more than 250 local governments. Expert knowledge of procedural and practical approaches to municipal personnel systems. Theoretical and practical background in municipal government.

Field Services Division (later renamed to MMA Consulting Group),

Massachusetts Municipal Association, Boston, Massachusetts

Management Consultant, 1984 to 1988.

Assisted local governments in full range of activities related to personnel management. Provided technical assistance to all MMA Massachusetts cities and towns in a variety of areas of personnel administration including: pay and classification; salary surveys; recruitment and selection; performance evaluation; benefit packages; staffing plans; merit systems; affirmative action; personnel ordinances and bylaws, policies and procedures; and personnel-system reviews. Provided technical assistance for consulting projects in other areas of municipal administration such as budget preparation and organizational studies. Also served as program director of Violation Control System (VACS), responsible for marketing and administration of a computerized parking-ticket processing service used by more than 80 local governments and educational institutions. As a professional consultant with the MMA, was part of a distinctive consulting team that pioneered technical assistance to municipalities in general organizational management, finance, personnel, computer technology, public safety, public works, and training.

Commonwealth of Massachusetts, Department of Revenue, Boston, Massachusetts

Supervising Financial Analyst, 1982 to 1984.

Coordinated functional activities associated with budget preparation and financial reporting. Developed financial data in response to Commissioner and Deputy Commissioner needs. Monitored departmental budgets totalling approximately \$140-million. Assisted in the preparation of GAAP reports for the State Comptroller's Division. Developed and implemented strategic methodology to secure millions of dollars in Federal reimbursements to the Commonwealth for eligible expenditures. Assisted in the development, training and implementation of Office Automation systems. Performed special studies in such areas as overtime analysis, long-range plans and operational procedures.

Bunker Hill Community College, Charlestown, Massachusetts
Adjunct Professor of State and Local Government, 1984.
Taught one semester of required State and Local Government Course
Department Head: Mr. Richard Clayman

Commonwealth of Massachusetts, Department of Revenue, Boston, Massachusetts
Graduate Intern, Management Resources Division, 1982.

As a special projects coordinator, devised and implemented a cost-allocation system to analyze applicable expenditures by bureau and division. The system was used as a key management tool for identifying and obtaining Federal reimbursements. Also worked on other special projects such as a procedures manual, program-accounting system, methodologies, inventories and statistical reports.

RELATED PROFESSIONAL ACTIVITIES:

Speaker on personnel administration in local government before meetings of the Massachusetts Municipal Association, the Massachusetts Municipal Personnel Association, and the New Hampshire Local Government Center. Topics have included Compensation and Classification, Benefits Administration, Human Resources, Recruitment and Selection, Regionalization, City/School Consolidations, Personnel Policies and Handbooks.

Has guest lectured on Organizational Effectiveness at Suffolk University in MPA program under Professor Francis Burke. Serves as Visiting Executive at Sawyer Business School.

PUBLICATIONS:

Contributing author to the International City/County Management Association's leading publication (textbook) in personnel administration, *Human Resource Management in Local Government: An Essential Guide (1st, 2nd, and 3rd Editions)*. Has contributed to articles that had appeared in *The Beacon* and other MMA publications. Authored ICMA's *IQ Report, Staffing and Utilization Studies, 2004*.

PROFESSIONAL MEMBERSHIPS:

Economic Research Institute
Massachusetts Municipal Association
Massachusetts Municipal Personnel Association
Society for Human Resource Management (SHRM)

EDUCATION:

Masters in Public Administration, Sawyer Business School, Suffolk University, Boston - 1983
Awarded Full Public Service Graduate Fellowship. Area of Concentration: Public Finance.

Bachelor of Science in Government, School of Liberal Arts, Suffolk University, Boston - 1981

Associates Degree, Business, Bunker Hill Community College - 1978

Certificate in State Management Development Program, Institute for Governmental Services, University of Massachusetts, Boston - 1984

ANTHONY TORRISI • 978-771-3031 •

Summary

Retired Massachusetts municipal finance director with broad municipal experience. Strong skills in financial management and budget development; debt management; revenue/expenditure analysis and forecasting; enterprise rate setting; capital planning; organizational development and process improvement; pay and classification plans, total compensation and employee benefits analysis. Excellent working relationships with Town Managers, Boards of Selectmen, Finance Committees and School Committees.

Currently working part-time since 2011 as a private consultant in the area of pay and classification, total compensation and wage and benefit studies. In addition, employed as a part time staff associate with the Edward J. Collins Center for Public Management/ UMass Boston providing cities and towns with financial forecast, financial management policies and capital improvement studies.

Full Time Professional Experience

1979— 2011

DIRECTOR OF FINANCE AND BUDGET/TOWN OF ANDOVER

Responsible for the overall financial planning and management of the town. Oversaw the offices of Assessing, Tax Collector/Treasurer, Information Technology and Central Purchasing. Prepared the annual budget and capital improvement plan. Developed revenue enhancements, water and sewer rate setting studies, debt management and bond rating agency presentations. Prepared cost benefit analysis for collective bargaining, health insurance or other proposals. Serve as Acting Town Manager as required during Town Manager absence or vacancy.

1974— 1979

BUDGET ASSISTANT/CITY OF WORCESTER

Provided staff support to city finance director in preparation of city budget and capital plan. Provided staff support to city director of community development and planning for grants management and grantee audits.

1972— 1974

ADMINISTRATIVE INTERN

Provided staff support to town manager. Served as acting assistant town manager/personnel director/purchasing agent. Prepared annual budget.

