

7:00 PM

Aldermanic Chamber

1. ROLL CALL
2. PUBLIC COMMENT
3. COMMUNICATIONS
4. INTERVIEWS

Keefe Auditorium Commission

Term to Expire: May 13, 2027

Dan O'Donnell (new appointment)
49 Cobbett Lane
Hollis, NH 03049

Shawn Smith (new appointment)
Nashua High School South
38 Riverside Street
Nashua, NH 03062

Term to expire: May 1, 2028

Dennis Schneider (new appointment)
32 Clearview Drive
Nashua, NH 03062

Term to expire: June 10, 2028

Cable Television Advisory Board

Oscar Villacis (new appointment)
76 Beauview Avenue
Nashua, NH 03064

Term to expire: June 10, 2028

5. DISCUSSION

- Classification and Compensation Study for Unaffiliated Employees

6. APPLICATION TO LICENSE HAWKER'S, PEDDLER'S, ITINERANT VENDOR'S LICENSE
7. APPOINTMENTS BY THE PRESIDENT OF THE BOARD OF ALDERMEN AND MAYOR

Keefe Auditorium

Term to Expire: May 13, 2027

Dan O'Donnell (new appointment)
49 Cobbett Lane
Hollis, NH 03049

Shawn Smith (new appointment)
Nashua High School South
38 Riverside Street
Nashua, NH 03062

Term to expire: May 1, 2028

Oscar Villacis (new appointment)
76 Beauview Avenue
Nashua, NH 03064

Term to expire: June 10, 2028

Nashua Center for the Arts Board of Trustees

Amber Morgan (re-appointment)
20 Lock Street
Nashua, NH 03064

Term to Expire: May 1, 2030

Abdallah "Jay" Minkarah (re-appointment)
13 Mount Pleasant Street
Nashua, NH 03060

Term to Expire: April 30, 2030

Cultural Connections Committee

Bernadette Melton-Plante (re-appointment)
41 Parrish Hill Drive
Nashua, NH 03063

Term to expire: April 30, 2028

Cable Television Advisory Board

Oscar Villacis (new appointment)
76 Beauview Avenue
Nashua, NH 03064

Term to expire: June 10, 2028

8. UNFINISHED BUSINESS
9. NEW BUSINESS – RESOLUTIONS
10. NEW BUSINESS – ORDINANCES

O-25-056

Endorsers: Alderman Chris Thibodeau
Alderman-at-Large Melbourne Moran, Jr.
Alderman Thomas Lopez
Alderman John Sullivan

RULES FOR REMARKS BY ALDERMEN AT MEETINGS

O-25-057

Endorsers: Alderman-at-Large Michael B. O'Brien, Sr.
Alderman-at-Large Melbourne Moran, Jr.
Alderman Tyler Gouveia
Alderman Richard A. Dowd
Alderman-at-Large Lori Wilshire

AMENDMENTS TO DEATH BENEFITS IN THE BOARD OF PUBLIC WORKS RETIREMENT SYSTEM

11. TABLED IN COMMITTEE

R-25-158

Endorsers: Mayor Jim Donchess
Alderman-at-Large Michael B. O'Brien, Sr.
Alderman-at-Large Lori Wilshire

RELATIVE TO A NON-BINDING BALLOT REFERENDUM CONCERNING THE KEEFE AUDITORIUM
- tabled at 5/5/25 mtg

O-25-051

Endorsers: Alderman-at-Large Melbourne Moran, Jr.
Alderman-at-Large Ben Clemons
Alderman Chris Thibodeau

Alderman Tim Sennott
Alderman Derek Thibeault
Alderman Patricia Klee

PROHIBITING THE SALE OF KRATOM

- Tabled at 3/3/25 mtg

O-25-053

Endorsers: Alderman Patricia Klee
Alderwoman-at-Large Gloria Timmons

UPDATING THE TAXI LICENSING ORDINANCES

- Tabled at 4/7/25 meeting

12. PUBLIC COMMENT
13. GENERAL DISCUSSION
14. REMARKS BY THE ALDERMEN
15. ADJOURNMENT

Daniel O'Donnell

49 Cobbett Lane
Hollis, NH 03049

Cell: [REDACTED]
E-mail: [REDACTED]

Employment

KW Gateway Realty- 2015- Present

- Licensed NH Realtor

Redaction of private email address pursuant to 91-A:5,IV, confidential information and disclosure would constitute invasion of privacy

Nashua School District – 1988-2015

- Director of Music- **1988-2000**
- Assistant Principal Nashua HS South- **2000-2015**

Redaction of private telephone number pursuant to 91-A:5,IV, confidential information and disclosure would constitute invasion of privacy

Westford Ma. School District-

- Norman E. Day Middle School Band Director **1979-1988**

Education

Antioch University M. Ed.-
School Administration/Supervision

May 2000

Antioch University M. Ed. –
Foundation In Education

May 1992

Berklee College of Music
B.M. – Music Education

May 1979

Nashua High School

June 1974

Leadership

Greater Manchester Nashua Board of Realtors-
Chairman- Community Service Committee- Current

Nashua Great American Downtown-
President- Executive Board- **2020-2023**

Director of Music K-12- Nashua School District **1988-2000**

NH Band Directors Association **1988-2000**

NH Middle School Association – **President 2004-2006**

Community Service

Greater Nashua United Way- Committee Volunteer- Current

Red Day Keller Williams Gateway Realty- Yearly

Greater Manchester Nashua Board of Realtors

Received 2023 Community Service Award for volunteer work in NH

St. Joseph Hospital Nashua- SJH Community Courtyard Development

Member of various community groups over the years

Nashua Lions Club, Masons, Knights of Columbus, Nashua Jaycees,
Nashua Actorsingers etc..

Shawn M. Smith

• 65 Maplewood Drive • Temple, NH 03084 • (603) [REDACTED]

OBJECTIVE

To obtain a Senior Management position where I can maximize resources and deliver superior customer service by developing and implementing strategic plans, building cohesive teams, and proactively meeting challenges.

SKILLS

- | | | | |
|----------------------|---------------------|--------------------|-----------------------|
| • Strategic Planning | • Communications | • Problem Solving | • Customer Focus |
| • Leadership | • Tactical Planning | • Results Oriented | • Team Builder |
| • Decision Maker | • Change Agent | • Innovation | • Attention to Detail |

RECENT WORK EXPERIENCE

Nashua (NH) School District
Plant Operations Director

1997 to Present

- Managed workforce of approximately 150 employees comprised of trades, custodial, grounds, security and office staff; conducted maintenance, repair, renovation and construction activities for 19 sites totaling in excess of 2 million square feet and 365 acres, spread out over a 37 square mile city.
- Supervised renovation and construction of 65,000 square foot elementary school, renovation of 95,000sf middle school (after roof collapse), and two high schools in excess of 420,000sf each. Also mechanical/electrical renovations and additions at five elementary schools. Total construction in excess of \$155 million.
- Developed strategic plan for improving condition of school facilities; implemented numerous changes to organization and system processes; developed and implemented custodial services plan.

United States Coast Guard
Commissioned Officer

1976 to 1997

Quality Manager and Special Assistant to Commanding Officer
USCG Research & Development Center, Groton, CT

1996 to 1997

- Planned and conducted Malcolm Baldrige National Quality Award assessment of Coast Guard R&D Program; led 45 people in conduct of assessment; organized seven sub-teams and identified team leaders. Developed strategic plan to address over 100 areas for improvement identified in assessment; implemented action plans and facilitated program improvement efforts.
- Planned and conducted exhibits of R&D technologies for senior CG management.
- Prepared R&D program reorganization plan; subsequently approved by senior CG management.

Branch Chief, Environmental Safety Branch
USCG Research & Development Center, Groton, CT

1993 to 1996

- Identified, planned, conducted and completed oil pollution and hazardous material/waste R&D projects.
- Prepared and executed annual budget of \$2 to \$3 million and supervised ten senior research scientists & engineers.
- Planned and conducted two major exhibitions of federal/state/local/academia pollution prevention and response technologies.

Assistant Director of Facilities Engineering and Public Works Officer
U. S. Coast Guard Academy, New London, CT

1989 to 1993

- Maintained and repaired 25 major buildings on college campus encompassing 1.2 million square feet and 110 acres.
- Prepared and managed annual budget of \$1.5 to \$2 million and supervised 75 person workforce.
- Actively served on Academy budget coordinating committee, administering a \$12 million annual budget.
- Planned and implemented successful streamlining of workforce from 90 to 75 people and annual savings of 18%.
- Prepared, contracted for, and administered major service, minor construction and landscaping contracts.
- Initiated quality improvement efforts and implemented solutions resulting in improved efficiency and effectiveness.

Staff Officer, Civil Engineering Division
USCG Headquarters, Washington, DC

1988 to 1989

- Coordinated Coast Guard input to Department of Defense Base Realignment and Closure Commission.
- Developed career guidebook for Coast Guard civil engineering officers.
- Monitored Coast Guard shore facility energy usage; developed and published energy consumption reduction goals.

MAJOR ACHIEVEMENTS

Working within the framework of municipal funding and processes, **supervised major renovations, additions and construction of public school facilities, while identifying areas for improvement and implementing solutions in plant operations department.** Supervised \$5 million renovation and addition to elementary school. Supervised two \$50 million construction of two high schools. Supervised \$3.5 million renovation of middle school and \$30 million renovation of five elementary schools. Supervised numerous renovations ranging from \$70,000 to \$1.5 million in school facilities. Overhauled work order system, implemented online work requests and janitorial supply ordering. Conducted work load analysis to support increase in trades and custodial staffing. Developed custodial work standards and employee handbook. Initiated environmental safety program, facility inspection program and building cleanliness inspection program. **Results:** *Improved facility appearance and operations; right-sizing of support organization; significant increase and modernization of school facilities.*

Led a team of diverse professionals charged with conducting a rigorous analysis of a new patrol boat acquisition, costing in excess of \$150 million. Developed a plan that included testing and evaluating eight major platform alternatives. Directed all activities of the team comprised of civilian & military engineers and research scientists. Assigned tasks for full-scale testing, model testing and computer simulations. Compared results and provided a written report of the group's recommendation. **Results:** *Completed study within a 14 month time frame and stayed within the \$1.5 million budget. Recommendation supported the decision to purchase over 30 new patrol boats.*

Took on the task of turning around the performance of a facilities engineering department that was experiencing significant customer dissatisfaction with long response times for routine maintenance and repair. Tackled the problem head-on and developed an integrated approach to resolving issues by creating a multi-disciplinary response team. Initiated a TQM Quality Action Team that included customers, in order to study work request processes and conduct a shop workload analysis. Implemented many of the team's improvement recommendations. Converted a manual system to a fully dedicated, on-line work request system. **Results:** *Shop work order backlogs were reduced by 33% and customer satisfaction was dramatically improved.*

Participated on a subcommittee mandated by Congress to develop an oil spill prevention and response plan that clearly outlined duties and accountabilities of all responsible agencies. Due to the highly visible, sensitive and political nature of the task, the group was floundering and unable to reach consensus. **Took the initiative to move the subcommittee off dead center** by hand picking and organizing a smaller team that focused on developing a framework and action plan. Defined objectives and assigned tasks. Produced a draft plan within one week that was subsequently adopted by the full subcommittee with very few changes. **Results:** *Brought divergent agencies together to reach a common goal. Final report was completed within six months and submitted for and approved by federal agencies in less than a year.*

Took over leadership of a division during an emergency situation. The division was responsible for administering the boating safety program in the State of Alaska. Overcame resistance from volunteers; built credibility and stabilized the organization during a time of turmoil. Instituted a rigorous training program for the volunteers. Assessed the existing database for boat registration and implemented a project to update files. **Results:** *Expanded the volunteer groups by 20%. Condensed the database by 50%. Significant improvements to training allowed volunteers to take on greater responsibility for conducting patrols; which resulted in saving resource dollars and decreasing response cost per call by 95%.*

Led the Malcolm Baldrige Assessment of a C.G. R&D Program that was in disarray. No strategic plan existed, customer expectations were not being met, morale was low, credibility was steadily declining, and there was no measurement of key business processes. Conducted an assessment of the R&D Program utilizing the Malcolm Baldrige Quality criteria, established seven teams, provided training on the goal of the project, appointed team leaders, and assigned each team the responsibility for evaluating a criteria. Compiled the group's input, which detailed over 100 deficiencies, prepared a report and presented findings to senior management. **Developed a strategic plan that addressed each problem area.** Created eight major action plans and directed the improvement efforts. **Results:** *In less than six months significant improvements were realized. A strategic plan was developed. Vision, values and mission statement are in place. The program was re-engineered and key business drivers were identified. Roles and responsibilities for all levels of the organization were defined. Program focused on customer needs and initiated major process improvements.*

Responding to federal law requiring federal facilities to conduct analysis on whether it is more cost effective to conduct maintenance & repair with in-house staff, or through outsourcing. **Conducted in-depth workload analysis on Public Works Department** organization, shop structures, response times, shop inventories, efficiencies to be gained through the use of technology, functions which could be conducted by other elements of the organization, and minimally acceptable work standards. Evaluated findings and concluded that by implementing changes for the most cost effective operation, the organization would be better served by using in-house staff. **Conducted fundamental changes** that involved switching from a predominately military workforce. **Results:** *Recorded annual savings of 18%.*

EDUCATION

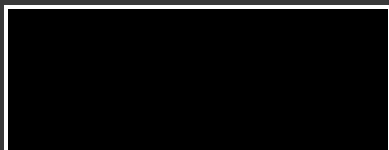
Master of Science, Engineering, University of Rhode Island

1984

Bachelor of Science, Engineering, United States Coast Guard Academy

1976

Contact



Top Skills

Operational Excellence

Product Management

Medical Devices

Patents

Management, reporting and benchmarking of medication preparation

Medication requisition fulfillment system and method

SYSTEMS AND METHODS FOR INTELLIGENT PATIENT INTERFACE DEVICE

Centralized Sterile Drug Products Distribution and Automated Management of Sterile Compounding Stations.

Methods, circuits, devices, systems and computer executable code for operating a medical device using a hybrid communication path

Dennis Schneider

CEO, Consultant, Innovator, Expert in IV Workflow, IV Compounding automation, Infusion Systems, Infusion Safety, DSCSA/Drug Supply Chain Security

Nashua, New Hampshire, United States

Summary

Proven product innovator and seasoned general manager - Director at EQUASHIELD, VP at Baxter Healthcare, SVP at Baxa Corporation and ForHealth Technologies, VP/GM at ConsortiEX, VP at Q Core Medical, CEO at Ariel Corp/NASDAQ NM, Division GM and Officer at Motorola, Director of Marketing at Digital Equipment Corp.

Extensive experience in high tech and Healthcare product launches, sales, marketing, general management, business development, and product turnarounds.

Expert in patient safety and Healthcare Information Technology, infusion systems marketing and sales, clinical aspects of infusion therapy, hospital pharmacy, aseptic compounding/drug supply chain. Expert on the infusion pump market and issues. Expert in Drug Quality and Safety Act (DQSA) compliance matters.

Founding member of the FDA/AAMI/HTSI Infusion Systems Safety Steering Committee. Past member of the ISO/IEC Infusion Systems Standards Committee.

Multiple patent holder in pharmacy automation and infusion systems, networking, patient safety systems.

Successful Client engagements for NanoHorizons, Chase Manhattan Bank, Accenture, Lucent Technologies, Cardinal Health/Pyxis, NanoHorizons, McGraw-Hill, AT&T Universal Card Service, Mercury Computer Systems, and many others.

