



**Raymond Compensation Study Committee  
Minutes\***

Wednesday, April 17, 2013

**Present: Chairman Rolf Olsen, Robert Gosselin, Mike Reynolds, and Norma Richard.**

**Absent: Marshall Bullock, Denis Morse, and Brian Walker.**

**Staff: Louise Lester, Town Clerk and Danielle Loring, Recording Secretary (via remote connection).**

**1) Call to order:** Chairman Rolf Olsen Called the meeting to order at 6:58pm.

**2) Approval of Minutes**

**a) March 6, 2013**

MOTION: Robert Gosselin motioned to approve the minutes; seconded by Norma Richard.

DISCUSSION: None.

VOTE: MOTION CARRIED (3/0/1 [RO ab])

**3) Presentation and Discussion of Reports as Prepared by Committee Members**

Chairman Olsen explained that the purpose of the meeting was to review the comparative reports that were prepared by the members and decide on the final format of the report that would be presented to the Selectmen. Mr. Reynolds thought they should also look at anomalies and make sure that the missing data was accounted for or how certain criteria were fined, such as who was included in seasonal population because there were a wide range of responses.

The committee members presented their individual reports. Mr. Reynolds explained that his was a sort showing comparable towns in terms of total compensation and gross payroll. Chairman Olsen stated that he would like to see where the RSU compared in terms of insurance benefit, especially in terms of gross dollars. Mr. Reynolds said that was easy to add into the data. Chairman Olsen said that they could also compare wages versus fringe benefits versus the total compensation. He felt that it was important to be able to isolate all of the elements that were included in the total figures.

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Mr. Reynolds continued by explaining that it was easy to assume what qualified as full-time employment but the hard part was determining how many of those full-time employees did not take the insurance benefit. He pointed out that there were certain trends that were consistent across the different sorts. Chairman Olsen asked if there were any sets of data that stood out, and Mr. Reynolds replied that there were major discrepancies in the responsibilities that were included for a job title. He used the example of comparing the position of the full-time fire chief because many towns did not have that position but neither did Raymond a few years prior because the chief was part-time and the assistant was the full-time associate. He explained that the same was for code officer because that position was also held by contractors or lumped into another employees job responsibilities within a fully staffed department.

Chairman Olsen thanked Mr. Reynolds for the data and asked what Mr. Reynolds felt should be included in the final report, and he answered that he felt that it was beneficial to look at a narrow group of towns, which was approximately ten, and leave out towns with wide variation. He also did not think that they should include towns with police departments because there were more full-time employees holding positions that Raymond did not have. Chairman Olsen agreed and felt that their insurance premiums were probably more expensive given the line of work that the policemen were in.

Mr. Reynolds felt that this information would help the Selectmen to determine if they should be using a merit based raise system because there were many positions that included responsibilities outside of the job title. He felt that this attribute was the norm for Raymond because most employees were cross trained and, for this reason, he did not think that a merit based system would work.

Chairman Olsen explained that a Portland based group was completing a survey for June 2013 and felt that the committee should consider that information as well because they may have some data that they had not considered.

Mr. Reynolds explained that he was coming to understand the data better through the comparisons. Mrs. Richard said that there were some trends that were the same across all comparisons, such as the clerk position being paid significantly below average no matter how the data was compared. Mr. Reynolds agreed and did not expect to find that figure to remain consistent.

The committee continued by discussing the fluctuation in seasonal population and factors that effected that, such as campgrounds, proximity to Portland, and water bodies. They considered the number of housing units for each town. The overall consensus was the fluctuation effected core services such as trash, fire department and that there would be a higher part-time force to compensate for the change in population.

Mr. Reynolds explained that there were positions above and below the average but there were also job descriptions that do not align. He felt that it was desirable for Raymond to fall in the middle and felt that this was a good opportunity to determine where the town needed to add support staff. He also felt that the individual experience and efficiency were crucial when evaluating pay. Chairman Olsen agreed that experience was important, but found it difficult to make projections for needs because they could assure that the person would still be with the town in the next couple of years. He added that if they were to replace a person with a certain level of experience, it would more than likely be with someone with less experience and for a lower rate of pay and felt that this is why they should be looking at ranges, rather than specific pay rates.

Mr. Reynolds stated that he would like to see the Selectmen adopt a hybrid system to recognize someone who goes above and beyond their job description and not necessarily rewarding someone for doing the

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minimum level of work. Chairman Olsen reminded the committee that it was not the task of the group to compare policies or make recommendations, but to compare the data across towns. Mr. Reynolds agreed and felt this task would be easier if Raymond were a bigger town. Chairman Olsen responded that a larger town would not have the level of cross-training that Raymond did and this made it hard to compare them to towns with more defined roles. He felt that they needed to make sure that the titles were accurate.

Mrs. Richard discussed the details of the Windham survey.

Chairman Olsen wanted to know if Raymond had job descriptions and wanted to know if individuals who were completing more than what was described. Mr. Reynolds stated that there were less employees working that there were ten years and that higher efficiency and cross-training has made this possible. Specifically, he stated that people received advanced training in one field but could help in others. He felt that the overarching issue was that there were no redundancies in staffing.

The committee discussed the how they were going to determine the towns that would be included in the final report. Chairman Olsen asked that they send their recommendations to him with their reasons and asked them to turn this information to him by April 29<sup>th</sup>.

#### **4) Confirm Next Meeting Date**

- **May 21, 2013**

#### **5) Adjournment:**

Chairman Rolf Olsen adjourned the meeting at 7:53pm.

Danielle Loring  
Recording Secretary  
(via remote connection)

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