

SELECTMEN'S EPACKET
List of Files
March 10, 2015

List of Files	Page 1
Regular Meeting Materials	
Agenda	Page 2
Agenda Summary	Page 3-4
Compensation Study Committee Report and Data	Page 5-52
TAP List	Page 53-55
Personnel Policy Request Memo & Revision	Page 56-72



BOARD OF SELECTMEN

AGENDA

March 10, 2015

7:00 pm

Raymond Broadcast Studio
423 Webbs Mills Road

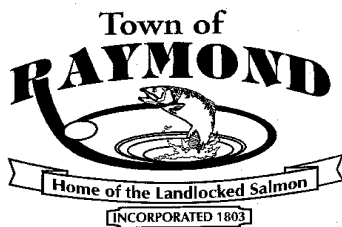
Be the Influence Statement

We, the Raymond Board of Selectmen recognize our individual and collective responsibilities as leaders and representatives of our community. To this end, we pledge to conduct ourselves in a manner befitting these roles and duties. We pledge and encourage others to 'Be the Influence' and to recognize that decisions matter.

SELECTMEN'S REGULAR MEETING

- 1) Call to order
- 2) Minutes of previous meeting dated:
 - February 10, 2015
- 3) New Business.
 - a) Presentation of Compensation Study Committee Final Report – Rolf Olsen, Chairman
 - b) Tax Acquired Property Review – Danielle Loring, Executive Assistant
 - c) Patricia Ave IRT Project Contingency Request for Environmental Review – Danielle Loring, Executive Assistant
- 4) Unfinished Business
 - a) Consideration of Personnel Policy Revision for Public Works Department – Nathan White, Public Works Director
- 4) **Public Comment** This agenda item is for the public to bring attention to any issues and concerns for future Board of Selectmen meetings
- 5) Selectmen Comment
- 6) Town Manager Report and Communications.
 - a) Confirm date for next regular meeting:
 - April 7, 2015
- 7) Fiscal Warrants – March 10, 2015
 - Payroll Expense Summary Warrant
 - Treasurer's Warrant
- 8) Executive Session
 - a) Executive Session pursuant to 1 MRSA § 405(6)(A): Continuation of Town Manager Evaluation and Consideration of Contract Extension
- 9) Adjournment.

The Selectmen may take items out of order at their discretion.

**BOARD OF SELECTMEN
AGENDA SUMMARY**

March 10, 2015

7:00 pm

Raymond Broadcast Studio
423 Webbs Mills Road**Be the Influence Statement**

We, the Raymond Board of Selectmen recognize our individual and collective responsibilities as leaders and representatives of our community. To this end, we pledge to conduct ourselves in a manner befitting these roles and duties. We pledge and encourage others to 'Be the Influence' and to recognize that decisions matter.

SELECTMEN'S REGULAR MEETING**1) Call to order****2) Minutes of previous meeting dated:**

- February 10, 2015

3) New Business.**a) Presentation of Compensation Study Committee Final Report – Rolf Olsen, Chairman**

The Compensation Study Committee is an ad hoc Committee created by the Board of Selectmen on October 16, 2012. The charge of this committee was “to gather and study current compensation numbers offered by neighboring and similarly sized towns; review and compare pay scales and benefit numbers and present appropriate information to the Selectboard to be used in developing schedules and scales. The final report was to be totally objective, but the committee was not charged in proposing pay scales or schedules”. The committee completed their work in 2013 and Chairman Rolf Olsen will be presenting the final report for consideration. Attached to the ePacket is the report and supporting data used by the committee.

b) Tax Acquired Property Review – Danielle Loring, Executive Assistant

Executive Assistant Danielle Loring will be presenting the Tax Acquired Property (TAP) list as submitted by Deputy Tax Collector Sue Carr. Attached to the ePacket is the most recent list of TAPs, which indicated current payment arrangements. If there is a “No” in the “Pay” column, the owner has not yet entered into a payment plan, but was recently sent a letter. Any property indicating “Bankruptcy” can not be disposed of by the Town until the courts have made a determination.

c) Patricia Ave IRT Project Contingency Request for Environmental Review – Danielle Loring, Executive Assistant

Executive Assistant Danielle Loring is requesting \$10,000 from the Board of Selectmen Contingency to complete environmental assessments for the proposed Patricia Avenue Recreation Facility introduced by Chairman Mike Reynolds at the December 13, 2014 meeting.

4) Unfinished Business**a) Consideration of Personnel Policy Revision for Public Works Department – Nathan White, Public Works Director**

At the January 6, 2014 meeting, the Public Works Director requested a Personnel Policy change related to that department. Attached to the ePacket is revised language for consideration.

The Selectmen may take items out of order at their discretion.

4) Public Comment This agenda item is for the public to bring attention to any issues and concerns for future Board of Selectmen meetings

5) Selectmen Comment

6) Town Manager Report and Communications.

- a) Confirm date for next regular meeting:**
- April 7, 2015

7) Fiscal Warrants – March 10, 2015

- Payroll Expense Summary Warrant
- Treasurer's Warrant

8) Executive Session

- a) Executive Session pursuant to 1 MRSA § 405(6)(A): Continuation of Town Manager Evaluation and Consideration of Contract Extension**

9) Adjournment.

**Raymond Compensation Study Committee
Report to Select Board**

January 2015

Submitted by:
Rolf Olsen, Chair
Marshall Bullock
Robert Gosselin
Denis Morse
Mike Reynolds
Norma Richard
Brian Walker

I. Introduction**A. The Charge**

The Compensation Study Committee is an ad hoc Committee created by the Board of Selectmen on October 16, 2012. The charge of this committee is to gather and study current compensation numbers offered by neighboring and similarly sized towns; review and compare these pay scales and benefit numbers and present appropriate information to the Selectboard to be used in developing schedules and scales. The final report will be totally objective, and the committee was not charged in proposing pay scales, schedules, or any other recommendations.

B. The Committee Members

Rolf Olsen, Chairman
Marshall Bullock
Robert Gosselin
Denis Morse
Mike Reynolds
Norma Richard
Brian Walker
Danielle Loring, Recording Secretary

C. Timing

The Committee met between January and November 2013 for a total of eight meetings. This report to the Selectboard completes the work of this appointed Committee.

II. Methodology

The Committee met on a monthly basis from January through November 2013, with the exception of February, July and August, for a total of seven in-person meetings. Between meetings, a great deal of work was undertaken by Town staff and Committee members, with subsequent reports and discussion at each meeting. This iterative approach allowed the Committee to add focus over the course of the year.

A. Review of Initial Data Collected by the Town Staff and Augmenting Initial Data

The Committee began by reviewing three sets of data of comparable towns compiled by Nancy Yates, Town's Finance Director and Town staff. The three data sets were:

- Towns with populations over 3,000 and valuation of \$750,000-\$1,500,000
- Bordering towns
- Towns within a twenty-mile radius that did not meet previous criteria

The Committee identified some additional information they felt would be important for a proper analysis, including summer population numbers. Committee members and Town Staff collected and augmented the initial data set.

B. Analysis of Data by Committee Members

Committee members utilized the data gathered to conduct a variety of comparative analyses. After the various analyses, Committee members agreed to refine the list of comparable Towns to a smaller number for both greater relevance and to facilitate a more in-depth analysis. Chairman Olsen asked each Committee member to identify which Towns they felt should be included in the reduced list for comparison.

C. Determination of Comparable Town List

Each Committee member individually provided input to Chairman Olsen on which towns they felt had the highest correlation with Raymond and the rationale for their choices. This input was collated and discussed at the May 21st meeting. The Committee aligned on using Bridgton, Gray, Norway, Rockland, Casco, North Yarmouth, Buxton, and New Gloucester as the comparable town set.

D. Review the Town Positions and Duties and Development of In-Depth Survey

As the Committee began to analyze compensation for particular job positions, the question arose as to whether positions between towns could be effectively compared. It was pointed out that in the Town of Raymond, many positions cross-train with others, and there are shared responsibilities that are not apparent by job position title. As a result, the Committee reviewed the specific duties of each Town of Raymond position and decided to develop a detailed questionnaire to ask each of the towns on the comparable town set to help inform the compensation discussion.

E. Survey to the Surrounding Towns

Each Committee member took responsibility to contact one or two of the comparable towns and conduct a comprehensive interview on specific job responsibility details, utilizing the questionnaire jointly developed. Each Committee member then shared their findings at a Committee meeting, with discussion following.

