

Eliot Select Board

Workshop Minutes

March 16, 2017, 5:30 PM at Town Hall

Attending: Acting Chair Roland Fernald, Selectmen Brad Hughes, Jack Murphy and Bob Pomerleau; Town Manager Dana Lee, the Eliot Energy Commission, Jack Bingham, Jim Tessier, Denny Lentz, Don Jacobs and several members of Town staff

1. Roll Call: The meeting was called to order and a quorum declared. Selectman Davis was absent with notice.
2. Discussion of Solar Array at Landfill: Ed Henningsen and Jack Bingham did most of the presenting of information. The PUC's ruling is such that solar arrays installed prior to 12/31/17 will be grandfathered at full net metering for 15 years. Discussion focused on the future of solar – when there is a new Governor, pending legislation to favor net metering and solar (to reverse the policies). Ed noted that if we put the vote to the voters and it passes and if things do get more favorable, we could back away from doing it. It was noted that all the permitting, CMP approvals, engineering, etc. is all done and ready to go from last time – even the draft Power Purchase Agreement just needs final legal review.

Ed reviewed his analysis of money to be saved by this project. It was discussed that the construction of the solar array could be put on the ballot and just discuss potentially buying it out over time to increase our R.O.I. Ed said that in the worst case, Barrington continues to own it for 25 years and we still save money. Ed said that the first 3 years at PW solar has saved \$20,000. Please see attached analysis / report. **Ed was asked to do a further analysis for 15 years at buy out versus no buy out (leasing); use a 1.5% modifier?** We discussed 11.5 cents per kw vs. 15.2 cents if we do nothing but let Barrington own it.

With the PUC rules, you can assign the energy to up to 10 meters. The group discussed the primary maintenance concern is inverters at \$4k – 4.5k at about year 10-15. Jack Bingham would have all maintenance responsibility during his ownership.

3. Discussion of Compensation Study:
Don Jacobs began his presentation of the compensation study. He said there were three main objectives to be discussed – job descriptions – base qualifications and level of responsibility really define the position. He said the second item was then to establish a classification plan for each such job description, and then finally develop the compensation plan for the positions and for the employee in that position.

He said that the workshop would just cover general government (8 grades), but that he has worked on materials for the PW classification and the Police classification (both have 4 grades). It is the same process for all.

He reiterated that the classification plan costs no money; that will be a local choice how to pay and retain your employees within the system. Bob had some concerns about grade 6 and occupational risks; also some concerns about what "supervision" means - over other people, while "oversight" of a department or program is not supervision. Don suggested that some flexibility within the grades was good.

He said the min and the max of each grade was set based on the benchmark which is drawn from the external data. He just applies differential percentages to get to the proper minimum and the maximum. He said we should collect data from other towns occasionally to adjust the benchmark and min / max numbers. He said you use market data to develop the salary ranges, not to determine what someone should get paid. Accountability is the biggest factor, while education and experience are actually lesser factors. He said that we should not adjust the ranges in the future based on a percentage or CPI but on actual gathered external market data. He said that his rule of thumb is to hope to be within 10% up or down of the market range.

He said that this is not a percentage based system; it is a dollars and cents system. He said he did not recommend steps within each grade. Bob took issue with that, although recognizing the benefits of flexibility, merit pay, etc. he said steps were easier to administer and less subjective.

Don then distributed a plot chart of where each position fell within the grade's range. Most were paid competitively which he said was good.

He suggested that we would need to establish policies of how we will determine the pay ranges from time to time. Get external data and keep adjusting and maintaining the plan on our own. He suggested policies about how to attract quality applicants, how to determine where they may start within the grade classification, by what time might they move into competitive range, etc.

Chief Muzeroll said the choice of towns were poor choices for making the comparative wage data. He said York / Portsmouth and adjoining towns are our market. Bob disagreed.

He said that you should be paying "competitively" with each new employee within three years.

He said the A.C.O. and On Site Director were not competitive.

Dana was asked to send out the job descriptions. Don asked for any other feedback on the data (do we want another town or two surveyed); the classification system, grade levels, wording, etc.

Final report due in April.

Brad made a motion to adjourn the workshop at 7:20 pm; this was seconded by Bob and so voted 5 - 0.