Experience

EQUASHIELD®

Director, Automation Systems

November 2024 - Present (6 months)

Salus Physioscience LLC

Chief Executive Officer

January 2023 - Present (2 years 4 months)

Nashua, New Hampshire, United States

Salus Physioscience designs and develops wearable monitoring systems (sensors, embedded analytics, cloud analytics) for rapid detection and prediction of arrhythmias, seizure prevention, and pain measurement.

OnPoint Marketing Inc.

Product Strategy and Positioning Consulting

September 2021 - Present (3 years 8 months)

Nashua, New Hampshire, United States

ConsortiEX

VP/GM - Health System Supply Chain

October 2019 - September 2021 (2 years)

OnPoint Marketing, Inc.

CMO

September 2013 - October 2019 (6 years 2 months)

Nashua, NH

Marketing strategy and execution consulting.

ConsortiEX

Member of the Advisory Board

October 2013 - June 2018 (4 years 9 months)

Andover, MA

Part of a team supporting strategy and business development for this innovative pioneer in drug supply chain pedigree, Drug Supply Chain Security Act (DSCSA) compliance, and supply systems software and services.

Q Core Medical Ltd.

VP, Network and System Architecture

November 2013 - October 2017 (4 years)

Netanya Area, Israel

Member of the senior management team for this aggressive, disruptive, and innovative infusion pump company. Drove efforts in future system architecture, cybersecurity, collaboration with leadership health systems, infusion safety.

Baxter Healthcare

VP Marketing, US Pharmacy Operations

November 2011 - September 2013 (1 year 11 months)

Round Lake, IL ... Englewood, Co

Managed \$1B+ product family - IV fluids, pharmacy systems, generics.

Managed marketing in Baxter's US Medication Delivery for Pharmacy Operations - which included the product lines acquired from Baxa and hospital and alternate site pharmacy product families.

- Managed the commercial integration of the "acquired" side of Baxter's acquisition of Baxa Corporation. Lead the effort to support Baxter in the field action to remove their AutoMix compounding systems from the field.

Baxa Corporation

SVP, Marketing and Business Development

February 2009 - November 2011 (2 years 10 months)

Englewood, Co

Responsible for strategic planning, product management, and all marketing activities.

Managed the transition of the Daytona Beach facility and team acquired from ForHealth technologies.

Key member of the Senior Leadership team. Core member of the team charged with developing opportunities to sell the company.

ForHealth Technologies

Senior VP

August 2007 - February 2009 (1 year 7 months)

- Lead the overall effort to develop a new pharmacy workflow system - then called IntelliFlowRx / now Baxter Healthcare's DoseEdge. As a member of the design team, defined the product, created the overall network architecture, created and defended the business plan, pricing, marketing programs, product launch, sales training, etc.

- Key member of the team that sold the company to Baxa Corporation.

OnPoint Marketing Inc.

Principal

2003 - 2007 (4 years)

Ariel Corp

CEO

1998 - 2001 (3 years)

Ariel created high performance DSP plug-in boards for applications such as in-flight telephony systems, SS7-enabled dial-up ISP call termination, and embedded signal processing applications.

Motorola

GM, VP and Director

1996 - 1998 (2 years)

General manager of the systems division of the Motorola Computer Group - >400 employees and >\$200M in revenue worldwide.

Digital Equipment Corporation (DEC)

15 years

Director

1978 - 1993 (15 years)

Managed the US Desktop business, launched Desktop Direct, and the Windows NT program.

Director, Alpha Desktop Systems

1978 - 1993 (15 years)

DEC

many

1978 - 1993 (15 years)

Education

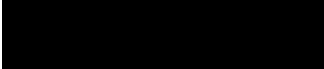
Cornell - College of Engineering

· (1969 - 1974)

From: noreply@civicplus.com
Sent: Monday, May 05, 2025 2:40 PM
To: Mayor Web Forms; Sullivan, Matthew
Subject: Online Form Submittal: Volunteer For A Board or Commission Form

CAUTION: This email came from outside of the organization. Do not click links or open attachments if the source is unknown.

Volunteer For A Board or Commission Form

First Name	Oscar	
Last Name	Villacis	
Your Email Address		Redaction of private email address pursuant to 91-A:5,IV, confidential information and disclosure would constitute invasion of privacy
Phone Number		Redaction of private telephone number pursuant to 91-A:5,IV, confidential information and disclosure would constitute invasion of privacy
Address	76 Beauview Ave	
City	Nashua	
State	NH	
Zip Code	03064	
Board or Commission Applying For:	Cable Television Advisory Board	
Add Your Own Notes and Comments	Dear Mayor Donchess and Members of the Cable Television Advisory Board, I hope you're doing well. My name is Oscar Villacis, and I'm writing to formally express my interest in serving on Nashua's Cable Television Advisory Board. This work is deeply personal to me. In 2020, after witnessing a racist on-air rant at WSMN in Nashua and realizing how little of our community was truly reflected in local media, I made a decision to step up—not just for myself, but for the generations growing up in this city. That moment gave rise to First Gen Multimedia and the First Gen American platform: tools to empower, represent, and give voice to those too often ignored.	

Through podcasting, bilingual campaigns, and collaborative media with partners like NHPR, NHPBS, and 603 Diversity Magazine, I've worked to ensure that Nashua's evolving identity isn't just acknowledged—it's amplified.

I'm sharing my communications portfolio and letter of interest with this email to demonstrate how this mission has evolved. From youth storytelling to public health messaging, my work centers on access, equity, and authentic representation—all values I believe the Cable Television Advisory Board is uniquely positioned to champion.

Thank you for considering my application. I'd be honored to bring my experience, perspective, and deep community commitment to CTAB.

With gratitude,

Oscar Villacis

Upload Resume or CV (.txt, .pdf, .doc, .ods) *Field not completed.*

Upload Letter of Intent (.txt, .pdf, .doc, .ods) *Field not completed.*

Email not displaying correctly? [View it in your browser.](#)

Letter of Interest – Cable Television Advisory Board

Dear Mayor Donchess and Members of the Cable Television Advisory Board,

I am Oscar Villacis, a Nashua resident, media producer, and founder of First Gen Multimedia. I'm formally expressing my interest in serving on the Cable Television Advisory Board.

As someone who has spent the past decade using public media to amplify underrepresented voices—through radio, podcasting, video production, and digital campaigns—I believe strongly in the power of local access television to inform, reflect, and empower our communities.

Through my work with First Gen Americans, Latinos En Vivo, and collaborations with NHPBS, NHPR, and the Nashua Division of Public Health, I've seen firsthand how storytelling builds trust and participation. I've led bilingual programming, public health messaging, youth engagement media, and cultural storytelling projects that align with the mission of CTAB.

I'd be honored to contribute my perspective as a first-generation Latino American and media strategist to help shape the future of Nashua's cable television access, especially in ensuring it reaches and reflects our growing, diverse population.

I've attached my communications portfolio for your review and would welcome the opportunity to speak further.

I appreciate your consideration.

Sincerely,

Oscar Villacis

[Redacted signature]

Redaction of private email address pursuant to 91-A:5,IV, confidential information and disclosure would constitute invasion of privacy

Redaction of private telephone number pursuant to 91-A:5,IV, confidential information and disclosure would constitute invasion of privacy

Final Reflection – Commitment to Public Access & Representation

The power of local media isn't just in what it broadcasts—it's in who it includes.

Serving on the Cable Television Advisory Board is more than an appointment. For me, it's a continuation of a lifelong mission to make public media accessible, inclusive, and community-driven. Whether through youth-focused podcast programs, bilingual legal aid content, or cultural storytelling, I've committed my work to making sure our stories are not only heard—but respected.

This portfolio is not just a resume. It's proof that communication can be a force for equity, education, and belonging. And I'm ready to bring that energy, experience, and perspective to CTAB.

Thank you for reviewing this body of work.

Amber Morgan

Executive with 14+ years of progressive experience in a wide variety of business disciplines. A proven ability to combine resourcefulness, business acumen, vision, and empathy. Adept at communicating purpose driven vision, managing operational initiatives, and creating seamless teams.

EXPERIENCE

Fortin Gage Flowers & Gifts & House Of Morgan - Owner

2021 - Current

- Oversee operations of both companies
- Growth, development, and marketing
- Product and supply sourcing
- Balancing competing priorities
- Financial Projections

Keller Williams Gateway Realty - Director of Growth

2020 - Real Estate Company

- Consult 200+ agents on independent business growth
- Advise on current and future market trends.
- Facilitate growth of market center through new agents
- Serve as market centers lead in newly developed national Diversity & Equity Task force

Marianne Willimason For President 2020 - National Campaign Scheduler (Senior Staff)

2019 - 2020 Presidential Candidate

- Orchestrate candidates itinerary based on campaign strategy and priorities.
- Brief candidate on daily, weekly, and monthly schedule.
- Coordinate & assist press and fundraising teams in achieving outcomes
- Negotiate & implement travel strategy with candidate, staff, and vendors

Excell Mobile Distributors, NH — Global Director of Operations

2013 - 2018 Wholesale / Omni-channel distribution

- Oversee daily global operations with 150MM revenue

Nashua, NH

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SKILLS

Process Improvement
People Development
Logistics
Vendor Relations
Project Management
Public Relations
Contract negotiation

AWARDS

Business NH - 2017 & 2016 #5
Top Women Led Companies

Business NH - 2016 #1
Fastest growing privately held
company in NH

INC 5000 - 2015 #1021
Fastest growing privately held
company in the US

Volunteer Work
Operation Enduring Welcome
Co-founder & President

City of Nashua - Animal
Advisory Committee
Inaugural Chair & Founder

Positive Street Art
board Director

City of Nashua - Masterplan
Committee
Chair

- Managed convention involvement. Contract, marketing, promotion, booth creation and staffing. CeBIT Germany, World Mobile Congress (CTIA) Las Vegas.
- Create S&OP for all departments
- Strategize contract negotiations with trade insurance to leverage a line increase with banking partners of 5MM
- Develop company structure to shift from startup to corporation representing 18% of total state exports to UAE and Hong Kong
- Created a reorganization with added process improvements launching the company from a 2mm deficit to 2.3mm profit within 6 months
- People Operations-Through company process improvement initiatives re-evaluated and established new departments within the organization. Hired, trained, and continuously develop- Customer Service, e-commerce team, value recovery, QA, kitting, and pick & pack
- Initiate and develop relationships with city officials, state legislature, and government agencies to continue writing e-commerce trade policy

Additional accomplishments

- Lead 3 year growth of 430% with 13 jobs added

Dapper Dolls, NV — Owner

2010 - 2013 Events & Tradeshows

- Coordinated marketing efforts with clients to achieve maximum exposure at events and tradeshows
- Provided talent across the USA
- Created training material and trained all talent for seamless branding
- Managed on-site event campaigns
- CES, SEMA, MAGIC, CURVE, IBS., DICE, World Series Of Poker, Barrett-Jackson, X Games, Motocross, Birdhouse skateboard tour.

Additional accomplishments

- Multiple magazine coverage and features for clients.
- "Les Ch'Tis a Las Vegas" French TV show feature 2013 for Freegun
- Various internet video interviews for Kicker Audio

Divine One Customs, NV — Business Manager

2008 - 2013 Automotive Customization

- Coordinated and executed all scheduling, payroll, business licenses, taxes, sales, marketing and publicity, compensation packages, events & tradeshows, ordering, full cycle accounting, client relationship development, vendor relationship development, and travel arrangements.

- Coordinated events and tradeshow with marketing partners to maximize brand exposure
- Acquired sponsors and created marketing alliances
- Coordinated public relations with various companies to maximize brand awareness
- Implemented new products to increase revenue and drive core product sales.
- Negotiated with IRS, Department of Sales Tax, and Department of Employment, Training, and Rehabilitation for payment plans and waiver of penalties and interest.

Additional Accomplishments

- Multiple magazine features, covers, local and national television coverage
- Negotiated over 30 thousand in penalties, and bad debt.

Great Expectations, NV — Director

2004 - 2008 National Dating Service

- As director of the Las Vegas office, I managed new membership sales, hired and trained all staff. Directly oversaw new membership sales, member services, photography and events.
- Interview clients for membership to dating service with a 90-minute one-time emotional close.
- Perform takeovers when sales representatives were having trouble closing.
- Trained center director in Pittsburgh, PA, hired and trained member services and photography staff in Las Vegas, Pittsburgh, PA, New Hampshire, and Washington D.C on upsells and package add-ons
- Hired and trained sales representatives in contracts, sales presentation, finance agreements, and scripts.
- Introduced events into Las Vegas center and increased events from one a month to four while increasing event attendance 200%

Additional Accomplishments

- Youngest director in the history of Las Vegas office

Jay Minkarah

Jay Minkarah, Executive Director of the Nashua Regional Planning Commission, has worked in planning and economic development in New England for over thirty years. Prior to coming to the Nashua Regional Planning Commission in 2017, he served as President & CEO of DevelopSpringfield, a nonprofit development corporation in Springfield, MA and as Economic Development Director for the cities of Manchester and Nashua, NH. Jay has a Bachelor of Urban Planning from the University of Cincinnati and a Juris Doctor from The University of New Hampshire Franklin Pierce School of Law. He is an inactive member of the New Hampshire Bar Association, serves on the United Way of Greater Nashua Governance Board and is an alternate on the Nashua Zoning Board of Adjustment.

BERNADETTE M. PLANTE

41 Parrish Hill Dr. • Nashua, NH 03063 • C [REDACTED]

OBJECTIVE

To maintain a challenging full-time position within the Children Welfare system in New Hampshire and social services field that will fully utilize my diverse knowledge, education, and experience.

PROFESSIONAL PROFILE

Guardian Ad Litem, Court Appointed Special Advocate

- Excellent knowledge of Juvenile Court/Child Welfare System.
- Assisted in development of organizational policies for Guardian Ad Litem & Staff.
- Represented organization at both state and local level.
- Supervision and Training of professional development of staff.
- Member of the Senior Management Team.
- Up-to-date on current industry trends with staff recruiting and development experience.
- Strong interpersonal skills, with strong verbal and written communication skills.
- Proven track record for providing quality client assessment, counseling, and referrals.
- Experience in networking with local/state agencies and grant writing.
- Ability to work productively both independently or as a cooperative team member.
- Provides coaching and supervision to Program Managers so they can effectively advocate on behalf of vulnerable children in New Hampshire.
- Assisted with the development of 2012 Children and Youth in Court Protocols.
- Conducts annual performance.

A PAL Program Court Diversion Panel Moderator 2005- Present

Cultural Connection Community Member 2018- Present

WORK HISTORY

CASA (COURT APPOINTED SPECIAL ADVOCATE) OF NEW HAMPSHIRE (2001 - Present)

Senior CASA Program Director (2008-present)

- Supervised Staff program Managers in Colebrook, Berlin, Plymouth, Manchester and Nashua District and Family Courts to ensure effective service delivery to abused and neglected children.
- Acted as a liaison to all North Country, Lakes Region, Manchester and Nashua local offices of the Division of Children, Young and Families (DCYF).
- Developed and provided training standards for Staff, Volunteers and Guardian Ad Litem.
- Conducted performance evaluations of Staff.
- Valuable Professional of the Senior Management Team.
- Provides a minimum of once monthly, on-sight supervision at regional offices state wide.
- Reports all monthly supervision data quarterly to CEO and board on a as needed basis.
- Supervises 6 Program Managers and 2 program Directors.
- Participates on external committees and groups when designated as appropriate.

Program Manager Supervisor (2001-2008)

- Recruited, screened, trained and supervised CASA Guardian Ad Litem Volunteers, providing 40-hour intensive training.
- Responsible for matching case's to appropriate Volunteer (all cases are abuse and neglect petitions filed through either District or Family Court).
- Co-managed all cases with volunteer, maintaining monthly supervision data in CASA database, provided data quarterly, or as needed, to Executive Director
- Ensured all Court Reports prepared by CASA/GAL are typed, edited, reproduced and delivered with the statutory time frames to court and all relevant parties.
- Acted as a liaison to Court Personnel.