F. Development of Final Report

Members of the Committee developed the final report draft and then all Committee members were invited to provide input. The report was then edited to incorporate Committee member input. The report was finalized in early January 2015.

III. Key Findings By The Committee

While the Committee was not tasked with making recommendations, the Committee members wish to highlight a few areas for further discussion and deliberation by the SelectBoard as they review this report and the attached data:

1. The Town of Raymond's overall payroll is lower than most comparable towns.
2. When comparing specific positions in Raymond with comparable towns, some positions, on average, are being compensated at a significantly (e.g. +20%) higher rate and some positions are being compensated at a significantly (e.g. -20%) lower rate. This anomaly remains consistent, regardless of the town parameter used in the analysis (e.g., base population, maximum population, town valuation, gross payroll, etc.)
3. Many towns are "outsourcing" major components of their town services to third party contractors. This seems most prevalent in the public works area, but the committee also found examples in the areas of general assistance, emergency services and code enforcement.
4. The Town of New Gloucester is exploring some innovative approaches to its overall approach to compensation and how to optimally incent staff. The Town may wish to consider further exploration in the area of incentive compensation versus the current 'across the board' cost of living increase.

IV. Recognition

Town Finance Director Nancy Yates deserves recognition for her efforts in gathering much of the comprehensive data used by the Committee in its deliberations. Her responsiveness to Committee requests and her overall knowledge of the subject matter are to be commended and the Committee wishes to acknowledge and thank her efforts on its behalf.

Danielle Loring also should be recognized for her support of the Committee. Her role as Recording secretary was incremental to her many day-to-day roles and responsibilities for the Town.

V. Attachments

1. Excel spreadsheet with initial demographic data and multiple tab analyses
2. Questionnaire for in-depth town interviews
3. Reports from each town in-depth interviews.

Explanation for Attached Spreadsheets

Objective: Utilize data to assess how Raymond compares to similar nearby towns based on a variety of parameters, as indicated below:

Original From Nancy Yates: This is the original data collected by the Raymond staff on various Towns sorted into three subsegments. This is the data used in subsequent sorts

For the following sorts, the data was both sorted with the complete data set supplied by Nancy Yates, as well as a narrowed sort that centered Raymond at the (or close to) the average of the narrowed towns. The goal for this sort was to compare Raymond directly with towns having the same sort characteristic as Raymond. Raymond was then compared to the town set. In the "Raymond Variance" line, the percentage difference was noted between Raymond and the average for the set of towns in the comparison. Variations over 20% were noted with shaded boxes/

- 1- Base Population: Sort based on full-year residential population
- 2- Maximum Population: Sort based on town reported maximum summertime population
- 3- Valuation; Sort based on total real estate valuation for the town
4. "Total" Compensation: Total town compensation and cost of health and dental benefits were added together and towns were then sorted. This does not include compensation other than salary, health and dental, thus the "" around the word
- 5- Compensation/Population ratio: A ratio was calculated for each town to compare the labor costs per equivalent population. The lower the ratio number, the more "efficient" the Town staff was in delivering services, assuming all other variables to be
- 6- CompensationValuation ratio: A ratio was calculated for each town to compare the labor costs per equivalent total town valuation. The lower the ratio number, the more "efficient" the Town staff was in delivering services, assuming all other

The final two sorts have a different layout and were designed to explore the following objectives:

- 7- Health Per Full Time Employee: Health and Dental costs were combined and then divided by the number of Full time employees to compare out costs for these benefits with other towns.
- 8- Police Department Cull: For this last sort, towns with police departments were removed from the data set to compare towns without their own police departments. This was done in recognition of the cost of maintaining a full-time police department and its impact on payroll of towns with a police department versus those without.

This data should be used in conjunction with the other collected Compensation Committee information about how comparable towns deliver the services they provide to provide the full comparison between towns.

Compensation Study Data
2012

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	
1	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	#T/Per diem	Total Gross Payroll	CPI Increase? Percent	Step increase? Percent	Merit Rates? Percent	Health/Dental Total Cost	% Paid for Employee	% Paid for Family	% Deductible	Retirement Match %	Low Manager Salary	Years Experience	Finance Director/Treasurer	Years Experience	Fire Chief/Bookkeeper/payroll	Town Clerk	Years Experience	Tax Collector	County Clerk	G.A. Administrator	Code Enforcement Officer	Ac. Years Experience	Ad. Public Works Director	AE Years Experience	AF Public Works Foreman	AG. Eng. Operator	AH. Fire Chief	AI. (Experience)	AJ. FF/Paramedic	AK. Exec Secretary	AL. Website Admin	AM. Assessing Clerk	
2	Raymond	Cumberland	4436	1,063,200,000	239,675.38	10.40	18	58	1,039,325	3.00	N	N	220,524	100.00	85.00	6,000	5.00	94,151	30.00	74,776	6.00	39,276	44,757	23.00	30,468	20,995	combined	62,000	7.00	64,443	17.00	41,600	35,256	52,000	16.83	43,017	combined	combined		
3	Comparable Towns																																							
4																																								
5																																								
6	Bar Harbor	Hancock	5235	1,443,700,000	275,778.41	9.60	71	8	4,025,778	3.80	N	N	647,305	85.00	85.00	0	6.50	103,747	25.00	87,029	16.00		61,936	14.00	53,351	36,192		55,660	12.00	82,520	15.00	44,096	39,624	76,310	31.00	15.96				
7	Bridgton	Cumberland	5210	1,032,200,000	198,128.60	12.70	30	161	3,688,336	3.00	Longevity	N	375,599	70.00	40.00	5.00	79,935	30.00	40,880	7.00	37,590	33,942	17.00	33,126	22,100	33,238	42,740	17.00	54,100	33.00	33,364	33,136	43,100	31.00	10.00	37,627	33,126	32,260		
8	Buxton	York	8034	756,550,000	94,168.53	10.30	35	93	2,075,459	0.20	N	N	269,700	90.00	50.00	0	6.00			32,614	5.00		49,067	25.00	33,696	33,280		39,253	20.00	50,731	3.00	40,892	43,035	49,920	3.00		39,520			
9	Ellisworth	Hancock	7741	1,086,500,000	140,356.54	14.85	83	5	3,781,609		N	N	1,121,000				90,519	5.00	60,106	5.00	38,890	46,600	7.00	37,285	33,164	33,799	54,743	7.00	75,000	0.00	43,173	39,171	63,240	1.00	14.47		36,726	32,843		
10	Jay	Franklin	4851	955,500,000	196,969.70	13.45	34	57	1,866,949				535,944	100.00	80.00	500	5.30	65,575	20.00	46,361	15.00	23,180	46,361	25.00		36,586		23,180	15.00	60,575	40.00	42,016	5.00	2.00						
11	Rockland	Knox	7297	792,050,000	108,544.61	18.78	101	24	3,356,756				1,630,898	85.00	0.00	0	5.00	80,000	6.00	67,000	6.00	39,000	50,000	20.00	42,000	31,000	18,094	55,000	10.00	67,000	11.00	45,073	39,104	66,000	8.00		40,000		31,200	
12	Rockport	Knox	3330	1,002,250,000	300,975.98	12.21	29	35	1,493,783	3.40	N		412,430	85.00	85.00	500	4.50	89,655		49,912			48,010		31,762	5,436	37,307	57,452		33,523	33,634	32,270			37,461		13,520			
13	Topsfield	Sagadahoc	3784	837,800,000																																				

Compensation Study Data 2012

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE
30	Narrowed List Sorted by Population																														
31																															
																									</						