April 20, 2017

DATE:

S; /

John J. Murphy, Secretary

**Town of Eliot, Maine
Draft Classification Plan
(Non Union Positions)**

Proposed Grade Level	Position Title
I	Custodian
II	On Site Director
	Animal Control Officer
III	Administrative Assistant to the Police Chief
	Assistant Town Clerk
IV	Deputy Town Clerk/Collector
	Kids Play Director
	Program Coordinator
V	Assessor
	Assistant to the Town Manager
	Code Enforcement Officer
	Planning Assistant
	Director of Community Services
VI	Finance Director
	Town Clerk/Tax Collector
VII	Public Works Director
	Police Chief
	Fire Chief
VIII	Town Manager

Town of Eliot, Maine General Government Positions

Proposed Classification Plan Characteristic Chart

Grade Level I

- Minimum education/knowledge : High School diploma or equivalent apprentice level of trade knowledge
- Minimum years of prior work experience: 1-3 years
- Works under the direct supervision of a department head – clear, detailed, specific instructions govern work assignments.
- Frequent contact with co-workers
- No regular supervisory responsibility (Non-Exempt position)

Grade Level II

- Minimum education: High School diploma or equivalent apprentice level of trade knowledge
- Minimum years of prior work experience: 1-3 years
- Works under the general supervision of a department head: anything not covered by an established policy or regulation check with supervisor for advice or instruction.
- Frequent contact with co-workers and the public
- No regular supervisory responsibility (Non-Exempt position)

Town of Eliot, Maine General Government Positions

Grade Level III

- Minimum education/knowledge: Associate's degree or equivalent journeyman's level of trade knowledge
- Minimum years of prior work experience: 1-3 years
- Works under the general direction of a department head: required to analyze and evaluate to determine the work methods.
- Frequent contact with co-workers and the public
- No regular level of supervisory responsibility (Non-Exempt position)

Grade Level IV

- Minimum education/knowledge: Associate's degree or equivalent journeyman's level of trade knowledge
- Minimum years of prior work experience: 3-5 years
- Works under the general direction of a department head: required to analyze and evaluate in order to determine the appropriate work methods.
- Frequent contact with co-workers and the public
- Work Leader level of supervisory responsibility (Non-Exempt position)

Town of Eliot, Maine General Government Positions

Grade Level V

- Minimum education: Bachelor's degree or specialized level of trade knowledge
- Minimum years of prior work experience: 3-5 years
- Works under the **administrative direction of the Town Manager**— responsible for the performance of a town department
- Spokesperson of a department of the Town
- **Managerial** level of supervisory responsibility of a Town department (Exempt position)

Grade Level VI

- Minimum education: Bachelor's degree or specialized level of trade knowledge
- Minimum years of prior work experience: 5-7 years
- Works under the **administrative direction of the Town Manager**- required to analyze and evaluate in order to determine the appropriate work methods.
- Regular contact with co-workers and the public with frequent conflict
- Exposed on a regular basis to significant occupational risks up to and including loss of life and danger to public safety
- **Manager** level of supervisory responsibility of a "major" department of the Town

Town of Eliot, Maine General Government Positions

Grade Level VII

- Minimum education: Bachelor's degree or specialized level of trade knowledge
- Minimum years of prior work experience: 7-10 years
- Works under the **administrative direction of the Town Manager**— responsible for the performance of a **major department**
- Spokesperson of a **major department** with frequent conflict and regular contact with state and/or federal agencies on behalf of the Town
- May be exposed to significant occupational risk up to and including loss of life
- **Managerial** level of supervisory responsibility of a "**major**" **department** of the Town with work operations subject to uncontrollable or unplanned circumstances and employees supervised dispersed to widely separate locations (Exempt position)

Grade Level VIII

- Minimum education: Master's degree or specialized level of trade knowledge
- Minimum years of prior work experience: 10 years
- Works under the **policy direction of the Board of Selectmen**— responsible for the overall performance of the **Town**.
- Spokesperson of the Town with frequent conflict and regular contact with state and/or federal agencies on behalf of the Town
- **Managerial** level of supervisory responsibility of a major department with work operations subject to uncontrollable or unplanned circumstances and employees supervised dispersed to widely separate locations (Exempt position)

Town of Eliot, Maine
Proposed Hiring Ranges to FY 2017 Survey Data
(General Government Positions)