Front Door Agency, Nashua, NH (1996 -2001)

Emergency Assistance Outreach Director (1998 - 2001)

- Continuously handled a high-risk caseload, managed Annual Grants, and prepared statistical information for the United Way.
- Assisted in résumé writing and preparation for non-skilled working population.
- Developed job opportunities for professional, skilled, and non-skilled clientele.
- Represented organization as a public speaker at public relations events and fund-raisers.
- Managed 200 volunteers and coordinated annual Christmas Program, which served over 680 families.

Case Manager (1996 - 1998)

- Managed high-risk caseload working with women in recovery from addictions.
- Co-facilitated bi-weekly support group for women to empower and assist with integration into the community.
- Co-facilitated weekly parenting group for women in recovery.
- Facilitated educational, housing, and individual plans to become non-recipients of welfare.
- Developed close working relationships with educational personnel from local colleges, the City, and Welfare Department.
- Maintained up-to-date on local and state changes pertaining to welfare reform.

BIG BROTHERS/BIG SISTERS OF GREATER NASHUA, Nashua, NH (1996 - 1997)

Case Worker

- Handled caseload of 25 families and recruited/trained volunteers.
- Assisted in major fundraising projects and writing press releases.
- Provided sexual abuse prevention training to children, parents, and volunteers.
- Interviewed and screened adults and children for program eligibility.
- Aided in providing support groups for parents and volunteers, addressing parenting issues of elementary aged children to teenagers.
- Researched potential grant possibilities and represented organization at public speaking engagements.

EDUCATION

MELTON MOWBRY COLLEGE, Leicester, England

B.S. Degree Equivalent in Social Work & Child Welfare with additional post graduate study.

CONTINUING EDUCATION

NH Attorney General's Task Force Conference on Child Abuse & Neglect.
Nurturing Families through Recovery, Coalition on Addiction, Pregnancy & Parenting.
Intake & Assessment; Division of Children, Youth & Families
Working with Chronically Mentally Ill Patients, Manchester Mental Health.
Juvenile Court Process; Div of Children, Youth & Families
Working with Sexually Abused Children; Division of Children, Youth & Families.
Fetal Alcohol Syndrome, Rivier College, Nashua, NH.
Dynamics of Child Abuse and Neglect within the Family; Division of Children, Youth & Families.
Cultural Awareness, Rivier College, Nashua, NH.

Assessment & Case Planning, Big Brothers/Big Sisters of America.
Physical & Psychological Adolescent Changes.
Mediating Divorce, Child Parent Mediation.
Dealing with Domestic Violence.
Community Conference; Division of Children, Youth & Families.
The Backlash of Truth: Our Family's Journey Through Reporting Rape in a small town.
Medical Child Abuse: Medical, Psychological, Forensic, Legal dilemmas.
Pediatric Aquatic Negligence, Homicide, Abuse, and Sexual Assault, Torture Investigation.
Beyond the Obvious in Child Abuse and Homicide.
How to close the gaps between 911 dispatch, Law enforcement, Medical, & Jurisprudence to stop missing CAC.

REFERENCES ARE AVAILABLE ON REQUEST



THE CITY OF NASHUA

Office of Administrative Services

"The Gate City"

TO: Shoshanna Kelly, Chairwoman of Personnel & Administration Committee

FROM: Tim Cummings, Director of Administrative Services

Date: May 28, 2025

RE: Discussion on Classification and Compensation Study for Unaffiliated Employees

At your April 3, 2025 Committee meeting we presented and discussed the Unaffiliated Employees Classification and Compensation Study. We provided a report that followed on the work we did throughout 2024. We came before Personnel & Administration in September and December of 2024 providing updates, soliciting input and seeking guidance. We had a lengthy discussion on comparable communities, internal equity, developing the classification plan and then finally a discussion on compensation philosophy. At the conclusion of the December meeting it was agreed we would follow up after the committee had a chance to digest and absorb the information provided. It was generally recognized and understood that no changes would be implemented for the FY26 budget (July 1, 2025).

At your April 3, 2025 Committee meeting we came before you to further discuss the Unaffiliated Employees Classification and Compensation Draft Final Report. At this meeting it was generally understood that with the upcoming budget season before us, it made sense to "pause" the conversation until we got through the budget as no changes were going to occur in the upcoming budget and it would be FY27 before anything would be implemented.

To help ease and guide the discussion, behind this memo is Exhibit A, which is essentially the main foundation for any upcoming piece of legislation. Please note, I have highlighted the "Fire" positions, which I believe are a topic of a separate discussion.

Attached for convenience as Exhibit B, is the January 27th communication originally submitted for your review and consideration as well.

Enclosed: Exhibit A – Proposed Classification Chart
Exhibit B – January 27th Communication

Exhibit A

Position	Proposed Pay Ranges	
	Minimum	Maximum
<u>Grade 25</u>	\$ 146,094	\$ 199,940
Administrative Services Director		
Chief Financial Officer/Director of Financial Services		
Corporate Counsel		
Director of Community Development		
Director of Public Health And Community Services		
Director of Public Works		
Fire Chief		
	Minimum	Maximum
<u>Grade 24</u>	\$ 135,902	\$ 185,991
Assistant Director of Public Works		
Assistant Fire Chief		
Chief Information Officer		
City Engineer		
Deputy Corporation Counsel		
Economic Development Director		
Emergency Management Director		
Library Director		
	Minimum	Maximum
<u>Grade 23</u>	\$ 126,420	\$ 173,014
Assistant Director of Public Works-Finance & Admin.		
Deputy Fire Chief		
Division Operations Manager		
Treasurer / Tax Collector		
	Minimum	Maximum
<u>Grade 22</u>	\$ 117,600	\$ 160,944
Chief Public Health Nurse		
Comptroller		
Deputy City Engineer		
Health Officer		
Risk Manager		
	Minimum	Maximum
<u>Grade 21</u>	\$ 114,242	\$ 156,348
Assistant Corp Counsel		
Chief Assessor		
City Clerk		
Human Resources Manager		
Manager Planning Department		
Superintendent of Fleet		
Superintendent of Parks & Recreation		
Superintendent of Solid Waste		
Superintendent of Streets		
Superintendent of Wastewater		
Transit Administrator		

	Minimum	Maximum
Grade 20	\$ 106,271	\$ 145,440
Assistant Library Director		
Building Department Manager		
Communications and Recreation Administrator		
Cybersecurity Engineer		
Deputy Chief Public Health Nurse		
Employee Benefits Manager		
IT Manager Project/Development Services		
IT Manager, Technical Operations		
Payroll Manager		
Sustainability Manager		
Welfare Officer		
	Minimum	Maximum
Grade 19	\$ 98,857	\$ 135,293
Assessing Manager		
Business Manager - NFR		
Business Manager - NPD		
Chief of Staff		
Code Enforcement Manager/Investigator		
Deputy City Clerk		
Deputy Health Officer		
Environmental Engineer		
Senior Finance Manager		
Urban Programs Manager		
	Minimum	Maximum
Grade 18	\$ 91,960	\$ 125,854
Assistant Business Manager		
Business and Property Manager		
Deputy Treasurer and Deputy Tax Collector		
Energy Manager		
Parking Manager		
Purchasing Manager		
Senior Traffic Engineer		
Senior Staff Engineer (PE)		
Senior Staff Engineer II		
Senior Wastewater Engineer		
	Minimum	Maximum
Grade 17	\$ 85,544	\$ 117,073
Accounting Manager		
Deputy Risk Manager		
Housing Services Officer		
Senior Staff Engineer (No PE)		

	Minimum	Maximum
Grade 16	\$ 79,576	\$ 108,905
Accounts Payable Manager		
Arlington Street Community Center Director		
Building Manager		
Disease Intervention And Behavioral Health Nurse		
Emergency Management Coordinator		
Enterprise System Administrator		
GIS Specialist		
Motor Vehicle Registration Manager		
Payroll Supervisor		
Peg Program Manager		
Public Health Nurse		
Senior Human Resources Specialist		
Superintendent Cemetery - Edgewood		
Superintendent Cemetery - Woodlawn		
Welfare Specialist Supervisor		
	Minimum	Maximum
Grade 15	\$ 74,024	\$ 101,307
Behavioral Health Strategist		
Economic Mobility Program Specialist		
Legislative Affairs Manager		
Public Health Preparedness Coordinator		
	Minimum	Maximum
Grade 14	\$ 70,499	\$ 96,483
Echannel Access Administrator		
Enterprise Database/System Analyst		
Environmental Health Specialist II		
Epidemiologist		
Health Promotion & Communication Specialist		
Public Health Equity Officer		
Staff Engineer		
Transit Mobility Manager		
Wellness Benefits Specialist		
	Minimum	Maximum
Grade 13	\$ 67,142	\$ 91,889
Administrative Project Specialist		
Administrative Services Office Administrator		
Communications and Event Specialist		
Communications Specialist		
Creative Coordinator		
Environmental Health Specialist I		
Environmental Health Improv. & Compliance Specialist		
Grant Writer		
HRIS Analyst		
Legal Assistant		
Payroll Analyst		
Property And Casualty Adjuster		
Senior Risk Coordinator		
Subforeman Cemetery - Edgewood		
Subforeman Cemetery - Woodlawn		

	Minimum	Maximum
<u>Grade 12</u>	\$ 63,945	\$ 87,513
Administrative Assistant III		
Benefits Specialist		
Bilingual Outreach Worker		
Bilingual/Bicultural Community Health Worker		
Bilingual Community Health Worker		
Bilingual Medical Assistant		
Executive Assistant to DPW Director		
Executive Assistant/Office Manager Library		
Intake/Welfare Specialist		
Payroll Specialist		
Records Administrator		
Solid Waste Technician		
Welfare Specialist		
	Minimum	Maximum
<u>Grade 11</u>	\$ 55,125	\$ 75,442
Administrative Assistant I - HR		
Children's Programming Coordinator		
Community Services Program Admin Assistant		
Constituent Services Coordinator		
Employee Benefits Coordinator		
Groundskeeper Cemetery - Edgewood		
Groundskeeper Cemetery - Woodlawn		
Parking Enforcement Specialist		
Risk Coordinator		
Transcriptionist & Legislative Assistant		



THE CITY OF NASHUA

Office of Administrative Services

"The Gate City"

TO: Rick Dowd, Chairman of Budget Review Committee
Shoshanna Kelly, Chairwoman of Personnel & Administration Committee

FROM: Tim Cummings, Director of Administrative Services

Date: January 27, 2024 *TS*

RE: General Update -&- Discussion on Compensation Study for Unaffiliated Employees

Attached is the unaffiliated compensation study recently conducted for your review and consideration. I would welcome an opportunity to appear before you and discuss this document at your convenience.

THANK YOU.



CITY OF NASHUA
CLASSIFICATION AND COMPENSATION STUDY

DRAFT FINAL REPORT

January 2025



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Table 1: Comprehensive Table 50th Percentile

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Table 1: Comprehensive Table 60th Percentile

Table 2: Proposed Compensation Ranges 70th Percentile

Table 1: Comprehensive Table 70th Percentile

Table 2: Proposed Compensation Ranges 70th Percentile

APPENDICES

Appendix A: Job Analysis Questionnaire

Appendix B: Comparable Community Analysis

I. EXECUTIVE SUMMARY

MGT is pleased to have had the opportunity to work with the City of Nashua on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the City can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees the City avoids the costs of re-recruitments and lost productivity, while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

MGT understands the high expectations that have been established in Nashua for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been taken into consideration in the analysis and reflected in the Study results.

A Classification and Compensation Study encompasses a significant amount of information that can be time-consuming to condense and organize into an abbreviated format. Therefore, MGT has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the City. Second, it assures external equity/competitiveness by comparing the compensation of Nashua employees against market data. The following is a brief overview of the process:

Job Evaluation Analysis and Job Classification System

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with Human Resources to discuss Study methods and expectations, review the current Classification and Compensation Plan and organizational structure, answer questions, and review the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and

to explain the scope and purpose of the Study. Employees were provided with time to complete the questionnaire. The JAQs were returned to MGT within approximately three (3) weeks of distribution.

- **Determined comparable communities and collected compensation data.** MGT determined a logical survey sample of “like” communities that impact the compensation market of Nashua. Then, MGT designed, and the City sent out the survey for the benchmark positions covered in the Study.
- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the City, MGT performed the following:
 - Read each JAQ and corresponding Job Description in its entirety.
 - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
 - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
 - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

Salary Survey

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable communities. Prepared pay tabulations that compared the salary ranges of the City of Nashua to the salary ranges of its comparable communities. Prepared comparison calculations at the 50th, 60th, 70th percentiles. Displayed data for each jurisdiction and for each position and summarized the data in table form. Based on discussions with the City and the gathered data, developed salary ranges that would establish Nashua as a payer at the 50th, 60th or 70th percentile of the salary data from the comparable communities.
- Based on the above data, developed, and recommended new salary schedules and recommended new Job Titles for some positions.

Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the City.
- This draft report has been prepared by MGT and sent electronically to the City.
- A presentation of the results was presented to the Department Heads.
- A final report will be prepared and transmitted electronically.

Future Administration of the Classification and Compensation Plan

- Within the body of this report, MGT has outlined how the City can maintain the Classification and Compensation Plan. MGT will supply the City with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the City remains competitive with the market in the years to come.

II. JOB EVALUATION

MGT's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Police, Administration, Finance, etc.) may be compared against each other, based upon the same factors.

In conducting the Job Evaluation, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel they should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel they have a more significant workload than a similar employee in another Department; however, these are employee specific characteristics and not determinants for a position evaluation.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization, based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of Nashua's positions are as follows:

- 1) Preparation and Training
- 2) Experience Required
- 3) Decision Making and Independent Judgment
- 4) Responsibility for Policy Development
- 5) Planning of Work
- 6) Contact with Others
- 7) Work of Others (Supervision Exercised)
- 8) Working Conditions
- 9) Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent's current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, MGT conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fits the appropriate level for the position. In other words, a position that supervises ten (10) full-time staff members would receive more points under the "Work of Others" factor than positions that do not supervise. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Skill Levels. Table 1 contains the Classification Plan, including the Position Title, Skill Level, and proposed Grade for the evaluated positions.

As part of the service provided in the Compensation Study, MGT makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, MGT has a list of recommended Job Title changes below.

<u>Current Job Title:</u>	<u>Recommended Job Title:</u>
Energy Manager	Energy Planner
Transit Mobility Manager	Transit Mobility Specialist
Senior Staff Engineer (PE)	Senior Staff Engineer II
Senior Staff Engineer (no PE)	Senior Staff Engineer I

In the future, MGT recommends that all job titles should be further evaluated and adjusted to appropriately recognize the organizational structure of the City. This would allow the City to have more standardized job titles and be more aligned with industry standards. For instance, the structure could be as follows, Director, Deputy Director, Assistant Director, Manager, Supervisor, Analyst, Coordinator, etc. This recommendation follows nicely as the next step after the implementation of the Classification and Compensation Plan.

III. THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Administrative Support), contains a specific set of duties and responsibilities and that is the objective of the classification process – not the person currently holding that job. A classification is a grouping of positions which have similar levels of knowledge, skills and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical, they can be in different departments, dealing with different subject matters and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is not entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead they are management issues. Similarly, there is a tendency in some work forces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor, and the Classification Plan should not be used in this manner.