Compensation Study Data
2012

	A	B	C	D	E	F	G	H	I	J	K	L	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	
1	Full List Sorted by Peak Seasonal Population																																		
2	Municipality	County	Census Population	Peak Seasonal Population	Pop Change (%)	Provider of Info	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Town Manager Salary	Years Experience	Finance Director / Treasurer	Years Experience	Treas/Bookkeeper / payroll	Town Clerk	Years Experience	Tax Collector	Counter Clerk	G.A. Administrator	Code Enforcement Officer	Years Experience	Public Works Director	Years Experience	Public Works Foreman	P.W. Equip. Operator	Fire Chief	Years Experience	FF/Paramedic	Exec Secretary	Website Admin	Assessing Clerk	
3	Sebago	Cumberland	1719	2400	40%	web site	391,700,000	227,865.04	13.65	8	73	450,853	53,040					45,968					20,800		38,792			33,280	4,500						
4	Mechanic Falls	Androskoggin	3031	3031	0%	Town Clerk	166,550,000	54,948.86	17.55	16	47	761,897	61,900	7.00	44,512	16.00		31,200	1.00				39,020	4.00	46,092	16.00			2,704	15.00	10.00			35,547	
5	Jay	Franklin	4851	4851	0%	Town Office	955,500,000	196,969.70	13.45	34	57	1,866,949	65,575	20.00	46,361	15.00	23,180	46,361	25.00		36,586			17,680	15.00	60,575	40.00		42,016	5,000	2.00				
6	Norway	Oxford	5014	5014	0%	Town Clerk	462,500,000	92,241.72	13.60	30	50	1,080,600	72,975	35.00			38,126	30,451	35.00		28,288			17,680	1.00	46,597	30.00	35,172	31,532	2,000		10.00			
7	Oxford	Oxford	4110	5110	24%	Town Clerk	422,850,000	102,883.21	12.95	20	89		69,212				39,291	37,169			28,121			46,770			41,620	22,977			15.55	26,416			
8	New Gloucester	Cumberland	5542	5800	5%	ode Enforce(?)	480,350,000	86,674.49	12.95	18	7	832,000	68,619	3.00			45,656						58,510	9.00	57,054	6.00	41,974	33,030	54,371	5.00	8.00				
9	Poland	Androskoggin	5376	8000	49%	Town Office(?)	666,750,000	124,023.44	13.40	22	23	1,201,200	73,500		51,700	4.00	42,993	43,492	30.00			31,574		50,000		50,900	4.00	35,942	51,700	13.00	16.52	45,427		42,848	
10	Rockland	Knox	7297	8200	12%	Town Office***	792,050,000	108,544.61	18.78	101	24	3,356,756	80,000	0.00	67,000	6.00	39,000	50,000	20.00	42,000		18,094		55,000	10.00	67,000	11.00	45,073	39,104	66,000	8.00		40,000	31,200	
11	North Yarmouth	Cumberland	3565	8400	136%	Town Clerk(?)	451,550,000	126,661.99	13.12	7	41	479,000					59,202	25.00			30,557			43,388	6.50	51,542	17.00	41,496	4,000						
12	Topsham	Sagadahoc	8784	8784	0%	Town Office	837,800,000	95,377.96	16.15	55	90	2,951,176	92,996				53,164				24,674			49,504		65,000	46,612	65,882	67,600			37,323	37,791		
13	Buxton	York	8034	9000	12%	Town Office	756,550,000	94,168.53	10.30	35	93	2,075,459					49,067	25.00		33,696	33,280			39,253	20.00	50,731	3.00	40,892	43,035	49,920	3.00			39,520	
14	Cape Elizabeth	Cumberland	7211	9000	25%	Town Clerk	1,789,750,000	248,197.20	15.84	49	150			34.00		32,614	5.00								20.00										
15	Raymond	Cumberland	4436	12000	171%	Town Office	1,063,200,000	239,675.38	10.40	16	58	1,039,325	94,151	30.00	74,776	6.00	39,276	44,757	23.00	30,468	20,995	combined	62,000	7.00	64,443	17.00	41,600	35,256	52,000		16.83	43,017	combined	combined	
16	Ellsworth	Hancock	7741	13000	68%	Assessor	1,086,500,000	140,356.54	14.85	83	5	3,781,609	90,519	5.00	60,106	5.00	38,890	46,000	7.00	37,285		33,164	33,799	54,743	7.00	75,000	0.00	43,173	39,171	63,240	1.00	14.47	36,726	32,843	
17	Casco	Cumberland	3742	15000	301%	website	611,650,000	163,455.37	12.25	10	6	686,786	75,920	34.00			38,542	38,542	25.00						42,993	0.00		4,875					14,320		
18	Gorham	Cumberland	16381	17400	6%	Town Clerk	1,432,100,000	87,424.46	16.30	85	229	4,880,834	106,840	18.00	75,582	1.00	41,964	50,213	1.00	27,846	35,854		47,794	1.00	85,529	8.00	45,968	1,546	82,602	25.00	26.00	30,732	38,415		
19	Bar Harbor	Hancock	5235	18000	244%	Town Clerk	1,443,700,000	275,778.41	9.60	71	8	4,025,779	103,747	25.00	87,029	16.00		61,936	14.00	53,351	36,192			55,660	12.00	82,520	15.00	44,096	39,624	76,310	19.00	15.96			
20	Bridgton	Cumberland	5210	20000	284%	Town Office*	1,032,250,000	198,128.60	12.70	30	161	1,686,336	79,955	30.00	40,892	7.00		37,939	22.00			33,238		47,756	17.00	54,724	35.00	33,924	32,136	12,150	31.00	10.00	37,627	32,260	
21	Scarborough	Cumberland	18919	28000	48%	web site	3,564,150,000	188,389.98	13.03	155	215		110,510	3.70	87,776	32.00	62,400	58,781	18.00		40,997	27,300		65,499	14.00	79,518	14.90	65,437	46,571	82,701	11.00	21.65	50,731	48,838	
22	Lewiston	Androskoggin	36592	36562	0%	Town Clerk	2,334,250,000	63,791.27	25.79	333	50	16,000,000	118,560	25.00	92,001	23.00	72,657	81,588	20.00		81,588	40,677	72,930	84,454	28.00	106,163	25.00	48,672	40,684	81,724	26.00	23.85	38,961	47,112	35,782
23	Average		8,140	11,878	71%		1,037,085,000	145,778	14.33	59	74	2,773,915	83,413	19	63,362	11	43,498	48,102	20	43,748	32,377		47,834	11	62,510	16	44,170	36,664	66,197			38,771			
24	Raymond Variance											-62.5%	12.9%		18.0%	-9.7%	-7.0%			-30.4%	-35.2%		29.6%		3.1%		-5.8%	-3.8%	-21.4%			11.0%			
25																																			
26	These towns were excluded due to insufficient data:																																		
27	Rockport	Knox	3330	Decline		Town Office**	1,002,250,000	300,975.98	12.21	29	35	1,493,783	89,655		49,912			48,010			31,762	5,456	37,307		57,452		33,523	33,634	52,270			37,461		13,520	
28	Gray	Cumberland	7761	Decline		Town Mgr**	891,800,000	114,907.87	15.45	33	30	1,877,375	87,550		55,105						37,731	4,124	53,560		64,127		42,369	36,171	65,137		17.95	49,994	21,099		
29	Windham	Cumberland	17001	waiting			1,808,100,000	106,352.57	13.90	80	107	4,629,000	99,769	15.00	73,756	7.00		55,300	10.00	59,716		30,983	46,650	55,577	12.00	71,260	19.00	42,211	38,313	78,998	19.00	18.71	41,038		31,599
30	Durham	Androskoggin	3848	waiting			350,600,000	91,112.27	13.35	4	6	177,477	50,000	13.00	44,137	25.00		30,180	28.00					19,457				53,160							
31																																			
32	Narrowed List Sorted by Peak Seasonal Population																																		
33	Municipality	County	Census Population	Peak Seasonal Population	Pop Change (%)	Provider of Info	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Town Manager Salary	Years Experience	Finance Director / Treasurer	Years Experience	Treas/Bookkeeper / payroll	Town Clerk	Years Experience	Tax Collector	Counter Clerk	G.A. Administrator	Code Enforcement Officer	Years Experience	Public Works Director	Years Experience	Public Works Foreman	P.W. Equip. Operator	Fire Chief	Years Experience	FF/Paramedic	Exec Secretary	Website Admin	Assessing Clerk	
34	Poland	Androskoggin	5376	8000	49%	Town Office(?)	666,750,000	124,023.44	13.40	22	23	1,201,200	73,500		51,700	4.00	42,993	43,492	30.00			31,574		50,000		50,900	4.00	35,942	51,700	13.00	16.52	45,427		42,848	
35	Rockland	Knox	7297	8200	12%	Town Office***	792,050,000	108,544.61	18.78	101	24	3,356,756	80,000	0.00	67,000	6.00	39,000	50,000	20.00	42,000		18,094		55,000	10.00	67,000	11.00	45,073	39,104	66,000	8.00		40,000	31,200	
36	North Yarmouth	Cumberland	3565	8400	136%	Town Clerk(?)	451,550,000	126,661.99	13.12	7	41	479,000					59,202	25.00			30,557			43,388	6.50	51,542	17.00	41,496	4,000						
37	Topsham	Sagadahoc	8784	8784	0%	Town Office	837,800,000	95,377.96	16.15	55	90	2,951,176	92,996				53,164				24,674			49,504		65,000	46,612	65,882	67,600			37,323	37,791		
38	Buxton	York	8034	9000	12%	Town Office	756,550,000	94,168.53	10.30	35	93	2,075,459			</																				