Position Title	FY 2017 Employee Salary	Proposed Hiring Range Minimum	Proposed Hiring Range Mid Point	Proposed Hiring Range Maximum	FY 2017 Survey Average Min	FY 2017 Survey Average Mid-Point	FY 2017 Survey Average Max	Proposed Hiring Range To Survey Average (Per Cent Variance)			Years In Position
								Min	Mid Point	Max	
Grade Level I											
Custodian	\$14.10	\$11.69	\$12.42	\$13.15	\$12.25	\$14.61	\$16.96	-4.79%	-17.59%	-28.97%	1
Grade Level II											
On Site Director	\$10.72	\$13.86	\$14.73	\$15.60	\$18.00	\$18.94	\$19.88	-29.87%	-28.58%	-27.44%	14
Animal Control Officer	\$14.84				\$14.87	\$15.71	\$16.55	-7.29%	-6.65%	-6.09%	8
Grade Level III											
Assistant Town Clerk	\$17.32	\$13.95	\$15.12	\$16.28			\$15.96			1.97%	2
	\$20.01										1
Admin Assistant to Police Chief	\$19.15				\$14.18	\$19.72	\$25.26	-1.65%	-30.47%	-55.16%	7
Grade Level IV											
Deputy Clerk/Tax Collector	\$20.01	\$16.23	\$16.95	\$17.66	\$15.79	\$17.47	\$19.15	2.71%	-3.10%	-8.44%	8
Kids Play Director	\$19.57				\$18.00	\$18.94	\$19.88	-10.91%	-11.77%	-12.57%	10
Program Coordinator	\$18.13						\$18.25			-3.34%	9
Grade Level V											
Assessor	\$35.51	\$18.84	\$19.68	\$20.51			\$33.80			-64.80%	25
Admin Assistant To T.A.	\$25.22				\$16.37	\$19.11	\$21.85	13.11%	2.87%	-6.53%	4
Building Inspector	\$30.39				\$21.95	\$24.79	\$27.62			-34.67%	2
Planning Assistant	\$29.42						\$32.34			-57.68%	13
Director of Community Services	\$28.16				\$17.41	\$22.62	\$27.82	7.59%	-14.94%	-35.64%	11
Grade Level VI											
Finance Director	\$31.92	\$22.35	\$22.65	\$22.94	\$17.06	\$24.24	\$31.42	23.67%	-7.04%	-36.97%	3
Town Clerk/Tax Collector	\$31.32				\$19.73	\$22.82	\$26.90	11.72%	-0.75%	-12.90%	29
Grade Level VII											
Public Works Director	\$44.66	\$26.81	\$27.99	\$29.17	\$26.90	\$31.70	\$36.49	-0.34%	-13.24%	-25.08%	6
Police Chief	\$41.69				\$28.71	\$34.92	\$41.12	-7.09%	-24.74%	-40.97%	3
Fire Chief	\$35.36				\$23.65	\$28.02	\$32.38	11.79%	-0.09%	-11.00%	13
Grade Level VIII											
Town Manager	\$49.01	\$39.75	\$42.24	\$44.72			\$49.69			-11.11%	3
								0.67%	-12.01%	-25.13%	

Town of Eliot, Maine
Proposed Salary Ranges to FY 2017 Survey Data
(General Government Positions)

Position Title	FY 2017 Employee Salary	Proposed Salary Range		Proposed Salary Range		Proposed Salary Range		Proposed Salary Range		FY 2017 Survey Average Min	FY 2017 Survey Average Mid-Point	FY 2017 Survey Average Max	Proposed Salary Range To Survey Average (Per Cost Variance)			Employee % To Benchmark	Years In Position
		Minimum	Benchmark	Mid Point	Maximum	Min	Mid-Point	Max	Min	Mid Point	Max	Benchmark					
Grade Level I		\$11.68	\$14.61	\$15.19	\$18.69	\$12.25	\$14.61	\$18.96	-4.84%	3.85%	9.28%	-3.58%					1
Custodian	\$14.10																
Grade Level II		\$13.86	\$17.33	\$18.02	\$22.18												
On Site Director	\$10.72					\$18.00	\$18.94	\$19.88	-29.87%	-5.12%	10.35%	-61.61%					14
Animal Control Officer	\$14.84					\$14.87	\$15.71	\$16.55	-7.29%	12.81%	25.37%	-16.75%					8
Grade Level III		\$13.95	\$18.60	\$18.48	\$23.01												
Assistant Town Clerk	\$17.32							\$15.96			30.64%	-7.36%					2
	\$20.01											7.07%					1
Admin Assistant to Police Chief	\$19.15					\$14.18	\$19.72	\$25.26	-1.68%	-6.72%	-8.77%	2.90%					7
Grade Level IV		\$16.23	\$19.09	\$21.91	\$27.59												
Deputy Clerk/Tax Collector	\$20.01					\$15.79	\$17.47	\$19.15	2.71%	20.26%	30.59%	4.58%					8
Kids Play Director	\$19.57					\$18.00	\$18.94	\$19.88	-10.91%	13.55%	27.94%	2.44%					10
Program Coordinator	\$18.13							\$18.25			33.85%	-5.31%					9
Grade Level V		\$18.84	\$22.17	\$27.32	\$35.80												
Assessor	\$35.51							\$33.80			5.60%	37.57%					25
Admin Assistant To T.M.G.A.	\$25.22					\$16.37	\$19.11	\$21.85	13.13%	30.06%	38.97%	12.09%					4
Building Inspector	\$30.39					\$21.95	\$24.79	\$27.62			22.86%	27.05%					2
Planning Assistant	\$29.42							\$32.34			9.68%	24.64%					13
Director of Community Services	\$28.16					\$17.41	\$22.62	\$27.82	7.61%	17.24%	22.30%	21.27%					11
Grade Level VI		\$22.35	\$23.53	\$30.73	\$39.11												
Finance Director	\$31.82					\$17.06	\$24.24	\$31.42	23.67%	-3.03%	19.67%	26.29%					3
Town Clerk/Deputy Tax Collector	\$31.32					\$19.73	\$22.82	\$25.90	11.73%	25.76%	33.78%	24.88%					29
Grade Level VII		\$26.81	\$31.54	\$36.86	\$46.92												
Public Works Director	\$44.86					\$26.90	\$31.70	\$36.49	-0.33%	-0.49%	22.23%	29.37%					6
Police Chief	\$41.89					\$28.71	\$34.92	\$41.12	-7.09%	-10.69%	12.36%	24.34%					3
Fire Chief	\$35.36					\$23.65	\$28.02	\$32.38	11.79%	11.18%	30.99%	10.80%					13
Grade Level VIII		\$39.75	\$49.69	\$46.71	\$53.67												
Town Manager	\$49.01							\$49.69			7.41%	-1.39%					3
													0.66%	8.36%	20.22%	8.01%	