As an assessment of duties performed and of responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions which have taken on (or in some cases reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of the work that they carry out and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders as well as opportunities for lateral career development are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

IV. SALARY DATA

The City initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Section II) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following explains the labor market review and collection of salary data.

A. Selection of Comparable Jurisdictions for Data Purposes

Selecting jurisdictions for the comparison group is an important element in a Classification and Compensation Study. When selecting jurisdictions to serve as comparables, it is important to use particular criteria to evaluate the other jurisdictions to ensure that those chosen as comparables will be the most similar to Nashua.

To determine which municipalities should be used for survey purposes, MGT first considered all communities in New Hampshire, Maine, Massachusetts, Connecticut and Vermont with populations between approximately 60,000 and 190,000.

<u>Criterion</u>	<u>Total Possible Points</u>
1. Population	20
2. Per Capita Income	20
3. Full Time Payroll	20
4. Full Time Employees	20
<u>5. Total Expenditures</u>	<u>20</u>
	100

The five (5) categories listed above were selected to mirror important criteria such as similar financial conditions, population, and proximity.

Within each of the five (5) categories, ranges of compatibility were established. For example, the closer a community was to matching Nashua's estimated population, the closer the community would be to receiving the maximum of twenty (20) points. A community whose population was significantly larger or smaller than the City's population would receive fewer or even zero (0) points. Thus, a municipality achieving a total of one hundred (100) points would be considered most comparable to the City of Nashua. A community with zero (0) points was therefore determined to be the least comparable to Nashua. A

more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A cutoff of ninety-five (95) points was established to select the communities most similar to Nashua across the five (5) categories. After applying the five (5) criteria, thirteen (13) communities achieved ninety-five (95) or more compatibility points on the comparison scale with Nashua. In addition, the cities of Concord and Portsmouth, NH, and Newton, MA, were selected as comparables due to proximity and being competitors in the marketplace. The full list of the sixteen (16) comparables is below:

Brockton, MA*	Lowell, MA	Portsmouth, NH*
Brookline, MA*	Manchester, NH*	Quincy, MA
Concord, NH*	Newton, MA*	Somerville, MA*
Cranston, RI	Norwalk, CT*	Waltham, MA*
Fall River, MA	Portland, ME*	Warwick, RI
Framingham, MA*		

Communities with an asterisk “” participated in the survey or had data on file with MGT.

C. Selection of Benchmark Positions for Survey Purposes

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are referred to as benchmark positions. Based on the size of the Study and number of positions in Nashua, MGT recommended limiting the benchmark positions in the survey to approximately forty (40) to forty-five (45) positions. This is because as the number of positions surveyed increases there tends to be a decline in the number of organizations responding to the survey. This decline in response rates is thought to be due to the amount of work organizations need to devote to completing a lengthier survey. Positions recommended as benchmarks are those that:

- 1) Are representative of each occupational grouping (e.g., Administration, Finance, Police, etc.).
- 2) Include multiple numbers of City employees, when possible.
- 3) Can be described in a concise manner that accurately identifies the nature of work and level of difficulty.
- 4) Are known to commonly exist in other communities.

After discussion with Human Resources, forty-five (45) positions were selected as benchmark positions for the survey.

D. Salary Survey

After identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the sixteen (16) comparable communities. Eleven (11) communities responded to the salary survey or supplied MGT with a copy of their current compensation plan(s). Then, all salary data collected was adjusted to account for regional cost of labor differentials using the Economic Research Institute's Geographic Assessor. Table 1 is a summary of the benchmark salary survey data.

It is important to make a few observations regarding the salary data:

- 1) The salary data is information that was available as of May – June 2024. The new recommended salary ranges for the City were developed using this salary data from the comparable communities.
- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, 60th, and 70th percentiles to identify wage ranges for

“average” and “above average” payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.

- 3) All data has been thoroughly reviewed.

E. Appraisal and Use of Salary Data

While comparing Nashua’s current salaries to those paid by other employers in the comparable communities, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare “like” positions within organizations.
- 2) Some employers place a different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

For the purposes of this study, a review of private sector salary data was also included. MGT subscribes to Salary.com’s CompAnalyst online database for up-to-date private sector data. The following employment market area was used in the analysis:

1. Nashua, NH
2. Public Administration
3. 200-500 FTEs

This data was used and added for all positions that were not included as benchmark positions, and where data was available in CompAnalyst.

VI. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

A. Development of the Compensation Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

- 1) Providing equal compensation for work of equivalent job content and responsibility.
- 2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establishing compensation ranges that compare favorably with those of other equivalent jurisdictions within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

B. Compensation Plan Options for the City's Consideration

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

- 1) **Defined Increment Plan:** This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, they systematically advance through the compensation range. The performance evaluation and resulting salary increment increase occurs annually.
- 2) **Open Range Merit Plan:** This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by City Administration.
- 3) **Blended Merit Plan:** This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the Compensation Plan they work under. Management personnel that are goal-oriented may have a higher acceptance of the Open Range Merit Plan and thus tend to be more comfortable with this method of compensation. Mid-to-low-level positions may want the assurance of a defined salary increase based on satisfactory performance. Possible advantages and disadvantages of each Plan are summarized below.

Each system provides for advantages and disadvantages which should be evaluated by the community to determine the most appropriate system to be established.

C. Recommendation: Defined Increment Plan

MGT is recommending that the City adopt a Defined Increment Plan. A Defined Increment Plan has defined percentage increments in between each step from the minimum to the maximum (i.e., 4% in Nashua's Plan). Employees are advanced through the steps based on an annual satisfactory performance evaluation.

A Defined Increment Plan also allows maximum flexibility for the City related to recruitment and funding as employees can be hired within the range at a specific step and the increases provided annually for performance are predetermined by the annual step increase. Given Nashua's goal to recruit, reward and retain motivated, high-performing employees, a Defined Increment Plan has been selected for recommendation.

D. Proposed Compensation Plan and Structure

Within the market analysis, MGT refers to "percentiles" (for example: 50th, 60th, and 70th percentiles). Percentiles indicate where salaries or salary ranges fall in comparison to the other salaries or salary ranges from the comparable communities. The 50th percentile is the median (or middle) of the data set. When a community is considering which percentile to compensate employees at, they are deciding where they want their employee salaries and salary ranges to fall within the market of comparable communities. For example, if a community selects the 50th percentile, that means they would be paying a fair market rate at the 50th percentile or the middle of the comparable communities. If a community selects the 60th percentile, then the salary ranges would be 10% higher than the middle of the market.

Given the cost of living in Nashua and the City's current salaries, MGT is recommending that Nashua consider a pay philosophy that would compensate employees at the 70th percentile. A majority of clients prefer to be a payor above the 50th percentile to ensure that their ranges are competitive within the market and to ensure that they can recruit and retain talent. By choosing the 70th percentile, Nashua can remain competitive in the market, maintain employee morale, and be a leader in the market. This does not put Nashua at the top of the market, but it does put them above average.

The next step in this process is to combine the Skill Levels included in Table 1 with the proposed salary ranges in Table 2. The Classification and Compensation Plan consists of fifteen (15) pay grades; eleven (11) being lowest and twenty-five (25) being highest and is broken down into the following three (3) bands:

- Grade 11
- Grades 12 – 15
- Grades 16 – 21
- Grades 22- 25

All proposed pay ranges include nine (9) steps (Step A through Step I) with a 4% increase between each step. There is a 5% gradation between Grades 12 – 15, a 7.5% gradation between Grades 16 – 21 and a 7.5% gradation between Grades 22 – 25. Gradation is only for each pay band and is reflective of the market. The pay bands are listed above in bullet points.

Note: Gradation refers to the relationship between the minimum compensation of one grade to the minimum compensation of the next grade. In this case, the starting compensation for employees in Grade 13 is 5% higher than Grade 12 and so on. The gradation will vary depending upon the relationship between the salary data for the grade, the number of grades in the compensation band and the established compensation range.

Table 1 combines all of the classification and compensation data at the 50th, 60th and 70th percentiles.

Implementation and Administration of the Compensation Plan

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate. The City can elect to give a 4% increase to move everyone into the new pay plan. In the first year a portion of the 4% increase would be applied to their base and the remainder as a bonus to get each employee on a specific step within their pay grade.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace. However, the City can consider lump sum increases for these employees, which does not impact base compensation levels, until the ranges adjust to include the individual employee compensation rates. This is discussed more in the next section on advancement through the ranges.

Cost of implementation

The implementation cost to implementing the plan at the 50th, 60th, and 70th percentiles are shown below. This is the base salary cost only to bring the employees who are below the minimum of the pay range for their Grade to the minimum.

50th percentile: 17 employees are below the minimum and the cost to bring them to the minimum is \$47,966.

60th percentile: 24 employees are below the minimum and the cost to bring them to the minimum is \$87,081.

70th percentile: 37 employees are below the minimum and the cost to bring them to the minimum is \$161,244.

Employee Advancement through the Ranges

To implement the new Compensation Plan, MGT recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

- 1) Applicants with exceptional background and qualifications.
- 2) A promotion in which the employee's current compensation is higher than the minimum of the new range.
- 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the City's policies (if applicable). Employees should not be hired below the minimum of their compensation range. Likewise, employees should not be paid over the maximum of the pay range. The ranges have been established based on the market and paying employees outside of the maximum creates an issue with the market and the plan is not being used correctly. When employees reach the maximum of the pay grade they should stay there. They can continue to receive increases as it relates to the plan adjustment (i.e., if the plan moves up by 2.5%, they would receive that 2.5% increase to keep them at the top of the pay grade). All employees should be paid within the pay grade for their current position – no employees should be paid below the minimum or above the maximum of the pay grade for their position. The only exception to this is employees whose current maximum is higher than the established maximums. Salary advancement between the hiring rate and the top of the range (maximum) is done throughout the employees' tenure with the organization as well as the financial resources of the City.

Implementing and using the guidance above allows the integrity of the plan to stay intact. The City should consider implementing a Compensation Policy that codifies the structure behind pay grades, advancement through pay grades, hiring rates, promotions, etc. This would allow the City to have a standard plan for all movement through the Pay Plan.

Creating a Compensation Policy would allow Nashua to be a regional service leader that hires, retains, and motivates highly qualified employees at all levels within the organization. The Policy would be based on this proposed Plan and would be used to attract and retain top quality talent by implementing an efficiency wage compensation model in which paying market or above-market rates helps the

organization realize increased effectiveness. The following goals are met through developing a Compensation Policy:

- Comply with all applicable laws, as periodically amended, and be legally defensible.
- Be financially viable as well as palatable to the Nashua tax base given existing economic conditions.
- Attract, retain, and reward high quality employees.
- Incentivize employees to perform at the highest level, improve their knowledge, skills, and abilities (KSAs), and grow professionally.
- Be externally competitive for top quality talent.
- Be internally equitable across all positions; and
- Be perceived by employees, elected officials, and citizens as understandable, fair, and equitable.

F. Future Administration of the Compensation Plan

To maintain competitive salary levels there should be an annual review of the City's salary ranges. The communities used in the survey group for this Study have been determined to be comparable jurisdictions to the City. Therefore, Nashua can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes, until it is determined that they should be reevaluated. It is MGT's recommendation that an annual survey of these communities be conducted to determine the percentage increase each organization in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The City may wish to provide an across-the-board increase to all employees based on the information received from the comparable communities. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

Furthermore, it is a recommendation of MGT that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above satisfactory performance of their job duties.

G. Future Administration of the Classification Plan

The administration of the Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: elimination of a position, creation of a position, or a revision of a position.

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to ensure that new positions are justified, are not merely duplicating established positions, cannot be

accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.

- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated in order to maintain the integrity of the classification relationships established in the Classification and Compensation Plan. City Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the City to grade a newly created or revised position. MGT provides scoring assistance in such cases in accordance with the Study contract.

Appreciation

MGT has appreciated the opportunity to work with the City of Nashua on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the HR Manager, HR Specialist and Director of Administrative Services for the significant amount of work and support dedicated to the project.

Position	Skill Level	New Grade	50th Percentile Salary Survey Data		Current Salary Range		Proposed Pay Ranges 50th Percentile		
	745 +	25					Minimum	Midpoint	Maximum
Administrative Services Director		25	134,004	228,854	121,723	160,224	132,926	157,422	181,918
Chief Financial Officer/Director of Financial Services		25	133,140	181,230	121,723	160,224			
Corporate Counsel*		25	134,200	196,100	121,723	160,224			
Director of Community Development*		25	109,900	178,100	110,903	145,982			
Director of Public Health And Community Services		25	118,882	163,934	110,903	145,982			
Director of Public Works		25	131,136	174,554	126,232	166,159			
Fire Chief		25	125,992	165,209	126,232	166,159			
	710 - 740	24							
Assistant Director of Public Works		24			110,903	145,982	123,652	146,439	169,226
Assistant Fire Chief		24			115,412	151,916			
Chief Information Officer		24	119,406	165,762	110,903	145,982			
City Engineer		24	110,411	150,489	115,412	151,916			
Deputy Corporation Counsel*		24	82,800	131,500	110,903	145,982			
Economic Development Director		24			110,903	145,982			
Emergency Management Director		24			100,985	132,927			
Library Director		24	107,933	151,148	100,985	132,927			
	675 - 705	23							
Assistant Director of Public Works-Finance & Admin.		23			90,165	118,685	115,025	136,222	157,420
Deputy Fire Chief		23	102,852	144,534	106,034	139,574			
Division Operations Manager		23			81,149	106,816			
Treasurer / Tax Collector		23	102,721	143,027	110,903	145,982			
	640 - 670	22							
Chief Public Health Nurse*		22	76,200	120,400	90,165	118,685	107,000	126,718	146,437
Comptroller		22	106,005	150,039	110,903	145,982			
Deputy City Engineer*		22	96,800	135,800	90,165	118,685			
Health Officer		22	94,093	124,656	90,165	118,685			
Risk Manager*		22	104,600	147,000	100,985	132,927			
	605 - 635	21							
Assistant Corporation Counsel		21			90,165	118,685	102,236	121,077	139,917
Chief Assessor		21			110,903	145,982			
City Clerk		21	102,721	134,471	90,165	118,685			
Human Resources Manager		21	107,733	139,704	72,132	94,948			
Manager Planning Department		21			100,985	132,927			
Superintendent of Fleet		21	95,057	129,941	100,985	132,927			
Superintendent of Parks & Recreation		21	95,057	129,941	100,985	132,927			
Superintendent of Solid Waste		21	95,057	129,941	100,985	132,927			
Superintendent of Streets		21	95,057	129,941	100,985	132,927			
Superintendent of Wastewater		21	95,057	129,941	100,985	132,927			
Transit Administrator		21			90,165	118,685			
	570 - 600	20							
Assistant Library Director		20	87,792	116,599	76,641	100,882	95,103	112,629	130,156
Building Department Manager		20			76,641	100,882			
Communications and Recreation Administrator		20			76,641	100,882			
Cybersecurity Engineer*		20	100,800	161,200	100,985	132,927			
Deputy Chief Public Health Nurse		20			76,641	100,882			
Employee Benefits Manager*		20	61,600	95,500	76,641	100,882			
IT Manager Project/Development Services*		20	77,800	117,700	90,165	118,685			
IT Manager, Technical Operations		20	82,806	109,357	76,641	100,882			
Payroll Manager		20	69,733	92,441	76,641	100,882			
Sustainability Manager		20			90,165	118,685			
Welfare Officer		20			90,165	118,685			
	535 - 565	19							
Assessing Manager		19			72,132	94,948	88,468	104,772	121,075
Business Manager - NFR		19			90,165	118,685			
Business Manager - NPD		19			90,165	118,685			
Chief of Staff		19	117,103	165,972	90,165	118,685			
Code Enforcement Manager/Investigator		19	86,586	118,073	76,641	100,882			
Deputy City Clerk		19	80,478	104,959	67,624	89,014			
Deputy Health Officer		19			72,132	94,948			
Environmental Engineer		19			90,165	118,685			
Senior Finance Manager		19	85,856	123,082	90,165	118,685			
Urban Programs Manager		19	94,426	133,225	76,641	100,882			
	500 - 530	18							
Assistant Business Manager		18			81,149	106,816	82,296	97,462	112,628
Business and Property Manager		18			67,624	89,014			
Deputy Treasurer And Deputy Tax Collector		18	94,026	123,928	81,149	106,816			
Energy Manager		18			81,149	106,816			
Parking Manager		18	76,563	103,726	72,132	94,948			
Purchasing Manager		18	90,069	118,662	81,149	106,816			
Senior Traffic Engineer		18			81,149	106,816			
Senior Staff Engineer (PE)		18	88,760	123,082	81,149	106,816			
Senior Wastewater Engineer		18			81,149	106,816			
	465 - 495	17							
Accounting Manager		17			81,149	106,816	76,554	90,662	104,770
Deputy Risk Manager		17	75,289	110,275	76,641	100,882			
Housing Services Officer		17			90,165	118,685			
Senior Staff Engineer (No PE)		17			81,149	106,816			
	430 - 460	16							
Accounts Payable Manager		16	83,852	129,586	72,132	94,948	71,213	84,337	97,461