Compensation Study Data
2012

	A	B	C	D	E	F	G	H	I	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP
1	Full List Sorted by Valuation																																	
2	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Manager Salary	Years Experience	Director / Treasurer	Years Experience	Bookkeeper / payroll	town Clerk	Years Experience	Tax Collector	Counter Clerk	G.A. Administrator	Enforcement Officer	Years Experience	Works Director	Experience	Works Foreman	Equip. Operator	Fire Chief	Years Experience	FF/Paramedic	Exec Secretary	Website Admin	Assessing Clerk			
3	Mechanic Falls	Androscoggin	3031	166,550,000	54,949	17.55	16	47	761,897	61,900	7.00	44,512	16.00		31,200	1.00					39,020	4.00	46,092	16.00		2,704	15.00	10.00				35,547		
4	Durham	Androscoggin	3848	350,600,000	91,112	13.35	4	6	177,477	50,000	13.00	44,137	25.00		30,180	28.00					19,457					53,160								
5	Sebago	Cumberland	1719	391,700,000	227,865	13.65	8	73	450,853	53,040					45,968				2,496		20,800		38,792		33,280	4,500								
6	Oxford	Oxford	4110	422,850,000	102,883	12.95	20	89	69,212					39,291	37,169			28,121			46,770			41,620	22,977		15.55	26,416						
7	North Yarmouth	Cumberland	3565	451,550,000	126,662	13.12	7	41	479,000						59,202	25.00		30,557			43,388	6.50	51,542	17.00	41,496	4,000								
8	Norway	Oxford	5014	462,500,000	92,242	13.60	30	50	1,080,600	72,975	35.00			38,126	30,451	35.00		28,288			17,680	1.00	46,597	30.00	35,172	31,532	2,000	10.00						
9	New Gloucester	Cumberland	5542	480,350,000	86,674	12.95	18	7	832,000	68,619	3.00			45,656							58,510	9.00	57,054	6.00	41,974	33,030	54,371	5.00	8.00					
10	Casco	Cumberland	3742	611,650,000	163,455	12.25	10	6	686,786	75,920	34.00			38,542	38,542	25.00		32,032					42,993	0.00		4,875						14,320		
11	Poland	Androscoggin	5376	666,750,000	124,023	13.40	22	23	1,201,200	73,500		51,700	4.00	42,993	43,492	30.00			31,574		50,000		50,900	4.00	35,942	51,700	13.00	16.52	45,427		42,848			
12	Buxton	York	8034	756,550,000	94,169	10.30	35	93	2,075,459			32,614	5.00		49,067	25.00	33,696	33,280		39,253	20.00	50,731	3.00	40,892	43,035	49,920	3.00		39,520					
13	Rockland	Knox	7297	792,050,000	108,545	18.78	101	24	3,356,756	80,000	0.00	67,000	6.00	39,000	50,000	20.00	42,000	31,000	18,094		55,000	10.00	67,000	11.00	45,073	39,104	66,000	8.00		40,000		31,200		
14	Topsham	Sagadahoc	8784	837,800,000	95,378	16.15	55	90	2,951,176	92,996					53,164			24,674			49,504		65,000		46,612	65,882	67,600			37,323		37,791		
15	Gray	Cumberland	7761	891,800,000	114,908	15.45	33	30	1,877,375	87,550		55,105			37,731			4,124			53,560		64,127		42,369	36,171	65,137		17.95	49,994	21,099			
16	Jay	Franklin	4851	955,500,000	196,970	13.45	34	57	1,866,949	65,575	20.00	46,361	15.00	23,180	46,361	25.00		36,586			23,180	15.00	60,575	40.00	42,016	5,000	2.00							
17	Rockport	Knox	3330	1,002,250,000	300,976	12.21	29	35	1,493,783	89,655		49,912			48,010			31,762	5,456		37,307		57,452		33,523	33,634	52,270			37,461		13,520		
18	Bridgton	Cumberland	5210	1,032,250,000	198,129	12.70	30	161	1,686,336	79,955	30.00	40,892	7.00		37,939	22.00		33,238	33,238		47,756	17.00	54,724	35.00	33,924	32,136	12,150	31.00	10.00	37,627		32,260		
19	Raymond	Cumberland	4436	1,063,200,000	239,675	10.40	16	58	1,039,325	94,151	30.00	74,776	6.00	39,276	44,757	23.00	30,468	20,995	combined		62,000	7.00	64,443	17.00	41,600	35,256	52,000	16.83	43,017	combined	combined			
20	Ellsworth	Hancock	7741	1,086,500,000	140,357	14.85	83	5	3,781,609	90,519	5.00	60,106	5.00	38,890	46,000	7.00		37,285	33,164	33,799		54,743	7.00	75,000	0.00	43,173	39,171	63,240	1.00	14.47	36,726		32,843	
21	Gorham	Cumberland	16381	1,432,100,000	87,424	16.30	85	229	4,880,834	106,840	18.00	75,582	1.00	41,964	50,213	1.00	27,846	35,854			47,794	1.00	85,529	8.00	45,968	1,546	82,602	25.00	26.00	30,732		38,415		
22	Bar Harbor	Hancock	5235	1,443,700,000	275,778	9.60	71	8	4,025,779	103,747	25.00	87,029	16.00		61,936	14.00	53,351	36,192			55,660	12.00	82,520	15.00	44,096	39,624	76,310	19.00	15.96					
23	Cape Elizabeth	Cumberland	7211	1,789,750,000	248,197	15.84	49	150			34.00					26.00					14.00		33.00											
24	Windham	Cumberland	17001	1,808,100,000	106,353	13.90	80	107	4,629,000	99,769	15.00	73,756	7.00		55,300	10.00	59,716	30,983	46,650		55,577	12.00	71,260	19.00	42,211	38,313	78,998	19.00	18.71	41,038		31,599		
25	Lewiston	Androscoggin	36592	2,334,250,000	63,791	25.79	333	50	16,000,000	118,560	25.00	92,001	23.00	72,657	81,588	20.00	81,588	40,677			84,454	28.00	106,163	25.00	48,672	40,684	81,724	26.00	23.85	38,961	47,112	35,782		
26	Scarborough	Cumberland	18919	3,564,150,000	188,390	13.03	155	215	110,510	110,510	3.70	87,776	32.00	62,400	58,781	18.00		40,997	27,300		65,499	14.00	79,518	14.90	65,437	46,571	82,701	11.00	21.65	50,731		48,838		
27		Averages	8114	1,033,102,083	147,038	14.23	55	69	2,634,962	83,095	19	61,454	12	43,498	47,587	20	45,744	32,563	27,566	46,678	11	62,762	16	43,270	36,570	65,182	14	16.11	39,641		32,914			
28	Raymond Variance								-60.6%	13.3%		21.7%		-9.7%	-5.9%		-33.4%	-35.5%		32.8%		2.7%		-3.9%	-3.6%	-20.2%		4.5%	8.5%					
29																																		
30	Narrowed List Sorted by Valuation																																	
31	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Manager Salary	Years Experience	Director / Treasurer	Years Experience	Bookkeeper / payroll	town Clerk	Years Experience	Tax Collector	Counter Clerk	G.A. Administrator	Enforcement Officer	Years Experience	Works Director	Experience	Works Foreman	Equip. Operator	Fire Chief	Years Experience	FF/Paramedic	Exec Secretary	Website Admin	Assessing Clerk			
32	New Gloucester	Cumberland	5542	480,350,000	86,674	12.95	18	7	832,000	68,619	3.00			45,656							58,510	9.00	57,054	6.00	41,974	33,030	54,371	5.00	8.00					
33	Casco	Cumberland	3742	611,650,000	163,455	12.25	10	6	686,786	75,920	34.00			38,542	38,542	25.00		32,032					42,993	0.00		4,875					14,320			
34	Poland	Androscoggin	5376	666,750,000	124,023	13.40	22	23	1,201,200	73,500		51,700	4.00	42,993	43,492	30.00			31,574		50,000		50,900	4.00	35,942	51,700	13.00	16.52	45,427		42,848			
35	Buxton	York	8034	756,550,000	94,169	10.30	35	93	2,075,459			32,614	5.00		49,067	25.00	33,696	33,280		39,253	20.00	50,731	3.00	40,892	43,035	49,920	3.00		39,520					
36	Rockland	Knox	7297	792,050,000	108,545	18.78	101	24	3,356,756	80,000	0.00	67,000	6.00	39,000	50,000	20.00	42,000	31,000	18,094		55,000	10.00	67,000	11.00	45,073	39,104	66,000	8.00		40,000		31,200		
37	Topsham	Sagadahoc	8784	837,800,000	95,378	16.15	55	90	2,951,176	92,996					53,164			24,674			49,504		65,000		46,612	65,882	67,600			37,323		37,791		
38	Gray	Cumberland	7761	891,800,000	114,908	15.45	33	30	1,877,375	87,550		55																						