Town of Eliot, Maine
Draft Classification and Compensation Plan
General Government Employees

	Current Rate of Pay	Years of Service
Grade Level I		
Custodian	\$14.10	1
Grade Level II		
On Site Director	\$10.72	14
Animal Control Officer	\$14.84	8
Grade Level III		
Assistant Town Clerk	\$17.32	2
	\$20.01	1
Admin Assistant to Police	\$19.15	7
Grade IV		
Deputy Clerk/ Tax Collector	\$20.01	8
Kids Play Director	\$19.57	10
Program Coordinator	\$18.13	9
Grade V		
Assessor	\$35.51	25
Admin Assistant to T.M./G.A.	\$25.22	4
Building Inspector	\$30.39	2
Planning Assistant	\$29.42	13
Dir of Community Services	\$28.16	11
Grade VI		
Finance Director	\$31.92	3
Town Clerk/Deputy Tax	\$31.32	29
Grade VII		
Public Works Director	\$44.66	6
Police Chief	\$41.68	3
Fire Chief	\$35.36	13
Grade VII		
Town Manager	\$49.01	3

Town of Eliot, Maine
Draft Classification and Compensation Plan
General Government Employees

	Current Rate of Pay	Hiring Range			Market Equity Range			Retention Range			New Wage	% Increase	Annual Difference	Employee To Benchmark
		1	2	3	4	5	6	7	8	9	10			
Grade Level I		\$11.69		\$13.15	\$13.15			\$16.66	\$16.66		\$18.70			
Custodian	\$14.10				\$14.61									
Grade Level II		\$13.86		\$15.60	\$16.60			\$19.76	\$19.76		\$22.18			
On Site Director	\$10.72		x		\$17.33									
Animal Control Officer	\$14.84		x											
Grade Level III		\$13.95		\$16.28	\$16.28			\$20.01			\$23.02			
Assistant Town Clerk	\$17.32				\$18.60									
Admin Assistant to Police	\$19.15													
Grade IV		\$16.23		\$17.66	\$17.66			\$23.34	\$23.34		\$27.59			
Deputy Clerk/ Tax Collector	\$20.01				Benchmark	\$19.09								
Kids Play Director	\$19.57						x							
Program Coordinator	\$18.13						x							
Grade V		\$18.84		\$20.51	\$20.51			\$28.99	\$28.99		\$35.80			
Assessor	\$35.51				Benchmark	\$22.17								
Admin Assistant to T.M./G.A.	\$25.22													
Building Inspector	\$30.39						x							
Planning Assistant	\$28.42													
Dir of Community Services	\$28.16													
Grade VI		\$22.35		\$22.94	\$22.94			\$31.32	\$31.32		\$39.12			
Finance Director	\$31.92				Benchmark	\$23.53								
Town Clerk/Deputy Tax	\$31.32													
Grade VII		\$26.81		\$29.17	\$29.17			\$39.23	\$39.23		\$46.92			
Public Works Director	\$44.66				Benchmark	\$31.54								
Police Chief	\$41.69													
Fire Chief	\$35.36													
Grade VII		\$39.75		\$44.72	\$44.72			\$51.68	\$51.68		\$53.67			
Town Manager	\$49.01				Benchmark	\$49.69	x							