Position	Skill Level	New Grade	50th Percentile Salary Survey Data		Current Salary Range		Proposed Pay Ranges 50th Percentile		
Arlington Street Community Center Director		16			49,591	65,277			
Building Manager		16			76,641	100,882			
Disease Intervention And Behavioral Health Nurse		16			72,132	94,948			
Emergency Management Coordinator*		16	56,200	86,000	67,624	89,014			
Enterprise System Administrator*		16	60,900	94,500	81,149	106,816			
GIS Specialist		16	78,551	103,031	72,132	94,948			
Motor Vehicle Registration Manager		16			72,132	94,948			
Payroll Supervisor		16			67,624	89,014			
Peg Program Manager		16			58,608	77,145			
Public Health Nurse		16	69,570	91,339	72,132	94,948			
Senior Human Resources Specialist		16			58,608	77,145			
Superintendent Cemetery - Edgewood		16	67,974	86,164	58,608	77,145			
Superintendent Cemetery - Woodlawn		16	67,974	86,164	58,608	77,145			
Welfare Specialist Supervisor		16			67,624	89,014			
395 - 425		15							
Behavioral Health Strategist		15			67,624	89,014	66,245	78,453	90,661
Economic Mobility Program Specialist		15			58,608	77,145			
Legislative Affairs Manager		15			81,149	106,816			
Public Health Preparedness Coordinator		15			67,624	89,014			
360 - 390		14							
Echannel Access Administrator		14			54,099	71,211	63,091	74,717	86,344
Enterprise Database/System Analyst		14			90,165	118,685			
Environmental Health Specialist II		14			67,624	89,014			
Epidemiologist		14			72,132	94,948			
Health Promotion & Communication Specialist		14			58,608	77,145			
Public Health Equity Officer		14			67,624	89,014			
Staff Engineer		14	71,102	96,147	58,608	77,145			
Transit Mobility Manager		14			58,608	77,145			
Wellness Benefits Specialist		14			54,099	71,211			
325 - 355		13							
Administrative Project Specialist*		13	64,700	88,500	72,132	94,948	60,086	71,159	82,232
Administrative Services Office Administrator		13			72,132	94,948			
Communications and Event Specialist		13			58,608	77,145			
Communications Specialist		13	95,456	121,091	58,608	77,145			
Creative Coordinator		13			54,099	71,211			
Environmental Health Specialist I		13	62,422	83,040	58,608	77,145			
Environmental Health Improv. & Compliance Specialist		13			49,591	65,277			
Grant Writer*		13	67,200	100,700	67,624	89,014			
HRIS Analyst		13			72,132	94,948			
Legal Assistant		13	54,543	75,890	49,591	65,277			
Payroll Analyst		13			58,608	77,145			
Property and Casualty Adjuster		13			58,608	77,145			
Senior Risk Coordinator		13			54,099	71,211			
Subforeman Cemetery - Edgewood		13			42,829	56,375			
Subforeman Cemetery - Woodlawn		13			42,829	56,375			
290 - 320		12							
Administrative Assistant III*		12	64,700	75,200	45,083	59,342	57,225	67,771	78,316
Benefits Specialist		12	64,572	88,147	58,608	77,145			
Bilingual Outreach Worker		12			49,591	65,277			
Bilingual/Bicultural Community Health Worker		12	53,334	74,962	45,083	59,342			
Bilingual Community Health Worker		12			45,083	59,342			
Bilingual Medical Assistant		12			58,608	77,145			
Executive Assistant to DPW Director		12	59,498	81,630	54,099	71,211			
Executive Assistant/Office Manager Library		12	59,498	81,630	49,591	65,277			
Intake/Welfare Specialist*		12	54,900	81,300	54,099	71,211			
Payroll Specialist		12	54,047	78,323	54,099	71,211			
Records Administrator		12			54,099	71,211			
Solid Waste Technician		12			54,099	71,211			
Welfare Specialist*		12	54,900	81,300	54,099	71,211			
Administrative Assistant I - HR		11	47,980	71,696	39,673	52,221	48,000	56,846	65,691
Children's Programming Coordinator		11			45,083	59,342			
Community Services Program Admin Assistant		11			49,591	65,277			
Constituent Services Coordinator		11			54,099	71,211			
Employee Benefits Coordinator*		11	54,200	80,800	49,591	65,277			
Groundskeeper Cemetery - Edgewood		11			33,812	44,507			
Groundskeeper Cemetery - Woodlawn		11			33,812	44,507			
Parking Enforcement Specialist		11			33,812	44,507			
Risk Coordinator		11			49,591	65,277			
Transcriptionist & Legislative Assistant		11			39,673	52,221			

*CompAnalyst Data

City of Nashua, NH
Table 2 - Proposed Pay Ranges 50th Percentile

50th Percentile - Proposed Pay Ranges										
4% Between Each Step and a 35% Range Spread										
Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
25	132,926	138,243	143,773	149,523	155,504	161,725	168,193	174,921	181,918	
24	123,652	128,598	133,742	139,092	144,655	150,441	156,459	162,717	169,226	
23	115,025	119,626	124,411	129,387	134,563	139,946	145,543	151,365	157,420	
22	107,000	111,280	115,731	120,360	125,175	130,182	135,389	140,805	146,437	
Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
21	102,236	106,326	110,579	115,002	119,602	124,386	129,361	134,536	139,917	
20	95,103	98,908	102,864	106,978	111,258	115,708	120,336	125,150	130,156	
19	88,468	92,007	95,687	99,515	103,495	107,635	111,941	116,418	121,075	
18	82,296	85,588	89,011	92,572	96,275	100,126	104,131	108,296	112,628	
17	76,554	79,617	82,801	86,113	89,558	93,140	96,866	100,740	104,770	
16	71,213	74,062	77,024	80,105	83,310	86,642	90,108	93,712	97,461	
Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
15	66,245	68,895	71,651	74,517	77,497	80,597	83,821	87,174	90,661	
14	63,091	65,614	68,239	70,968	73,807	76,759	79,830	83,023	86,344	
13	60,086	62,490	64,989	67,589	70,292	73,104	76,028	79,069	82,232	
12	57,225	59,514	61,895	64,370	66,945	69,623	72,408	75,304	78,316	
Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
11	48,000	49,920	51,917	53,993	56,153	58,399	60,735	63,165	65,691	

Position	Skill Level	New Grade	60th Percentile Salary Survey Data		Current Salary Range		Proposed Pay Ranges 60th Percentile		
	745 +	25					Minimum	Midpoint	Maximum
Administrative Services Director		25	140,710	229,481	121,723	160,224	136,653	161,836	187,019
Chief Financial Officer/Director of Financial Services		25	135,102	190,212	121,723	160,224			
Corporate Counsel*		25	134,200	196,100	121,723	160,224			
Director of Community Development*		25	109,900	178,100	110,903	145,982			
Director of Public Health And Community Services		25	123,065	166,801	110,903	145,982			
Director of Public Works		25	132,047	175,924	126,232	166,159			
Fire Chief		25	130,185	167,060	126,232	166,159			
	710 - 740	24							
Assistant Director of Public Works		24			110,903	145,982	127,119	150,545	173,971
Assistant Fire Chief		24			115,412	151,916			
Chief Information Officer		24	123,963	168,671	110,903	145,982			
City Engineer		24	113,329	151,583	115,412	151,916			
Deputy Corporation Counsel*		24	82,800	131,500	110,903	145,982			
Economic Development Director		24			110,903	145,982			
Emergency Management Director		24			100,985	132,927			
Library Director		24	109,355	151,557	100,985	132,927			
	675 - 705	23							
Assistant Director of Public Works-Finance & Admin.		23			90,165	118,685	118,250	140,042	161,833
Deputy Fire Chief		23	103,539	147,180	106,034	139,574			
Division Operations Manager		23			81,149	106,816			
Treasurer / Tax Collector		23	106,289	146,511	110,903	145,982			
	640 - 670	22							
Chief Public Health Nurse*		22	76,200	120,400	90,165	118,685	110,000	130,271	150,543
Comptroller		22	108,667	153,663	110,903	145,982			
Deputy City Engineer*		22	96,800	135,800	90,165	118,685			
Health Officer		22	103,721	133,442	90,165	118,685			
Risk Manager*		22	104,600	147,000	100,985	132,927			
	605 - 635	21							
Assistant Corporation Counsel		21			90,165	118,685	105,050	124,409	143,768
Chief Assessor		22			110,903	145,982			
City Clerk		21	102,800	144,477	90,165	118,685			
Human Resources Manager		21	107,853	146,570	72,132	94,948			
Manager Planning Department		21			100,985	132,927			
Superintendent of Fleet		21	96,856	135,338	100,985	132,927			
Superintendent of Parks & Recreation		21	96,856	135,338	100,985	132,927			
Superintendent of Solid Waste		21	96,856	135,338	100,985	132,927			
Superintendent of Streets		21	96,856	135,338	100,985	132,927			
Superintendent of Wastewater		21	96,856	135,338	100,985	132,927			
Transit Administrator		21			90,165	118,685			
	570 - 600	20							
Assistant Library Director		20	89,030	124,030	76,641	100,882	97,721	115,729	133,738
Building Department Manager		20			76,641	100,882			
Communications and Recreation Administrator		20			76,641	100,882			
Cybersecurity Engineer*		20	100,800	161,200	100,985	132,927			
Deputy Chief Public Health Nurse		20			76,641	100,882			
Employee Benefits Manager*		20	61,600	95,500	76,641	100,882			
IT Manager Project/Development Services*		20	77,800	117,700	90,165	118,685			
IT Manager, Technical Operations		20	84,267	109,380	76,641	100,882			
Payroll Manager		20	73,066	94,272	76,641	100,882			
Sustainability Manager		20			90,165	118,685			
Welfare Officer		20			90,165	118,685			
	535 - 565	19							
Assessing Manager		19			72,132	94,948	90,903	107,655	124,407
Business Manager - NFR		19			90,165	118,685			
Business Manager - NPD		19			90,165	118,685			
Chief of Staff		19	118,217	168,031	90,165	118,685			
Code Enforcement Manager/Investigator		19	93,363	131,621	76,641	100,882			
Deputy City Clerk		19	83,208	116,008	67,624	89,014			
Deputy Health Officer		19			72,132	94,948			
Environmental Engineer		19			90,165	118,685			
Senior Finance Manager		19	87,598	123,104	90,165	118,685			
Urban Programs Manager		19	98,014	138,569	76,641	100,882			
	500 - 530	18							
Assistant Business Manager		18			81,149	106,816	84,561	100,144	115,728
Business and Property Manager		18			67,624	89,014			
Deputy Treasurer And Deputy Tax Collector		18	95,714	127,950	81,149	106,816			
Energy Manager		18			81,149	106,816			
Parking Manager		18	109,655	127,950	72,132	94,948			
Purchasing Manager		18	93,998	123,954	81,149	106,816			
Senior Traffic Engineer		18			81,149	106,816			
Senior Staff Engineer (PE)		18	90,768	123,759	81,149	106,816			
Senior Wastewater Engineer		18			81,149	106,816			
	465 - 495	17							
Accounting Manager		17			81,149	106,816	78,661	93,158	107,654
Deputy Risk Manager		17	78,387	113,484	76,641	100,882			
Housing Services Officer		17			90,165	118,685			
Senior Staff Engineer (no PE)		17			81,149	106,816			
	430 - 460	16							
Accounts Payable Manager		16	85,219	129,795	72,132	94,948	73,173	86,658	100,143
Arlington Street Community Center Director		16			49,591	65,277			

Position	Skill Level	New Grade	60th Percentile Salary Survey Data		Current Salary Range		Proposed Pay Ranges 60th Percentile		
Building Manager		16			76,641	100,882			
Disease Intervention and Behavioral Health Nurse		16			72,132	94,948			
Emergency Management Coordinator*		16	56,200	86,000	67,624	89,014			
Enterprise System Administrator*		16	60,900	94,500	81,149	106,816			
GIS Specialist		16	81,228	111,218	72,132	94,948			
Motor Vehicle Registration Manager		16			72,132	94,948			
Payroll Supervisor		16			67,624	89,014			
Peg Program Manager		16			58,608	77,145			
Public Health Nurse		16	73,564	91,541	72,132	94,948			
Senior Human Resources Specialist		16			58,608	77,145			
Superintendent Cemetery - Edgewood		16	68,635	94,445	58,608	77,145			
Superintendent Cemetery - Woodlawn		16	68,635	94,445	58,608	77,145			
Welfare Specialist Supervisor		16			67,624	89,014			
395 - 425		15							
Behavioral Health Strategist		15			67,624	89,014	68,068	80,612	93,156
Economic Mobility Program Specialist		15			58,608	77,145			
Legislative Affairs Manager		15			81,149	106,816			
Public Health Preparedness Coordinator		15			67,624	89,014			
360 - 390		14							
Echannel Access Administrator		14			54,099	71,211	64,827	76,774	88,720
Enterprise Database/System Analyst		14			90,165	118,685			
Environmental Health Specialist II		14			67,624	89,014			
Epidemiologist		14			72,132	94,948			
Health Promotion & Communication Specialist		14			58,608	77,145			
Public Health Equity Officer		14			67,624	89,014			
Staff Engineer		14	73,258	102,645	58,608	77,145			
Transit Mobility Manager		14			58,608	77,145			
Wellness Benefits Specialist		14			54,099	71,211			
325 - 355		13							
Administrative Project Specialist*		13	64,700	88,500	72,132	94,948	61,740	73,118	84,495
Administrative Services Office Administrator		13			72,132	94,948			
Communications and Event Specialist		13			58,608	77,145			
Communications Specialist		13	103,610	134,652	58,608	77,145			
Creative Coordinator		13			54,099	71,211			
Environmental Health Specialist I		13	64,800	87,626	58,608	77,145			
Environmental Health Improv. & Compliance Specialist		13			49,591	65,277			
Grant Writer*		13	67,200	100,700	67,624	89,014			
HRIS Analyst		13			72,132	94,948			
Legal Assistant		13	54,552	80,999	49,591	65,277			
Payroll Analyst		13			58,608	77,145			
Property and Casualty Adjuster		13			58,608	77,145			
Senior Risk Coordinator		13			54,099	71,211			
Subforeman Cemetery - Edgewood		13			42,829	56,375			
Subforeman Cemetery - Woodlawn		13			42,829	56,375			
290 - 320		12							
Administrative Assistant III*		12	64,700	75,200	45,083	59,342	58,800	69,636	80,472
Benefits Specialist		12	65,784	89,839	58,608	77,145			
Bilingual Outreach Worker		12			49,591	65,277			
Bilingual/Bicultural Community Health Worker		12	54,504	75,330	45,083	59,342			
Bilingual Community Health Worker		12			45,083	59,342			
Bilingual Medical Assistant		12			58,608	77,145			
Executive Assistant to DPW Director		12	60,232	86,661	54,099	71,211			
Executive Assistant/Office Manager Library		12	60,232	86,661	49,591	65,277			
Intake/Welfare Specialist*		12	54,900	81,300	54,099	71,211			
Payroll Specialist		12	54,249	81,576	54,099	71,211			
Records Administrator		12			54,099	71,211			
Solid Waste Technician		12			54,099	71,211			
Welfare Specialist*		12	54,900	81,300	54,099	71,211			
Up to 285		11							
Administrative Assistant I - HR		11	49,879	72,305	39,673	52,221	50,000	59,214	68,428
Children's Programming Coordinator		11			45,083	59,342			
Community Services Program Admin Assistant		11			49,591	65,277			
Constituent Services Coordinator		11			54,099	71,211			
Employee Benefits Coordinator*		11	54,200	80,800	49,591	65,277			
Groundskeeper Cemetery - Edgewood		11			33,812	44,507			
Groundskeeper Cemetery - Woodlawn		11			33,812	44,507			
Parking Enforcement Specialist		11			33,812	44,507			
Risk Coordinator		11			49,591	65,277			
Transcriptionist & Legislative Assistant		11			39,673	52,221			