[illegible]

Compensation Study Data
2012

	A	B	C	D	E	F	G	H	I	J	K	L	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO					
1	Full List Sorted by Total Compensation-Population Ratio (Total Compensation/ Base Population) Lower ratio number = lower town labor costs per equivalent population																																						
2	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Health/Dental Total Cost	"Total" Comp (Payroll & Health/Dental)	Ttl Comp/Population Ratio	Town Manager Salary	Years Experience	Finance Director / Treasurer	Years Experience	Treas/ Bookkeeper / payroll	Town Clerk	Years Experience	Tax Collector	Counter Clerk	G.A. Administrator	Code Enforcement Officer	Years Experience	Public Works Director	Years Experience	Public Works Foreman	P.W. Equip. Operator	Fire Chief	Years Experience	FF/Paramedic	Exec Secretary	Website Admin	Assessing Clerk					
3	Durham	Androskoggin	3848	350,600,000	91,112	13.35	4	6	177,477	62,179	239,656	62	50,000	13.00	44,137	25.00		30,180	28.00																				
4	North Yarmouth	Cumberland	3565	451,550,000	126,662	13.12	7	41	479,000	87,465	566,465	159						59,202	25.00		30,557																		
5	New Gloucester	Cumberland	5542	480,350,000	86,674	12.95	18	7	832,000	205,000	1,037,000	187	68,619	3.00			45,656																						
6	Casco	Cumberland	3742	611,650,000	163,455	12.25	10	6	686,786	170,456	857,242	229	75,920	34.00			38,542	38,542	25.00		32,032													14,320					
7	Norway	Oxford	5014	462,500,000	92,242	13.60	30	50	1,080,600	270,000	1,350,600	269	72,975	35.00			38,126	30,451	35.00		28,288			17,680	1.00	46,597	30.00	35,172	31,532	2,000		10.00							
8	Gray	Cumberland	7761	891,800,000	114,908	15.45	33	30	1,877,375	322,000	2,199,375	283	87,550		55,105								4,124	53,560		64,127		42,369	36,171	65,137		17.95	49,994	21,099					
9	Raymond	Cumberland	4436	1,063,200,000	239,675	10.40	16	58	1,039,325	220,524	1,259,849	284	94,151	30.00	74,776	6.00	39,276	44,757	23.00	30,468	20,995	combined	62,000	7.00	64,443	17.00	41,600	35,256	52,000		16.83	43,017	combined	combined					
10	Poland	Androskoggin	5376	666,750,000	124,023	13.40	22	23	1,201,200	351,600	1,552,800	289	73,500		51,700	4.00	42,993	43,492	30.00				31,574	50,000		50,900	4.00		35,942	51,700	13.00	16.52	45,427	42,848					
11	Buxton	York	8034	756,550,000	94,169	10.30	35	93	2,075,459	269,700	2,345,159	292			32,614	5.00		49,067	25.00		33,696	33,280		39,253	20.00	50,731	3.00	40,892	43,035	49,920	3.00		39,520						
12	Sebago	Cumberland	1719	391,700,000	227,865	13.65	8	73	450,853	63,043	513,896	299	53,040										2,496		20,800	38,792				33,280	4,500								
13	Mechanic Falls	Androskoggin	3031	166,550,000	54,949	17.55	16	47	761,897	192,984	954,891	315	61,900	7.00	44,512	16.00		31,200	1.00					39,020	4.00	46,092	16.00		2,704	15.00	10.00			35,547					
14	Gorham	Cumberland	16381	1,432,100,000	87,424	16.30	85	229	4,880,834	983,068	5,863,902	358	106,840	18.00	75,582	1.00	41,964	50,213	1.00	27,846	35,854			47,794	1.00	85,529	8.00	45,968	1,546	82,602	25.00	26.00	30,732						
15	Bridgton	Cumberland	5210	1,032,250,000	198,129	12.70	30	161	1,686,336	375,015	2,061,350	396	79,955	30.00	40,892	7.00		37,939	22.00			33,238		47,756	17.00	54,724	35.00	33,924	32,136	12,150	31.00	10.00	37,627	32,260					
16	Topsham	Sagadahoc	8784	837,800,000	95,378	16.15	55	90	2,951,176	737,651	3,688,827	420	92,996					53,164			24,674			49,504		65,000		46,612	65,882	67,600			37,323	37,791					
17	Jay	Franklin	4851	955,500,000	196,970	13.45	34	57	1,866,949	535,944	2,402,893	495	65,575	20.00	46,361	15.00	23,180	46,361	25.00					23,180	15.00	60,575	40.00		42,016	5,000	2.00								
18	Lewiston	Androskoggin	36592	2,334,250,000	63,791	25.79	333	50	16,000,000	3,113,372	19,113,372	522	118,560	25.00	92,001	23.00	72,657	81,588	20.00	81,588	40,677	72,930		84,454	28.00	106,163	25.00	48,672	40,684	81,724	26.00	23.85	38,961	47,112	35,782				
19	Rockport	Knox	3330	1,002,250,000	300,976	12.21	29	35	1,493,783	412,430	1,906,213	572	89,655		49,912			48,010					31,762	5,456	57,452		33,523	33,634	52,270			37,461	13,520						
20	Ellsworth	Hancock	7741	1,086,500,000	140,357	14.85	83	5	3,781,609	1,121,000	4,902,609	633	90,519	5.00	60,106	5.00	38,890	46,000	7.00	37,285	33,164	33,799		54,743	7.00	75,000	0.00	43,173	39,171	63,240	1.00	14.47	36,726	32,843					
21	Rockland	Knox	7297	792,050,000	108,545	18.78	101	24	3,356,756	1,630,898	4,987,654	684	80,000	0.00	67,000	6.00	39,000	50,000	20.00	42,000	31,000	18,094		55,000	10.00	67,000	11.00	45,073	39,104	66,000	8.00	40,000		31,200					
22	Bar Harbor	Hancock	5235	1,443,700,000	275,778	9.60	71	8	4,025,779	647,305	4,673,084	893	103,747	25.00	87,029	16.00		61,936	14.00		53,351	36,192		55,660	12.00	82,520	15.00	44,096	39,624	76,310	19.00	15.96							
23	Average		7374	860,480,000	144,154	14	51	55	2,535,260	588,582	3,123,841	382	81,417	19	58,695	12	42,028	47,115	20	43,748	32,402			45,214	11	61,433	15	41,773	36,679	62,772			39,708						
24	Raymond Variance								-59%				16%		27%		-7%	-5%		-30%	-35%			37%		5%		0%	-4%	-17%			8%						
25	These towns were excluded due to insufficient data:																																						
26	Windham	Cumberland	17001	1,808,100,000	106,352.57	13.90	80	107	4,629,000		#VALUE!	#VALUE!	99,769	15.00		73,756	7.00		55,300	10.00	59,716	30,983		46,650	55,577	12.00	71,260	19.00	42,211	38,313	78,998	19.00	18.71	41,038	31,599				
27	Cape Elizabeth	Cumberland	7211	1,789,750,000	248,197.20	15.84	49	150		555,858	#VALUE!	#VALUE!		34.00																									
29	Oxford	Oxford	4110	422,850,000	102,883.21	12.95	20	89		123,293	#VALUE!	#VALUE!	69,212				39,291	37,169										41,620	22,977			15.55	26,416						
30	Scarborough	Cumberland	18919	3,564,150,000	188,389.98	13.03	155	215		320,592	#VALUE!	#VALUE!	110,510	3.70	87,776	32.00		62,400	58,781	18.00							40,997	27,300	65,499	14.00	79,518	14.90	65,437	46,571	82,701	11.00	21.65	50,731	48,838
31																																							
32	Narrowed List Sorted by Total Compensation-Population Ratio (Total Compensation/Population) Lower ratio number = lower town labor costs per equivalent population																																						
33	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Health/Dental Total Cost	"Total" Comp (Payroll & Health/Dental)	Ttl Comp/Population Ratio	Town Manager Salary	Years Experience	Finance Director / Treasurer	Years Experience	Treas/ Bookkeeper / payroll	Town Clerk	Years Experience	Tax Collector	Counter Clerk	G.A. Administrator	Code Enforcement Officer	Years Experience	Public Works Director	Years Experience	Public Works Foreman	P.W. Equip. Operator	Fire Chief	Years Experience	FF/Paramedic	Exec Secretary	Website Admin	Assessing Clerk					
34	Casco	Cumberland	3742	611,650,000	163,455	12.25	10	6	686,786	170,456	857,242	229	75,920	34.00			38,542	38,542	25.00		32,032				42,993	0.00		4,875						14,320					
35	Norway	Oxford	5014	462,500,000	92,242	13.60	30	50	1,080,600	270,000	1,350,600	269	72,975	35.00			38,126	30,451	35.00		28,288																		
36	Gray	Cumberland	7761	891,800,000	114,908	15.45	33	30	1,877,375	322,000	2,199,375	283	87,550		55,105									53,560	1.00	46,597	30.00	35,172	31,532	2,000		10.00							
37	Raymond	Cumberland	4436	1,063,200,000	239,675	10.40	16	58	1,039,325	220,524	1,259,849	284	94,151	30.00	74,776	6.00	39,276	44,757	23.00	30,468	20,995	combined	62,000	7.00	64,443	17.00	41,600	35,256	52,000		16.83	43,017	combined	combined					
38	Poland	Androskoggin	5376	666,750,000	124,023	13.40	22	23	1,201,200	351,600	1,552,800	289	73,500		51,700	4.00	42,993	43,492	30.00				31,574	50,000		50,900	4.00		35,942	51,700	13.00	16.52	45,427	42,848					
39	Buxton	York	8034	756,550,000	94,169	10.30	35	93	2,075,459	269,700	2,345,159	292			32,614	5.00		49,067	25.00		33,696	33,280		39,253	20.00	50,731	3.00	40,892	43,035	49,920	3.00		39,520						
40	Sebago	Cumberland	1719	391,700,000	227,865	13.65	8	73	450,853	63,043	513,896	299	53,040					45,968					2,496		20,800	38,792			33,280	4,500									
41	Mechanic Falls	Androskoggin	3031	166,550,000	54,949	17.55	16	47	761,897	192,984	954,881	315	61,900	7.00	44,512	16.00		31,200	1.00					39,020	4.00	46,092													
42	Average		4889	626,337,500	138,911	13.1																																	