Education

1974— NORTHEASTERN UNIVERSITY	MBA
1971—BOSTON COLLEGE	BA

APPENDIX B



Client References of Similar Projects During Past Three Years

Auburn, ME – October 2017 – October 2018

Compensation and Classification Study and Performance, 100 union and non-union positions

Christine Mumau, Human Resource Director

60 Court Street

Auburn, ME 04210

(207) 333-6601 ext. 1416; cmumau@aubornmaine.gov

Augusta, ME – May 2019 -October 2019

Pay Study, 97 union and non-union positions

Susan Robertson, Assistant City Manager/HR Director

16 Cony Street

Augusta, ME 04330

(207) 626-2300; susan.robertson@augustamaine.gov

Bangor, ME – April 2019 - November 2019

Pay Scale and Benefits Study, 190 non-union positions

Lori Bagley, Human Resources Officer

73 Harlow Street

Bangor, ME 04401

(207) 992-4265; lori.bagley@bangormaine.gov

Barrington, NH – September 2019 - January 2020 (Update Starting May 2022)

Compensation Study, 45 non-union positions

Conner Maciver, Town Administrator

333 Calef Highway

Barrington, NH 03835

(603) 664-7395; cmaciver@barrington.nh.gov

Hooksett, NH – April 2021 - June 2021

Wage and Classification Study, 40 non-union positions

Andre Garron, Town Administrator

35 Main Street

Hooksett, NH 03106

(603) 485-1184; agarron@hooksett.org

Lebanon, NH – August 2017 - August 2021

Classification and Compensation Studies, varied union, and non-union studies, 2017. 2018, 2019, 2020, most recent in 2021; ranging from 10-50 positions

Gloria Leskiewicz, Human Resources Director

51 N. Park Street

Lebanon, NH 03766

(603) 442-6109; gloria.leskiewicz@lebanonnh.gov

Old Orchard Beach, ME – December 2021 – April 2022

Pay & Classification Study/Performance Evaluation; 40 non-union positions
Fran Beaulieu, Human Resources Director Diana Asanza, Town Manager
(207) 937-5632 ; fbeaulieu@oobmaine.com (207)937-5628 dasanza@oobmaine.com

Orleans, MA – June 2019 - October 2019

Classification and Compensation Study, 65 union and non-union positions
Liana Surdut, Assistant Town Administrator
19 School Road
Orleans, MA 02653
(508) 240-3700 ext. 2312; lsurdut@town.orleans.ma.us

Pembroke, NH – June 2018 - October 2018

Pay and Classification Study, 48 non-union positions
David Jodoin, Town Administrator
311 Pembroke Avenue
Pembroke, NH 03275
(603) 485-4747, ext. 202; djodoin@pembroke-nh.com

Plymouth, NH – October 2020 - February 2021

Classification and Compensation Study, 50 non-union positions
Anne Abear, Finance Director
6 Post Office Square
Plymouth, NH 03264
(603) 536-1731; finance@plymouth-nh.org

Saco, ME – December 2020 – June 2021

Compensation and Classification Study, 94 positions (51 non-union, 43 union)
Bryan Kaenrath, City Administrator; Emily Roy, Director of Communications/HR Director
300 Main Street
Saco, ME 04072
Bryan, (207) 282-4191; bkaenrath@sacomaine.org; Emily, (207) 710-5002;
eroy@sacomaine.org

Waterville, ME -December 2021 – May 2022

Classification & Compensation Study, 61 classification, 113 union and non-union/staffing review
Bobbie-Jo Green, Human Resources Director Stephen Daly, City Manager
(207) 680-4215; bgreen@waterville-me.gov (207)680-4204; sdaly@waterville-me.gov

REQUIRED FORMS



NONCOLLUSION AFFIDAVIT

1. Vendor fully understands the preparation and contents of the attached offer and of all pertinent circumstances respecting such offer;
2. Neither the said vendor nor any of its officers, partners, owners, agents, representatives, employees or parties interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other responder, firm, or person to submit a collusive or sham offer in connection with the contract or agreement for which the attached offer has been submitted or to refrain from making an offer in connection with such contract or agreement, or collusion or communication or conference with any other firm, or, to fix any overhead, profit, or cost element of the offer price or the offer price of any other firm, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the Town of Newmarket or any person interested in the proposed contract or agreement; and
3. The price or prices quoted in the attached offer are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the firm or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

AFFIDAVIT OF ELIGIBILITY

1. The vendor is not ineligible for employment on public contracts as a result of a conviction or guilty plea or a plea of nolo contendere to violations of the Sherman Anti-Trust Act, mail fraud or state criminal violations with a contract let by the State of New Hampshire or any political subdivision of the State of New Hampshire.
2. No councilman or officer of the Town of Newmarket or other person whose duty it is to vote for, let out, overlook or in any manner superintend any of the work for the Town of Newmarket has a direct interest in the responder.

CONFLICTS OF INTEREST CERTIFICATION

No employee, officer or agent shall participate in the selection, or in the award or administration of a contract if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

- The employee, officer or agent,
- Any member of immediate family,
- An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm selected for award.

Officers, employees or agents will neither solicit nor accept gratuities, favors or anything of monetary value from vendors, potential vendors, or parties to sub-agreements. By submission of this form, the vendor is certifying that no conflicts of interest exist.

The undersigned hereby acknowledges receipt of the above applicable laws and verifies that the bid submitted in response to this solicitation is in full compliance with the listed requirements.

Signature: Alan Gould

Printed Name: Alan Gould

Title: President

NOTARY:

Subscribed and sworn to before me this date: 5/12/2022

BY: [Signature]
Notary Public

My Commission Expires On: 4/7/2026