*CompAnalyst Data

City of Nashua, NH
Table 2 - Proposed Pay Ranges 60th Percentile

60th Percentile - Proposed Pay Ranges										
4% Between Each Step										
Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
25	136,653	142,119	147,804	153,716	159,864	166,259	172,909	179,826	187,019	
24	127,119	132,204	137,492	142,991	148,711	154,659	160,846	167,280	173,971	
23	118,250	122,980	127,899	133,015	138,336	143,869	149,624	155,609	161,833	
22	110,000	114,400	118,976	123,735	128,684	133,832	139,185	144,752	150,543	
Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
21	105,050	109,252	113,622	118,167	122,894	127,809	132,922	138,239	143,768	
20	97,721	101,630	105,695	109,923	114,320	118,892	123,648	128,594	133,738	
19	90,903	94,539	98,321	102,254	106,344	110,598	115,022	119,622	124,407	
18	84,561	87,944	91,461	95,120	98,925	102,882	106,997	111,277	115,728	
17	78,661	81,808	85,080	88,483	92,023	95,704	99,532	103,513	107,654	
16	73,173	76,100	79,144	82,310	85,603	89,027	92,588	96,291	100,143	
Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
15	68,068	70,791	73,623	76,568	79,630	82,816	86,128	89,573	93,156	
14	64,827	67,420	70,117	72,922	75,838	78,872	82,027	85,308	88,720	
13	61,740	64,210	66,778	69,449	72,227	75,116	78,121	81,246	84,495	
12	58,800	61,152	63,598	66,142	68,788	71,539	74,401	77,377	80,472	
Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
11	50,000	52,000	54,080	56,243	58,493	60,833	63,266	65,797	68,428	

Position	Skill Level	New Grade	70th Percentile Salary Survey Data		Current Salary Range		Proposed Pay Ranges 70th Percentile		
							Minimum	Midpoint	Maximum
	745 -	25							
Administrative Services Director		25	147,417	230,109	121,723	160,224	139,137	164,778	190,419
Chief Financial Officer/Director of Financial Services		25	138,943	204,529	121,723	160,224			
Corporate Counsel*		25	134,200	196,100	121,723	160,224			
Director of Community Development*		25	109,900	178,100	110,903	145,982			
Director of Public Health And Community Services		25	124,436	169,703	110,903	145,982			
Director of Public Works		25	133,312	180,831	126,232	166,159			
Fire Chief		25	133,083	174,351	126,232	166,159			
	710 - 740	24							
Assistant Director of Public Works		24			110,903	145,982	129,430	153,282	177,134
Assistant Fire Chief		24			115,412	151,916			
Chief Information Officer		24	136,998	169,989	110,903	145,982			
City Engineer		24	117,953	152,663	115,412	151,916			
Deputy Corporation Counsel*		24	82,800	131,500	110,903	145,982			
Economic Development Director		24			110,903	145,982			
Emergency Management Director		24			100,985	132,927			
Library Director		24	110,489	153,645	100,985	132,927			
	675 - 705	23							
Assistant Director of Public Works-Finance & Admin.		23			90,165	118,685	120,400	142,588	164,776
Deputy Fire Chief		23	104,226	149,825	106,034	139,574			
Division Operations Manager		23			81,149	106,816			
Treasurer / Tax Collector		23	110,354	149,799	110,903	145,982			
	640 - 670	22							
Chief Public Health Nurse*		22	76,200	120,400	90,165	118,685	112,000	132,640	153,280
Comptroller		22	112,075	156,201	110,903	145,982			
Deputy City Engineer*		22	96,800	135,800	90,165	118,685			
Health Officer		22	104,858	134,342	90,165	118,685			
Risk Manager*		22	104,600	147,000	100,985	132,927			
	605 - 635	21							
Assistant Corp Counsel		21			90,165	118,685	108,802	128,852	148,903
Chief Assessor		22							
City Clerk		21	103,868	152,666	90,165	118,685			
Human Resources Manager		21	108,382	151,284	72,132	94,948			
Manager Planning Department		21			100,985	132,927			
Superintendent of Fleet		21	97,181	136,493	100,985	132,927			
Superintendent of Parks & Recreation		21	97,181	136,493	100,985	132,927			
Superintendent of Solid Waste		21	97,181	136,493	100,985	132,927			
Superintendent of Streets		21	97,181	136,493	100,985	132,927			
Superintendent of Wastewater		21	97,181	136,493	100,985	132,927			
Transit Administrator		21			90,165	118,685			
	570 - 600	20							
Assistant Library Director		20	89,974	127,348	76,641	100,882	101,211	119,863	138,514
Building Department Manager		20			76,641	100,882			
Communications and Recreation Administrator		20			76,641	100,882			
Cybersecurity Engineer*		20	100,800	161,200	100,985	132,927			
Deputy Chief Public Health Nurse		20			76,641	100,882			
Employee Benefits Manager*		20	61,600	95,500	76,641	100,882			
IT Manager Project/Development Services*		20	77,800	117,700	90,165	118,685			
IT Manager, Technical Operations		20	85,727	109,403	76,641	100,882			
Payroll Manager		20	78,100	100,602	76,641	100,882			
Sustainability Manager		20			90,165	118,685			
Welfare Officer		20			90,165	118,685			
	535 - 565	19							
Assessing Manager		19			72,132	94,948	94,150	111,500	128,850
Business Manager - NFR		19			90,165	118,685			
Business Manager - NPD		19			90,165	118,685			
Chief of Staff		19	119,331	170,090	90,165	118,685			
Code Enforcement Manager/Investigator		19	98,433	141,246	76,641	100,882			
Deputy City Clerk		19	92,674	117,353	67,624	89,014			
Deputy Health Officer		19			72,132	94,948			
Environmental Engineer		19			90,165	118,685			
Senior Finance Manager		19	89,030	124,060	90,165	118,685			
Urban Programs Manager		19	101,602	143,913	76,641	100,882			
	500 - 530	18							
Assistant Business Manager		18			81,149	106,816	87,581	103,721	119,861
Business and Property Manager		18			67,624	89,014			
Deputy Treasurer and Deputy Tax Collector		18	97,844	130,710	81,149	106,816			
Energy Manager		18			81,149	106,816			
Parking Manager		18	109,655	130,710	72,132	94,948			
Purchasing Manager		18	96,485	138,566	81,149	106,816			
Senior Traffic Engineer		18			81,149	106,816			
Senior Staff Engineer (PE)		18	97,020	126,264	81,149	106,816			
Senior Wastewater Engineer		18			81,149	106,816			
	465 - 495	17							
Accounting Manager		17			81,149	106,816	81,471	96,465	111,498
Deputy Risk Manager		17	81,448	115,725	76,641	100,882			
Housing Services Officer		17			90,165	118,685			

Position	Skill Level	New Grade	70th Percentile Salary Survey Data		Current Salary Range		Proposed Pay Ranges 70th Percentile		
Senior Staff Engineer (No PE)		17			81,149	106,816			
	430 - 460	16							
Accounts Payable Manager		16	86,586	130,004	72,132	94,948	75,787	89,753	103,719
Arlington Street Community Center Director		16			49,591	65,277			
Building Manager		16			76,641	100,882			
Disease Intervention And Behavioral Health Nurse		16			72,132	94,948			
Emergency Management Coordinator*		16	56,200	86,000	67,624	89,014			
Enterprise System Administrator*		16	60,900	94,500	81,149	106,816			
GIS Specialist		16	83,945	115,073	72,132	94,948			
Motor Vehicle Registration Manager		16			72,132	94,948			
Payroll Supervisor		16			67,624	89,014			
Peg Program Manager		16			58,608	77,145			
Public Health Nurse		16	75,107	91,923	72,132	94,948			
Senior Human Resources Specialist		16			58,608	77,145			
Superintendent Cemetery - Edgewood		16	73,398	103,481	58,608	77,145			
Superintendent Cemetery - Woodlawn		16	73,398	103,481	58,608	77,145			
Welfare Specialist Supervisor		16			67,624	89,014			
	395 - 425	15							
Behavioral Health Strategist		15			67,624	89,014	70,499	83,491	96,483
Economic Mobility Program Specialist		15			58,608	77,145			
Legislative Affairs Manager		15			81,149	106,816			
Public Health Preparedness Coordinator		15			67,624	89,014			
	360 - 390	14							
Echannel Access Administrator		14			54,099	71,211	67,142	79,516	91,889
Enterprise Database/System Analyst		14			90,165	118,685			
Environmental Health Specialist II		14			67,624	89,014			
Epidemiologist		14			72,132	94,948			
Health Promotion & Communication Specialist		14			58,608	77,145			
Public Health Equity Officer		14			67,624	89,014			
Staff Engineer		14	59,515	103,312	58,608	77,145			
Transit Mobility Manager		14			58,608	77,145			
Wellness Benefits Specialist		14			54,099	71,211			
	325 - 355	13							
Administrative Project Specialist*		13	64,700	88,500	72,132	94,948	63,945	75,729	87,513
Administrative Services Office Administrator		13			72,132	94,948			
Communications and Event Specialist		13			58,608	77,145			
Communications Specialist		13	111,763	148,212	58,608	77,145			
Creative Coordinator		13			54,099	71,211			
Environmental Health Specialist I		13	68,439	91,008	58,608	77,145			
Environmental Health Improv. & Compliance Specialist		13			49,591	65,277			
Grant Writer*		13	67,200	100,700	67,624	89,014			
HRIS Analyst		13			72,132	94,948			
Legal Assistant		13	54,878	82,176	49,591	65,277			
Payroll Analyst		13			58,608	77,145			
Property And Casualty Adjuster		13			58,608	77,145			
Senior Risk Coordinator		13			54,099	71,211			
Subforeman Cemetery - Edgewood		13			42,829	56,375			
Subforeman Cemetery - Woodlawn		13			42,829	56,375			
	290 - 320	12							
Administrative Assistant III*		12	64,700	75,200	45,083	59,342	60,900	72,123	83,346
Benefits Specialist		12	66,012	92,695	58,608	77,145			
Bilingual Outreach Worker		12			49,591	65,277			
Bilingual/Bicultural Community Health Worker		12	55,673	75,699	45,083	59,342			
Bilingual Community Health Worker		12			45,083	59,342			
Bilingual Medical Assistant		12			58,608	77,145			
Executive Assistant to DPW Director		12	62,700	86,841	54,099	71,211			
Executive Assistant/Office Manager Library		12	62,700	86,841	49,591	65,277			
Intake/Welfare Specialist*		12	54,900	81,300	54,099	71,211			
Payroll Specialist		12	54,451	84,829	54,099	71,211			
Records Administrator		12			54,099	71,211			
Solid Waste Technician		12			54,099	71,211			
Welfare Specialist*		12	54,900	81,300	54,099	71,211			
	Up to 285	11							
Administrative Assistant I - HR		11	52,132	73,357	39,673	52,221	52,500	62,175	71,850
Children's Programming Coordinator		11			45,083	59,342			
Community Services Program Admin Assistant		11			49,591	65,277			
Constituent Services Coordinator		11			54,099	71,211			
Employee Benefits Coordinator*		11	54,200	80,800	49,591	65,277			
Groundskeeper Cemetery - Edgewood		11			33,812	44,507			
Groundskeeper Cemetery - Woodlawn		11			33,812	44,507			
Parking Enforcement Specialist		11			33,812	44,507			
Risk Coordinator		11			49,591	65,277			
Transcriptionist & Legislative Assistant		11			39,673	52,221			

*CompAnalyst Data

City of Nashua, NH
Table 2 - Proposed Pay Ranges 70th Percentile

70th Percentile - Proposed Pay Ranges										
4% Between Each Step										
Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
25	139,137	144,703	150,491	156,510	162,771	169,282	176,053	183,095	190,419	
24	129,430	134,607	139,991	145,591	151,415	157,471	163,770	170,321	177,134	
23	120,400	125,216	130,225	135,434	140,851	146,485	152,344	158,438	164,776	
22	112,000	116,480	121,139	125,985	131,024	136,265	141,716	147,384	153,280	

Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
21	108,802	113,154	117,680	122,387	127,283	132,374	137,669	143,176	148,903	
20	101,211	105,259	109,470	113,849	118,402	123,139	128,064	133,187	138,514	
19	94,150	97,916	101,832	105,906	110,142	114,548	119,129	123,895	128,850	
18	87,581	91,084	94,728	98,517	102,458	106,556	110,818	115,251	119,861	
17	81,471	84,730	88,119	91,644	95,309	99,122	103,087	107,210	111,498	
16	75,787	78,818	81,971	85,250	88,660	92,206	95,894	99,730	103,719	

Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
15	70,499	73,319	76,252	79,302	82,474	85,773	89,204	92,772	96,483	
14	67,142	69,828	72,621	75,526	78,547	81,689	84,956	88,355	91,889	
13	63,945	66,503	69,163	71,929	74,807	77,799	80,911	84,147	87,513	
12	60,900	63,336	65,869	68,504	71,244	74,094	77,058	80,140	83,346	

Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	
11	52,500	54,600	56,784	59,055	61,418	63,874	66,429	69,086	71,850	

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

City of Nashua, NH

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME ☐ PART TIME ☐
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: ☐ High Sch. ☐ Assoc. Deg. ☐ Bach. Deg. ☐ Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR:	THEIR TITLE:

INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete their section.

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

- ☐ LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- ☐ LEVEL 2: High school diploma (GED) or equivalent.
- ☐ LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- ☐ LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- ☐ LEVEL 5: Completion of four-year college degree program.
- ☐ LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- ☐ LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

FACTOR 2. Years of Experience: How much previous work experience do you feel is necessary to perform your job?

- | | | | | |
|---|---------------------------------------|---------------------------------------|--|---|
| LEVEL 1: | LEVEL 2: | LEVEL 3: | LEVEL 4: | LEVEL 5: |
| ☐ Less Than 1 Year | ☐ 1 to 3 Years | ☐ 4 to 6 Years | ☐ 7 to 10 Years | ☐ More than 10 Years |

What is the minimum number of years required?