Compensation Study Data
2012

	A	B	C	D	E	F	G	H	I	J	K	M	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP																												
1	Full List Sorted by Total Compensation-Valuation Ratio (TotalComp/Valuation * 1000) Lower ratio number = lower town labor costs per equivalent valuation																																																													
2	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Health/Dental Total Cost	Total Comp (Payroll & Health/Dental)	Ttl Comp/Valuation Ratio	Town Manager Salary	Years Experience	Finance Director / Treasurer	Years Experience	Treas/Bookkeeper / payroll	Town Clerk	Years Experience	Tax Collector	Counter Clerk	G.A. Administrator	Code Enforcement Officer	Years Experience	Public Works Director	Years Experience	Public Works Foreman	P.W. Equip. Operator	Fire Chief	Years Experience	FF/Paramedic	Exec Secretary	Website Admin	Assessing Clerk																												
3	Durham	Androscoggin	3848	350,600,000	91,112.27	13.35	4	6	177,477	62,179	239,656	7	50,000	13.00	44,137	25.00		30,180	28.00										53,160																																	
4	Raymond	Cumberland	4436	1,063,200,000	239,675.38	10.40	16	58	1,039,325	220,524	1,259,849	12	94,151	30.00	74,776	6.00	39,276	44,757	23.00	30,468	20,995	combined	62,000	7.00	64,443	17.00	41,600	35,256	52,000		16.83	43,017	combined	combined																												
5	North Yarmouth	Cumberland	3565	451,550,000	126,661.99	13.12	7	41	479,000	87,465	566,465	13					59,202	25.00		30,557		43,388	6.50	51,542	17.00		41,496	4,000																																		
6	Sebago	Cumberland	1719	391,700,000	227,865.04	13.65	8	73	450,853	63,043	513,896	13	53,040				45,968				2,496	20,800		38,792			33,280	4,500																																		
7	Casco	Cumberland	3742	611,650,000	163,455.37	12.25	10	6	686,786	170,456	857,242	14	75,920	34.00			38,542	38,542	25.00		32,032			42,993	0.00			4,875					14,320																													
8	Rockport	Knox	3330	1,002,250,000	300,975.98	12.21	29	35	1,493,783	412,430	1,906,213	19	89,655		49,912		48,010				31,762	5,456	37,307				33,523	33,634	52,270			37,461	13,520																													
9	Bridgton	Cumberland	5210	1,032,250,000	198,128.60	12.70	30	161	1,686,336	375,015	2,061,350	20	79,955	30.00	40,892	7.00		37,939	22.00		33,238	33,238	47,756	17.00	54,724	35.00	33,924	32,136	12,150	31.00	10.00	37,627	32,260																													
10	New Gloucester	Cumberland	5542	480,350,000	86,674.49	12.95	18	7	832,000	205,000	1,037,000	22	68,619	3.00		45,656							58,510	9.00	57,054	6.00	41,974	33,030	54,371	5.00	8.00																															
11	Poland	Androscoggin	5376	666,750,000	124,023.44	13.40	22	23	1,201,200	351,600	1,552,800	23	73,500		51,700	4.00	42,993	43,492	30.00			31,574	50,000		50,900	4.00		35,942	51,700	13.00	16.52	45,427	42,848																													
12	Gray	Cumberland	7761	891,800,000	114,907.87	15.45	33	30	1,877,375	322,000	2,199,375	25	87,550		55,105						37,731	4,124	53,560		64,127		42,369	36,171	65,137	17.95	49,994	21,099																														
13	Jay	Franklin	4851	955,500,000	196,969.70	13.45	34	57	1,866,949	535,944	2,402,893	25	65,575	20.00	46,361	15.00		23,180	46,361	25.00		36,586		23,180	15.00	60,575	40.00		42,016	5,000	2.00																															
14	Norway	Oxford	5014	462,500,000	92,241.72	13.60	30	50	1,080,600	270,000	1,350,600	29	72,975	35.00			38,126	30,451	35.00			28,288		17,680	1.00	46,597	30.00	35,172	31,532	2,000		10.00																														
15	Buxton	York	8034	756,550,000	94,168.53	10.30	35	93	2,075,459	269,700	2,345,159	31			32,614	5.00		49,067	25.00		33,696	33,280		39,253	20.00	50,731	3.00	40,892	43,035	49,920	3.00		39,520																													
16	Bar Harbor	Hancock	5235	1,443,700,000	275,778.41	9.60	71	8	4,025,779	647,305	4,673,084	32	103,747	25.00	87,029	16.00		61,936	14.00		53,351	36,192		55,660	12.00	82,520	15.00	44,096	39,624	76,310	19.00	15.96																														
17	Gorham	Cumberland	16381	1,432,100,000	87,424.46	16.30	85	229	4,880,834	983,068	5,863,902	41	106,840	18.00	75,582	1.00	41,964	50,213	1.00		27,846	35,854		47,794	1.00	85,529	8.00	45,968	1,546	82,602	25.00	26.00	30,732	38,415																												
18	Topsham	Sagadahoc	8784	837,800,000	95,377.96	16.15	55	90	2,951,176	737,651	3,688,827	44	92,996				53,164				24,674		49,504		65,000		46,612	65,882	67,600			37,323	37,791																													
19	Ellsworth	Hancock	7741	1,086,500,000	140,356.54	14.85	83	5	3,781,609	1,121,000	4,902,609	45	90,519	5.00	60,106	5.00	38,890	46,000	7.00		37,285	33,164	33,799	54,743	7.00	75,000	0.00	43,173	39,171	63,240	1.00	14.47	36,726	32,843																												
20	Mechanic Falls	Androscoggin	3031	166,550,000	54,948.86	17.55	16	47	761,897	192,984	954,881	57	61,900	7.00	44,512	16.00		31,200	1.00				39,020	4.00	46,092	16.00		2,704	15.00	10.00			35,547																													
21	Rockland	Knox	7297	792,050,000	108,544.61	18.78	101	24	3,356,756	1,630,898	4,987,654	63	80,000	0.00	67,000	6.00	39,000	50,000	20.00		42,000	31,000	18,094	55,000	10.00	67,000	11.00	45,073	39,104	66,000	8.00	40,000	31,200																													
22	Lewiston	Androscoggin	36592	2,334,250,000	63,791.27	25.79	333	50	16,000,000	3,113,372	19,113,372	82	118,560	25.00	92,001	23.00	72,657	81,588	20.00		81,588	40,677	72,930	84,454	28.00	106,163	25.00	48,672	40,684	81,724	26.00	23.85	38,961	47,112	35,782																											
23	Average		7,374	860,480,000	144,154	14.29	51	55	2,535,260	588,582	3,123,841	31	81,417	19	58,695	11	42,028	47,115	20	43,748	32,402		45,214	11	61,433	15	41,773	36,679				39,708																														
24	Raymond Variance								-59%	-63%	-60%		16%		27%		-7%	-5%		-30%	-35%		37%		5%		0%	-4%				8%																														
25	These towns were excluded due to insufficient data:																																																													
26	Windham	Cumberland	17001	1,808,100,000	106,352.57	13.90	80	107	4,629,000		#VALUE!	#VALUE!	99,769	15.00	73,756	7.00		55,300	10.00		59,716	30,983	46,650	55,577	12.00	71,260	19.00	42,211	38,313	78,998	19.00	18.71	41,038	31,599																												
27	Cape Elizabeth	Cumberland	7211	1,789,750,000	248,197.20	15.84	49	150		555,858	#VALUE!	#VALUE!		34.00					26.00					14.00		33.00																																				
28	Oxford	Oxford	4110	422,850,000	102,883.21	12.95	20	89		123,293	#VALUE!	#VALUE!	69,212				39,291	37,169			28,121		46,770				41,620	22,977			15.55	26,416																														
29	Scarborough	Cumberland	18919	3,564,150,000	188,389.98	13.03	155	215		320,592	#VALUE!	#VALUE!	110,510	3.70	87,776	32.00	62,400	58,781	18.00		40,997			65,499	14.00	79,518	14.90	65,437	46,571	82,701	11.00	21.65	50,731	48,838																												
30																																																														
31																																																														
32	Narrowed List Sorted by Total Compensation-Valuation Ratio (TotalComp/Valuation * 1000) Lower ratio number = lower town labor costs per equivalent valuation																																																													
33	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Health/Dental Total Cost	Total Comp (Payroll & Health/Dental)	Ttl Comp/Valuation Ratio	Town Manager Salary	Years Experience	Finance Director / Treasurer	Years Experience	Deputy Treas/Bookkeeper / payroll	Town Clerk	Years Experience	Tax Collector	Counter Clerk	G.A. Administrator	Code Enforcement Officer	Years Experience	Public Works Director	Years Experience	Public Works Foreman	P.W. Equip. Operator	Fire Chief	Years Experience	FF/Paramedic	Exec Secretary	Website Admin	Assessing Clerk																												
34	Durham	Androscoggin	3848	350,600,000	91,112.27	13.35	4	6	177,477	62,179	239,656	7	50,000	13.00	44,137	25.00		30,180	28.00										53,160																																	
35	Raymond	Cumberland	4436	1,063,200,000	239,675.38	10.40	16	58	1,039,325	220,524	1,259,849	12	94,151	30.00	74,776	6.00	39,276	44,757	23.00	30,468	20,995	combined	62,000	7.00	64,443	17.00	41,600	35,256	52,000		16.83	43,017	combined	combined																												
36	North Yarmouth	Cumberland	3565	451,550,000	126,661.99	13.12	7	41	479,0																																																					

Compensation Study Data
2012

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Full List Sorted by Health/Dental Costs Per FTE (Full Time Employee)															
2	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Health/Dental Total Cost	Total Comp (Payroll & Health/Dental)	Health- Dental/FT Employee	Health/Dental % Paid for Employee	% Paid for Family	Deductibl e	CPI Increase? Percent
3	Buxton	York	8034	756,550,000	94,168.53	10.30	35	93	2,075,459	269,700	2,345,159	7,706	90.00	50.00	0	0.20
4	Sebago	Cumberland	1719	391,700,000	227,865.04	13.65	8	73	450,853	63,043	513,896	7,880	80.00	50.00		
5	Norway	Oxford	5014	462,500,000	92,241.72	13.60	30	50	1,080,600	270,000	1,350,600	9,000	100.00	60.00	200	3
6	Bar Harbor	Hancock	5235	1,443,700,000	275,778.41	9.60	71	8	4,025,779	647,305	4,673,084	9,117	85.00	85.00	0	3.60
7	Lewiston	Androscoggin	36592	2,334,250,000	63,791.27	25.79	333	50	16,000,000	3,113,372	19,113,372	9,349	80.00	80.00		
8	Gray	Cumberland	7761	891,800,000	114,907.87	15.45	33	30	1,877,375	322,000	2,199,375	9,758	80.00	80.00	6,000	
9	New Gloucester	Cumberland	5542	480,350,000	86,674.49	12.95	18	7	832,000	205,000	1,037,000	11,389	97.00	91.00	0	
10	Gorham	Cumberland	16381	1,432,100,000	87,424.46	16.30	85	229	4,880,834	983,068	5,863,902	11,566	90.00	90.00	0.00	1
11	Mechanic Falls	Androscoggin	3031	166,550,000	54,948.86	17.55	16	47	761,897	192,984	954,881	12,062	100.00	80.00		3
12	North Yarmouth	Cumberland	3565	451,550,000	126,661.99	13.12	7	41	479,000	87,465	566,465	12,495	100.00	100.00		0
13	Bridgton	Cumberland	5210	1,032,250,000	198,128.60	12.70	30	161	1,686,336	375,015	2,061,350	12,500	100.00	50.00	400	3.00
14	Topsham	Sagadahoc	8784	837,800,000	95,377.96	16.15	55	90	2,951,176	737,651	3,688,827	13,412	85.00	85.00		
15	Ellsworth	Hancock	7741	1,086,500,000	140,356.54	14.85	83	5	3,781,609	1,121,000	4,902,609	13,506				
16	Raymond	Cumberland	4436	1,063,200,000	239,675.38	10.40	16	58	1,039,325	220,524	1,259,849	13,783	100.00	85.00	6,000	3.00
17	Rockport	Knox	3330	1,002,250,000	300,975.98	12.21	29	35	1,493,783	412,430	1,906,213	14,222	85.00	85.00	500	3.40
18	Durham	Androscoggin	3848	350,600,000	91,112.27	13.35	4	6	177,477	62,179	239,656	15,545	80.00	80.00		
19	Jay	Franklin	4851	955,500,000	196,969.70	13.45	34	57	1,866,949	535,944	2,402,893	15,763	100.00	80.00	500	
20	Poland	Androscoggin	5376	666,750,000	124,023.44	13.40	22	23	1,201,200	351,600	1,552,800	15,982	15.00	15.00	250	3.00
21	Rockland	Knox	7297	792,050,000	108,544.61	18.78	101	24	3,356,756	1,630,898	4,987,654	16,148	85.00	0.00	0	
22	Casco	Cumberland	3742	611,650,000	163,455.37	12.25	10	6	686,786	170,456	857,242	17,046	80.00	80.00		
23	Average		7,374	860,480,000	144,154	14	51	55	2,535,260	588,582		12,411				
24	Raymond Variance											11.0%				
25																
26	These towns were excluded due to insufficient data															
27	Windham	Cumberland	17001	1,808,100,000	106,352.57	13.90	80	107	4,629,000		#VALUE!		90.00	75.00	2,000	3.00
28	Cape Elizabeth	Cumberland	7211	1,789,750,000	248,197.20	15.84	49	150		555,858	#VALUE!		90.00	80.00	0.00	
29	Oxford	Oxford	4110	422,850,000	102,883.21	12.95	20	89		123,293	#VALUE!		100.00	60.00		
30	Scarborough	Cumberland	18919	3,564,150,000	188,389.98	13.03	155	215		320,592	#VALUE!		100.00	50.00		2.00
31																
32	Narrowed List Sorted by Health/Dental Costs Per FTE (Full Time Employee)															
33	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	#PT/per diem	Total Gross Payroll	Health/Dental Total Cost	Total Comp (Payroll & Health/Dental)	Health- Dental/FT Employee	Health/Dental % Paid for Employee	% Paid for Family	Deductibl e	CPI Increase? Percent
34	Mechanic Falls	Androscoggin	3031	166,550,000	54,948.86	17.55	16	47	761,897	192,984	954,881	12,062	100.00	80.00		3
35	North Yarmouth	Cumberland	3565	451,550,000	126,661.99	13.12	7	41	479,000	87,465	566,465	12,495	100.00	100.00		0
36	Bridgton	Cumberland	5210	1,032,250,000	198,128.60	12.70	30	161	1,686,336	375,015	2,061,350	12,500	100.00	50.00	400	3.00
37	Topsham	Sagadahoc	8784	837,800,000	95,377.96	16.15	55	90	2,951,176	737,651	3,688,827	13,412	85.00	85.00		