What specific experience is necessary?

FACTOR 3. Independent Judgment and Decision Making

Part 1: How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- ☐ **LITTLE:** Little discretion or independent judgment exercised.
- ☐ **SOME:** Some discretion or judgment exercised, but supervisor is normally available.
- ☐ **OFTEN:** Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- ☐ **HIGH:** High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- ☐ **VERY HIGH:** Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

Part 2: If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- ☐ **MINOR:** Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
 - ☐ **MODERATE:** Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
 - ☐ **SERIOUS:** Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
 - ☐ **CRITICAL:** Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.
-

FACTOR 4. Responsibility for Policy Development: Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- ☐ **LEVEL 1:** Position involves only the execution of policies or use of existing procedures.
- ☐ **LEVEL 2:** May provide some input to supervisor when policies and procedures are updated.
- ☐ **LEVEL 3:** Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- ☐ **LEVEL 4:** Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- ☐ **LEVEL 5:** Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- ☐ **LEVEL 6:** Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

FACTOR 5. Planning: How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- ☐ LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
 - ☐ LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
 - ☐ LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
 - ☐ LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
 - ☐ LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).
-

FACTOR 6. Contacts with Others: In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- ☐ LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- ☐ LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- ☐ LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- ☐ LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- ☐ LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- ☐ LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- ☐ LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

FACTOR 7. Supervision Given:

Do you supervise or assign work to other employees? ☐ Yes ☐ No

If yes:

- ☐ LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- ☐ LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.
- ☐ LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- ☐ LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- ☐ LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- ☐ LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- ☐ LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

FACTOR 8. Physical Demands: Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	☐	☐	
Lifting 20-50 pounds	☐	☐	
Lifting 50+ pounds	☐	☐	
Climbing	☐	☐	
Walking	☐	☐	
Kneeling	☐	☐	
Crouching	☐	☐	
Crawling	☐	☐	
Bending	☐	☐	
Sitting	☐	☐	
Prolonged Standing	☐	☐	
Prolonged Visual Concentration	☐	☐	

Unpleasant or Hazardous Conditions: Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	☐	☐	
Dust	☐	☐	
Heat	☐	☐	
Cold	☐	☐	
Odors	☐	☐	
Noise	☐	☐	
Vibration	☐	☐	
Wetness/Humidity	☐	☐	
Toxic Agents	☐	☐	
Electrical Currents	☐	☐	
Heavy Machinery	☐	☐	
Violence	☐	☐	
Disease	☐	☐	

Smoke
Other

☐	☐
☐	☐

FACTOR 9. Use of Technology/Specialized Equipment: Please check the level of technology or specialized equipment use needed for you to perform your job.

- ☐ LEVEL 1: Position has no responsibility for, or use of, technology.
- ☐ LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- ☐ LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- ☐ LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- ☐ LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- ☐ LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- ☐ LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- ☐ LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.
2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.
3. How long has this employee worked for you?
4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to the City Administration. If using a printed copy of this form, sign and date it before forwarding.

SUPERVISOR'S SIGNATURE OR TYPED NAME

DATE

If Supervisor isn't Department Head, Department Head should review this form as well.

- ☐ I have read the above and substantially concur.
☐ I have read the above and have the following comments:

Type your name and the date below, and then email this form to the [ORG] Administration. If using a printed copy of this form, sign and date it before forwarding.

DEPARTMENT HEAD SIGNATURE OR TYPED NAME

DATE

IMPORTANT DATES:

May 9th – May 24th:

Employees complete and submit the JAQs to their Supervisors. Please save file as follows:
JobTitle.LastName.FirstName.

May 27th – June 3rd:

Supervisors and Department Heads review and then submit the JAQs to Human Resources.

June 4th – June 11th:

Human Resources/City Administration reviews and then submits the JAQs to GovHR USA.

APPENDIX B

1. Population: Maximum 20 Points

\$91,161 Million

Factor	Minimum Range		Maximum Range		Points
1.50	60,774	91,161	91,161	136,742	20
2.00	45,581	60,773	136,743	182,322	15
2.50	36,464	45,580	182,323	227,903	10
3.00	30,387	36,463	227,904	273,483	5
All Others					0

2. Per Capita Income: Maximum 20 Points

\$48,083

Factor	Minimum Range		Maximum Range		Points
1.50	32,055	48,083	48,083	72,125	20
2.00	24,042	32,054	72,126	96,166	15
2.50	19,233	24,041	96,167	120,208	10
3.00	16,028	19,232	120,209	144,249	5
All Others					0

3. Full Time Payroll: Maximum 20 Points

\$5.67 Million

Factor	Minimum Range		Maximum Range		Points
1.50	3.78	5.67	5.67	8.50	20
2.00	2.83	3.77	8.51	11.34	15
2.50	2.27	2.82	11.35	14.17	10
3.00	1.89	2.26	14.18	17.00	5
All Others					0

4. Number of Full Time Employees: Maximum 20 Points

810

Factor	Minimum Range		Maximum Range		Points
1.5	540	810	810	1,215	20
2.0	405	539	1,216	1,620	15
2.5	324	404	1,621	2,025	10
3.0	270	323	2,026	2,430	5
All Others					0

5. Total Expenditures: Maximum 20 Points

\$358.70 Million

Factor	Minimum Range		Maximum Range		Points
1.50	239.14	358.70	358.70	538.05	20
2.00	179.35	239.13	538.06	717.41	15
2.50	143.48	179.34	717.42	896.76	10
3.00	119.57	143.47	896.77	1,076.11	5
All Others					0

Initial screen:

Communities in New Hampshire, Maine, Massachusetts, Connecticut and Vermont with populations between approximately 62,000 and 190,000.

Sources:

(1) U.S. Census Bureau Annual Survey of Public Employment & Payroll 2022: FT Employees & FT Payroll (Less School, Water & Hospital positions). <https://www.census.gov/programs-surveys/apes/data.html>

(2) U.S. Census Bureau Quick Facts: Population and Per Capita Income. <https://www.census.gov/quickfacts/fact/table/US/PST045223>

(3) Total Expenditures (Primary Government): Most recent AFR available on municipal website.

Nashua, NH
Criteria Comparisons - Sorted by Rank

Municipality	State	Population	Max. Points	Per Capita Income	Max. Points	Full Time Payroll	Max. Points	Full Time Employees	Max. Points	Total Expenditures	Max. Points	Total Points
Nashua		91,161	20	48,083	20	5.67	20	810	20	358.70	20	100
Quincy	MA	101,727	20	50,115	20	8.22	20	994	20	536.19	20	100
Norwalk	CT	91,401	20	57,389	20	6.01	20	633	20	533.95	20	100
Portland	ME	68,424	20	48,806	20	6.60	20	1009	20	443.47	20	100
Cranston	RI	82,421	20	41,572	20	4.59	20	806	20	431.39	20	100
Framingham	MA	70,963	20	52,370	20	4.19	20	547	20	413.76	20	100
Warwick	RI	83,016	20	44,193	20	4.89	20	1046	20	393.23	20	100
Waltham	MA	64,065	20	56,716	20	4.47	20	550	20	383.99	20	100
Somerville	MA	79,762	20	65,100	20	5.98	20	750	20	382.03	20	100
Manchester	NH	115,141	20	41,067	20	7.49	20	1111	20	293.04	20	100
Brockton	MA	104,826	20	34,180	20	4.91	20	667	20	618.30	15	95
Lowell	MA	113,608	20	33,574	20	6.12	20	972	20	563.89	15	95
Brookline	MA	62,535	20	91,184	15	5.39	20	654	20	382.37	20	95
Fall River	MA	93,682	20	30,591	15	6.64	20	755	20	369.59	20	95
New Bedford	MA	100,682	20	29,591	15	6.29	20	1099	20	649.25	15	90
Newton	MA	87,381	20	91,282	15	7.15	20	835	20	599.35	15	90
Lawrence	MA	87,954	20	25,774	15	3.73	15	565	20	498.00	20	90
Lynn	MA	100,891	20	31,816	15	3.32	15	604	20	466.83	20	90
West Hartford	CT	64,271	20	67,164	20	3.77	15	440	15	407.73	20	90
New Britain	CT	74,396	20	28,796	15	4.25	20	501	15	406.83	20	90
Danbury	CT	86,967	20	42,497	20	3.69	15	474	15	382.41	20	90
Plymouth	MA	64,269	20	55,811	20	3.38	15	498	15	348.22	20	90
Haverhill	MA	67,153	20	39,770	20	3.48	15	422	15	295.94	20	90
Pawtucket	RI	75,066	20	33,541	20	2.62	10	542	20	276.71	20	90
Waterbury	CT	115,016	20	28,723	15	7.07	20	1071	20	740.03	10	85
Greenwich	CT	63,638	20	122,697	5	7.04	20	890	20	506.54	20	85
Hamden	CT	60,809	15	43,753	20	3.41	15	470	15	350.11	20	85
Fairfield	CT	62,871	20	78,256	15	2.72	10	469	15	375.03	20	80
Malden	MA	64,712	20	43,728	20	2.49	10	379	10	261.39	20	80
Stamford	CT	136,188	20	60,109	20	14.54	5	1084	20	766.87	10	75
Revere	MA	58,538	15	36,333	20	2.53	10	352	10	336.11	20	75
New Haven	CT	138,915	15	33,449	20	10.66	15	1349	15	951.89	5	70
Bridgeport	CT	148,377	15	29,506	15	9.44	15	1221	15	787.02	10	70
Hartford	CT	120,686	20	25,229	15	9.87	15	1631	10	1046.14	5	65
Cambridge	MA	118,488	20	72,975	15	14.00	10	1553	15	898.58	5	65
Springfield	MA	154,064	15	25,669	15	8.83	15	1434	15	1108.23	0	60
Concord	NH	44,503	15	42,860	20	2.80	10	415	15	105.76	0	60
Providence	RI	189,563	10	34,521	20	11.23	15	1678	10	1117.78	0	55

Nashua, NH
Criteria Comparisons - Sorted by Name

Municipality	State	Population	Max. Points	Per Capita Income	Max. Points	Full Time Payroll	Max. Points	Full Time Employees	Max. Points	Total Expenditures	Max. Points	Total Points
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Brockton	MA	104,826	20	34,180	20	4.91	20	667	20	618.30	15	95
Brookline	MA	62,535	20	91,184	15	5.39	20	654	20	382.37	20	95
Cambridge	MA	118,488	20	72,975	15	14.00	10	1553	15	898.58	5	65
Concord	NH	44,503	15	42,860	20	2.80	10	415	15	105.76	0	60
Cranston	RI	82,421	20	41,572	20	4.59	20	806	20	431.39	20	100
Danbury	CT	86,967	20	42,497	20	3.69	15	474	15	382.41	20	90
Fairfield	CT	62,871	20	78,256	15	2.72	10	469	15	375.03	20	80
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Framingham	MA	70,963	20	52,370	20	4.19	20	547	20	413.76	20	100
Greenwich	CT	63,638	20	122,697	5	7.04	20	890	20	506.54	20	85
Hamden	CT	60,809	15	43,753	20	3.41	15	470	15	350.11	20	85
Hartford	CT	120,686	20	25,229	15	9.87	15	1631	10	1046.14	5	65
Haverhill	MA	67,153	20	39,770	20	3.48	15	422	15	295.94	20	90
Lawrence	MA	87,954	20	25,774	15	3.73	15	565	20	498.00	20	90
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Lynn	MA	100,891	20	31,816	15	3.32	15	604	20	466.83	20	90
Malden	MA	64,712	20	43,728	20	2.49	10	379	10	261.39	20	80
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New Britain	CT	74,396	20	28,796	15	4.25	20	501	15	406.83	20	90
New Haven	CT	138,915	15	33,449	20	10.66	15	1349	15	951.89	5	70
Newton	MA	87,381	20	91,282	15	7.15	20	835	20	599.35	15	90
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Pawtucket	RI	75,066	20	33,541	20	2.62	10	542	20	276.71	20	90
Plymouth	MA	64,269	20	55,811	20	3.38	15	498	15	348.22	20	90
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Providence	RI	189,563	10	34,521	20	11.23	15	1678	10	1117.78	0	55
Quincy	MA	101,727	20	50,115	20	8.22	20	994	20	536.19	20	100
Revere	MA	58,538	15	36,333	20	2.53	10	352	10	336.11	20	75
Somerville	MA	79,762	20	65,100	20	5.98	20	750	20	382.03	20	100
Springfield	MA	154,064	15	25,669	15	8.83	15	1434	15	1108.23	0	60
Stamford	CT	136,188	20	60,109	20	14.54	5	1084	20	766.87	10	75
Waltham	MA	64,065	20	56,716	20	4.47	20	550	20	383.99	20	100
Warwick	RI	83,016	20	44,193	20	4.89	20	1046	20	393.23	20	100
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West Hartford	CT	64,271	20	67,164	20	3.77	15	440	15	407.73	20	90

Nashua, NH
Top Comparables

Municipality	State	Population	Max. Points	Per Capita Income	Max. Points	Full Time Payroll	Max. Points	Full Time Employees	Max. Points	Total Expenditures	Max. Points	Total Points
Nashua		91,161	20	48,083	20	5.67	20	810	20	358.70	20	100
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Manchester	NH	115,141	20	41,067	20	7.49	20	1111	20	293.04	20	100
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Brookline	MA	62,535	20	91,184	15	5.39	20	654	20	382.37	20	95
Fall River	MA	93,682	20	30,591	15	6.64	20	755	20	369.59	20	95

The following communities have been added to the top comparables list due to their proximity and being competitors in the marketplace.

Concord	NH	44,503	15	42,860	20	2.80	10	415	15	105.76	0	60
Newton	MA	87,381	20	91,282	15	7.15	20	835	20	599.35	15	90
Portsmouth	NH	22,713	0	67,924	20	2.28	10	328	10	170.32	10	50



ORDINANCE

RULES FOR REMARKS BY ALDERMEN AT MEETINGS

CITY OF NASHUA

In the Year Two Thousand and Twenty-Five

The City of Nashua ordains that Part I “Administrative Legislation”, Chapter 5 “Administration of Government”, Part 2 “Board of Aldermen”, Article III “Rules and Order of Business”, Section 5-14 “Order of business” of the Nashua Revised Ordinances, be amended by adding the new underlined language as follows:

“§ 5-14. Order of business.

...

D. Remarks by Aldermen allowed in Subsections A and B above shall be conducted as follows:

- (1) Speaker may not speak until recognized by the presiding officer;
- (2) One person speaks at a time;
- (3) Each speaker is limited to speaking once per Remarks by Aldermen period and is limited to three minutes during said period;
- (4) Profane and/or obscene remarks are prohibited; and
- (5) The presiding officer has authority to terminate the remarks of any speaker when such remarks do not adhere to this chapter or other applicable law.”

All ordinances or parts of ordinances inconsistent herewith are hereby repealed.

This legislation shall take effect following its passage.

LEGISLATIVE YEAR 2025

ORDINANCE:

O-25-056

PURPOSE:

Rules for remarks by aldermen at meetings

ENDORSER(S):

Alderman Chris Thibodeau

**COMMITTEE
ASSIGNMENT:**

Personnel/Administrative Affairs Committee

FISCAL NOTE:

None.

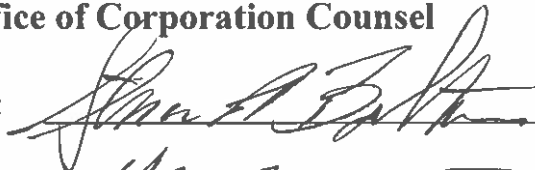
ANALYSIS

This legislation adds rules for the remarks by aldermen at full board and committee meetings. The Board of Aldermen may waive their own rules at any time, third parties cannot enforce them, and a failure to follow the rules does not render any action void or voidable.

Approved as to form:

Office of Corporation Counsel

By:



Date:

MAY 21, 2025



ORDINANCE

AMENDMENTS TO DEATH BENEFITS IN THE BOARD OF PUBLIC WORKS RETIREMENT SYSTEM

CITY OF NASHUA

In the Year Two Thousand and Twenty-Five

The City of Nashua ordains that Part I “Administrative Legislation”, Chapter 45 “Pension and Retirement Systems”, Article IV “Board of Public Works Retirement System”, Section 45-25 “Death benefits prior to retirement” as amended, be and hereby is further amended by adding the new underlined language and deleting the struck-through language as follows:

“§ 45-25. Death benefits prior to retirement.

- A. In the event of the death of a member, including members who have terminated with a vested deferred benefit and not elected a cash refund, prior to actual retirement and at a time when accidental death benefits in accordance with § 45-24 are not payable, the spouse will be eligible to receive benefits for life. The benefit payable to the spouse will be 50% of the service retirement or early service retirement benefit the member would have been entitled to have had the member retired on the date of death. However, in the event of a member’s death following a written statement of the member’s retirement date as provided in
- B. § 45-21, A within three months, but prior to their actual retirement date, the benefit payable to the spouse will be the same amount the spouse would have been entitled to had the member’s date of death been after their actual retirement date.”

All ordinances or parts of ordinances inconsistent herewith are hereby repealed.

This legislation shall take effect retroactively to October 1, 2024.

LEGISLATIVE YEAR 2025

ORDINANCE:

O-25-057

PURPOSE:

Amendments to death benefits in the Board of Public Works Retirement System

SPONSOR(S):

Alderman-at-Large Michael B. O'Brien, Sr.

**COMMITTEE
ASSIGNMENT:**

Personnel/Administrative Affairs Committee

FISCAL NOTE:

This amendment would give a surviving spouse their anticipated retirement benefit in certain very limited circumstances.

ANALYSIS

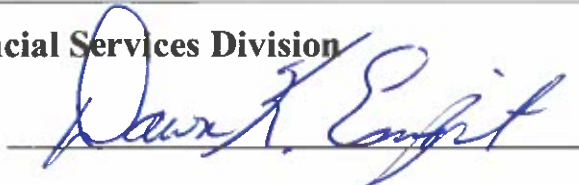
This ordinance amends the "death benefits prior to retirement" section of the Board of Public Works Retirement System ordinances. The amendment is intended to treat surviving spouse benefits the same for (1) the death of a member who passes away after notifying the City and BPW Retirement System of their upcoming retirement (within the following three months), but prior to their actual retirement date, and (2) the death of a member who passes away after their actual retirement date. The legislation would be effective retroactive to October 1, 2024 to address such a situation. This legislation must be approved prior to the end of the fiscal year (June 30, 2025).

This proposed legislation will be presented to the Board of Public Works Retirement System Trustees for review and approval at their next meeting, scheduled for June 2, 2025.

**Approved as to account
structure, numbers and
amount:**

Financial Services Division

By:



Approved as to form:

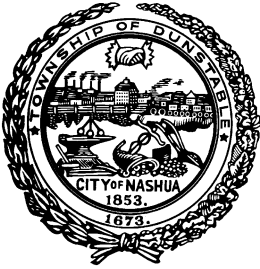
Office of Corporation Counsel

By:



Date:





RESOLUTION

RELATIVE TO A NON-BINDING BALLOT REFERENDUM CONCERNING THE KEEFE AUDITORIUM

CITY OF NASHUA

In the Year Two Thousand and Twenty-Five

RESOLVED by the Board of Aldermen of the City of Nashua that the following non-binding question be placed on the ballot for the regular municipal election to be held in November 2025:

“The Elm Street Middle School is being redeveloped for new affordable and market rate housing. The Keefe Auditorium is part of the Elm Street Middle School. To enable the Keefe Auditorium to continue to be used for performances, the City must spend approximately \$25 million for a code required heating system, bathrooms and fire protection with no new additional enhancements. Alternatively, the City could allow the Keefe Auditorium to be replaced by more housing and/or by green space. Should the City spend approximately \$25 million to meet code requirements and keep the Keefe Auditorium open?”

LEGISLATIVE YEAR 2025

RESOLUTION:

R-25-158

PURPOSE:

Relative to a Non-Binding Ballot Referendum Concerning the Keefe Auditorium

ENDORSER(S):

Mayor Jim Donchess

**COMMITTEE
ASSIGNMENT:**

Personnel/Administrative Affairs Committee

FISCAL NOTE:

The City Clerk estimates the cost associated with a ballot question to be approximately \$200 during a regular municipal election.

ANALYSIS

This resolution authorizes the placement of a non-binding referendum question on the November 2025 regular municipal election ballot. The non-binding referendum question is advisory to the Board and is a method by which the Board may order the prudential affairs of the city pursuant to RSA 47:17. No public hearing is required for this legislation.

Approved as to form:

Office of Corporation Counsel

By: /s/Celia K. Leonard

Date: April 18, 2025



ORDINANCE

PROHIBITING THE SALE OF KRATOM

CITY OF NASHUA

In the Year Two Thousand and Twenty-Five

The City of Nashua ordains that Part II “General Legislation”, Chapter 225 “Peace and Good Order” of the Nashua Revised Ordinances, as amended, be hereby further amended by adding the new underlined article as follows:

“ARTICLE IV Prohibition of the Sale of Kratom

§ 225-6. Sale of Kratom is prohibited.

It shall be unlawful for any person to sell, offer to sell, give away, deliver, or publicly display for sale Kratom, or any products containing mitragynine and hydroxymitragynine or 7-hydroxymitragynine alkaloids, within the City limits of Nashua.”

All ordinances or parts of ordinances inconsistent herewith are hereby repealed.

This ordinance shall take effect 30 days after passage.

LEGISLATIVE YEAR 2025

ORDINANCE:

O-25-051

PURPOSE:

Prohibiting the sale of Kratom

ENDORSERS:

**Alderman-at-Large Melbourne Moran, Jr.
Alderman-at-Large Ben Clemons**

**COMMITTEE
ASSIGNMENT:**

Personnel/Administrative Affairs Committee

FISCAL NOTE:

Unknown.

ANALYSIS

This legislation prohibits the sale of Kratom, or products containing the main psychoactive constituents in Kratom within the City of Nashua. There is no State of New Hampshire prohibition on Kratom.

Under the authority of RSA 31:39 and 47:17, cities are allowed to pass ordinances to make and order their prudential affairs, or that seem for the well-being of the city.

Approved as to form:

Office of Corporation Counsel

By: Douglas Clarke

Date: 11 February 2025



ORDINANCE

UPDATING THE TAXI LICENSING ORDINANCES

CITY OF NASHUA

In the Year Two Thousand and Twenty-Five

The City of Nashua ordains that Part II “General Legislation”, Chapter 300 “Taxicabs” of the Nashua Revised Ordinances, as amended, be hereby further amended by deleting the struck-through language and adding the new underlined language as follows:

“§ 300-2. Vehicle licensing.

...

- B. Applications for a taxicab vehicle license shall be made to the City Clerk upon a form to be determined by the City Clerk. The application shall include:

...

- (6) Certified copies of the applicant’s and any listed person or persons having interest in the business New Hampshire Department of Safety Division of State Police Criminal Record and Motor Vehicle Record issued within the last 30 calendar days and the appropriate out-of-state agencies if the applicant has been a resident of any other state in the past five years.

...

§ 300-5. License fees.

- A. The annual fee for a taxicab vehicle license is ~~\$75~~100 per vehicle, except that the annual fee for a taxicab vehicle license for a hybrid electric vehicle is \$1 per vehicle. Licenses shall expire annually on April 30. The taxicab business shall conspicuously and permanently affix the vehicle license, a single metal plate issued by the City Clerk, bearing the vehicle license number, to the lower left-hand corner of the trunk deck or tailgate, in such a fashion that it shall be clearly

visible to the public from the rear of the vehicle. This plate shall be firmly fastened to the body of the vehicle in such a manner that it will not easily become detached, and under no conditions will the plate be attached to the state registration plate or the bumper of the taxicab. The number of plates issued to a taxicab company shall not exceed the maximum number of vehicles that may be in passenger service under their insurance certificate. Vehicle license renewals shall occur annually between April 1 and April 30 of each year.

(1) Licenses whose initial application for a taxicab vehicle license is received by the City Clerk after May 1 of the year, or who renews a license in effect during the calendar year following enactment of this title shall be subject to all annual license fees on a proration schedule as follows:

May 1 – July 31 100%

August 1 – October 31 75%

November 1 – January 31 50%

February 1 – April 30 25%

(2) In the event that it becomes necessary to transfer or re-issue a taxicab driver's license or taxicab vehicle license during the licensing period, the licensee shall pay a fee of \$10 for each license issued. All such licenses shall still expire on April 30 of each year.

- B. The annual fee for a taxicab driver's license is ~~\$50~~80. Each license to drive a taxicab shall expire annually on April 30. Renewal of each license must be requested at least 30 days prior to license expiration. The City Clerk shall deliver to the licensee an identification card, approximate size of four inches by six inches, setting forth the number and terms of the license, a photograph, the name and personal description of the licensee, including age, height, weight, complexion, color of hair, and color of eyes. The licensee's address shall be placed on the back of the license. The licensee shall, when driving or in charge of a taxicab, display the identification card conspicuously in a holder in his taxicab. The licensee shall show the card whenever so requested by a representative of the City Clerk's office, any passenger, or any law enforcement officer.

...

§ 300-7. Nontransferability.

- A. Licenses granted under this chapter shall remain the property of the City and are to be returned to the City Clerk's office during a period of suspension, after revocation, or if the taxicab company ceases to operate, or if the taxicab driver shall cease to work as a taxicab driver for a period of 90 consecutive days.

...

§ 300-12. Condition and appearance of vehicles.

- A. It shall be the responsibility of the owner of each taxicab to keep the taxicab in safe and operable condition according to the state motor vehicle inspection laws. In addition to the annual inspection required by the state, a second midyear inspection of taxicabs is to be made in the sixth month following the required state inspection. All inspections shall be done at a New Hampshire registered inspection stations and shall include all the physical properties of each taxicab and the adherence to the rules of this section. A checklist will be supplied to the inspection station by the office of the City Clerk upon notice given to the City Clerk as to the date, time, and place that the inspection will occur. The office of the City Clerk may assign a representative or designate a police officer to ensure that the inspection is completed at a New Hampshire certified motor vehicle inspections station. No taxicab can be operated on or after the twenty-fifth of the midyear inspection month unless the City Clerk has received an approved inspection form completed by the station inspector. Within 10 days after the end of the midyear inspection month, the City Clerk must receive proof that the taxicab passed the additional midyear New Hampshire state inspection. The taxicab owner is responsible for all costs related to these inspections.
- ~~B. In addition to the inspections required by Subsection A, once a year, during the same month as the state required annual inspection, all taxicabs must report to the Nashua Police Department for a brief inspection by the police, focusing on the general condition and appearance of the car and adherence to the requirements of this section. The Police Department and the City Clerk shall communicate with each other to ensure that all police inspections occur in a timely manner.~~
- ~~C.B.~~ The City Clerk shall be notified in writing of any physical damage to a taxicab within 48 hours of such damage. Such notification shall include a copy of any written report submitted to the insurance company, if one exists. The City Clerk or Police Department may order a special inspection of the damaged vehicle at a New Hampshire registered inspection station. ~~All taxicabs must be repaired as expeditiously as possible, and at most within 30 days, unless an extension is granted by the City Clerk.~~
- ~~D.C.~~ Every vehicle used as a taxicab shall be a sedan or station wagon with a passenger and cargo volume of 110 cubic feet or more, van, minivan, sport utility vehicle, or special purpose vehicle as listed in the United States Department of Energy's Fuel Economy Guide. Notwithstanding the foregoing, all four door hybrid electric vehicles qualify to be used as taxicabs.
- ~~E.D.~~ Every vehicle used as a taxicab shall not be more than nine years old by model year.

- ~~F.E.~~ Every vehicle used as a taxicab shall be maintained consistent with the vehicle's original intended appearance, taking into account normal wear and tear. Every taxicab shall be washed on a regular basis.
- ~~G.F.~~ The interior of all taxicabs shall be clean and sanitary at all times, and shall be suitable for the occupancy and safety of passengers. At a minimum, the taxicab shall be thoroughly cleaned at least once a week.
- ~~H.G.~~ Every vehicle used as a taxicab shall be of the closed type, having at least two operational doors for direct and unimpeded access to the passenger area behind the driver's seat. The doors shall be so constructed so that they will remain securely fastened during normal operation, while the taxicab is in motion, but may be readily opened by a passenger in case of emergency. The taxicab shall have operational windows that roll down at least halfway.
- ~~I.H.~~ Every vehicle used as a taxicab shall have seats that are intact, and not torn or ripped.
- ~~J.I.~~ The taxicab vehicle license number shall be displayed on the rear side posts of the taxicab, in clearly visible numbers of a minimum three inches in height.
- ~~K.J.~~ Every owner of a taxicab which is temporarily removed from passenger service shall clearly identify such vehicle as being "out of service" via an exterior light, if so equipped, or by placing a placard in the vehicle's rear window identifying the vehicle as being out of service. The placard shall be placed in such a way so as to be visible from the rear but not so it is in conflict with state motor vehicle regulations.
- ~~L.K.~~ All drivers shall be courteous to the public, clean and neat in appearance, shall not drink intoxicating liquors during their hours of employment, shall operate their vehicles at a reasonable rate of speed and shall obey the laws of the road and all traffic regulations. Each taxicab driver may decide if their passengers will be allowed to smoke inside the taxicab. Upon the request of a passenger, the taxicab driver will refrain from smoking inside the taxicab.
- ~~M.L.~~ Every taxicab owner shall post a notice in each taxicab that shall state that any passenger who wishes to complain or comment about any aspect of the taxicab or driver may call or write to the City Clerk, and shall provide the correct address and telephone number.
- ~~N.M.~~ Every vehicle used as a taxicab will be subject to random inspections. Owners will be given no more than 10 working days to correct deficiencies and may be ordered to take vehicles out of service until such deficiencies are corrected.
- ~~O.N.~~ Every taxicab licensed under the provisions of this chapter shall have displayed near the outside of each forward door or of each rear door, the name or the trade

name of the taxicab company or taxicab dispatch company holding the vehicle license, in clearly visible letters of at least three inches in height.”

All ordinances or parts of ordinances inconsistent herewith are hereby repealed.

This ordinance shall become effective beginning with the license year starting May 1, 2025.

LEGISLATIVE YEAR 2025

ORDINANCE: O-25-053

PURPOSE: Updating the taxi licensing ordinances

ENDORSERS: Alderman Patricia Klee

**COMMITTEE
ASSIGNMENT:**

Personnel/Administrative Affairs Committee

FISCAL NOTE:

For the taxicabs, approximately \$200 in increased revenue. For chauffeur licenses, approximately \$450 for increased revenue. Since the City currently charges \$50 per chauffeur application but pays the vendor for drug testing around \$78, the current rate is a loss of approximately \$28 per chauffeur application for the City. This legislation, while an increase in revenue as noted, would allow the City to break even on the transactions.

ANALYSIS

This legislation updates several sections of the taxi licensing ordinances as shown. The changes were recommended by the City Clerk.

**Approved as to account structure, Financial Services Division
numbers and amounts:**

By: /s/John L. Griffin

Approved as to form:

Office of Corporation Counsel

By: Dorothy Clarke

Date: 4 March 2025