[illegible]

Position check list – Comp Committee

Position	Tasks	Cross Trained	Comp Town	Notes
Town Clerk	Register of Voters			
	Elections Clerk			
	Animal Control Liaison			
	Recording Secretary to B/F committee			
	Cemeteries			
	Maintains office Supplies			
		Counter Clerk		
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Finance Director	Budgets			
	Contracts			
	Auditor Liaison			
	Insurance Coordinator			
	Software application support for front end			
		Counter Clerk		
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Deputy Treasurer	Payroll Clerk			
	Motor Vehicles Agent and weekly report			
	Voter registration			
		Counter Clerk		
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		

		Dog Licensing		
		Notary		
		Vital Records		
Deputy Tax Collector	Back-up for CEO			
		Counter Clerk		
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Counter Clerk	General Assistance Administrator			
	Tax Collection			
		Counter Clerk		
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Executive Assistant	Assistant to Town Manager, CEO, Contract Assessor, Contract Planner and Public Works Director			
	Secretary to BOS, Planning Board, Zoning Board of appeals, Board of Assessment Review, Compensation Committee			
	Webmaster			
	Videographer			
	LPI and residential code and assists in auditing technology and software needs to give to technology committee			
Code Enforcement Officer	Administrative and technical work in carrying out the building, plumbing, health and sanitation inspections in			

	securing compliance with zoning regulations			
	Issuing building, plumbing and demolition permits			
	Building, plumbing house and health inspection			
	Enforcing state and municipal zoning ordinances, maintaining records and reports			
	Investigating complaints			
	Licensed for direct inspections of work performed			
	Attend appropriate planning board, zoning appeals and BOS meetings			
Town manager	Duties under Maine Law Title 30A			
	Tax Collector			
	Parks and beach Management			
	Volunteer recreation Program support			
	Personnel/HR administration			
	Harbormaster			
	Economic Development Support			
	Purchasing Agent			
	Fleet management/equipment procurement-disposal			
	Risk management			
	Management/oversight and support for tassel top park enterprise fund/related operations			
	General Assistance back up			
	Public Access Officer			
	Public Notary service			
	Outside committees: Tassel Top board of			

	directors MWAC representative GPCOG alternate Raymond Revitalization Committee Raymond Beautification committee			
	Meetings attended: Select Board Budget/Finance Others as required			
	On call availability – Cell phone 24/7			
	No full time administrative support			
Public Works Director	Road Commissioner			
	Oversee plowing contractor			
	Oversee all road construction and repair			
	Emergency response to any road damage			
	Assist in plowing roads not in town plowing contract			
	Maintain road condition program and recommend maintenance , construction and repair			
	Oversee all municipal construction, maintenance			
	Oversee and assist with road control during emergency situations (accident, fire, road outage etc.)			
	Oversee and direct PW employees			
	Maintain all town owned PP&E			
	On call 24/7 for events dealing with roads and road conditions			
Fire and rescue				

Questions	What is the budget public safety			
	How much if any devoted to Police			
	Is communication regional or in house			
	How many full time positions			
	How many part time positions			
	How many per diem			
	How are members compensated who are call or volunteer			
	Do you have full time EMS and ambulance service, if so have many full/part time			
	Do you bill for EMS and ambulance calls (what is total billing for a year)			
	Are annual business inspections done			
	Are solid fuel stove inspections offered			
	What is your ISO rating			
	Do you have and CIP for major equipment			
	Do you have programs not offered by surrounding towns			
	Do you issue burn permits, if so how are they enforced			
	Do you have full time EMA or health officer and how are they compensated			

Town of Raymond Compensation Committee
September 25, 2013
Comparison Communities Research

Note: We appreciate any information that you can provide to this committee. When our information is compiled, we are happy to provide you with data results.

Directions: Please provide us with the following information as is applicable to your department.

BUXTON, MAINE

What is the budget public safety?

a.) Personnel: \$506,781.20

b.) Operations: \$227,275.00

c.) Capital Improvement: FY 2014 = \$194691 (Ambulance, Pump Re-Build, Hydrants, Power Stretcher)

How much if any devoted to Police?

The above numbers are only for the Fire-Rescue Department, the Police Budget is as follows:

a.) Police Department \$612,072

b.) Dispatch \$291,598

c.) Animal Control \$40,696

d.) Polygraph Account \$5,000

Is communication regional or in house?

Communication is in house, Supervised by Buxton PD

How many full-time positions?

1 – Fire-Rescue Chief, 1 (4/5) Administrative Assistant

How many part-time positions?

61 (this covers fire, rescue, fire police and exterior personnel)

How many per diem?

22

How are members compensated who are call or volunteer?

All members are paid an hourly rate based on qualifications (whether call or per diem), see matrix below:

Fire Budget Pay Scale

Hourly Rates					
	Qualification	Current	New		
	FF	\$ 10.96	\$ 11.11		
	FF1	\$ 11.25	\$ 11.40		
	FF2	\$ 11.75	\$ 11.90		
	LT	\$ 12.25	\$ 12.40	Mean Rate	\$ 12.82
	Capt	\$ 13.25	\$ 13.40		
	Division Chief	\$ 14.25	\$ 14.40		
	Deputy Chief	\$ 15.00	\$ 15.15		

Rescue Budget Salary

Pay Scale		Current	New		
	Paramedic	\$ 17.97	\$ 18.12		
	Intermediate	\$ 14.47	\$ 14.62	Average rate	\$ 15.01
	Basic	\$ 12.14	\$ 12.29	Licensed personnel only	
	First Responder	\$ 11.25	\$ 11.40		
	FF/Driver	\$ 10.96	\$ 11.11		

Do you have full time EMS and ambulance service? No, it is staffed by a per diem crew 24/7 If so how many full/part time? 2 per diems around the clock, staffing of at least 1 Paramedic
Do you bill for EMS and ambulance calls (what is total billing for a year)? Yes, we have our billing done through Medical Re-Imbursements in Windham, and have a good return rate, I can look further at it if you would like.
Are annual business inspections done? This calendar year we began Pre-Fire Plans, in the following years inspections will be done
Are solid fuel stove inspections offered? No
What is your ISO rating? 9
Do you have a CIP for major equipment? Yes, however it is only a guide and is not seen a binding, and the selectmen support the concept but do not always fund the line.
Do you have programs not offered by surrounding towns? No
Do you issue burn permits? Dispatch How are they enforced? Fire and PD, we also have a fire warden who enforces all state burning laws
Do you have full time EMA or health officer? No How are they compensated?

Position check list – Comp Committee **TOWN OF NEW GLOUCESTER**

I met with Town Manager Sumner Field. Explained what we were doing with the comp comm. He told me he had been doing the same for the past 2 ½ years. He has taken his efforts to the next step and has defined job categories and put pay ranges to them. He used the MMA wage survey and plotted high, low, average and median pay to the best he could understanding that all town are different and that all towns have some sort of job sharing. He would like to see New Gloucester move to a merit based pay system. His thoughts are that if an employee reaches the top of the pay scale for that position that the only way to receive more pay is to be issued a bonus at the end of the year, based on performance, or to change jobs or job description. Additionally he thinks that longevity in a job does not earn you an automatic raise. He has not been able to convince his board to make these changes yet.

Position	Tasks	Cross Trained	Comp Town	Notes
Town Clerk	Register of Voters		Yes	Town Mgr is the Town Clerk
2 Deputy Town Clerks	Elections Clerk		Yes	TM signs the docs. Deputy Town Clerks do the day to day.
	Animal Control Liaison		Yes	
	Recording Secretary to B/F committee		No	
	Cemeteries		Vol association	
	Maintains office Supplies		Yes	
		Counter Clerk	Yes	
		Deputy Tax Collector	Yes	
		Deputy Register	Yes	
		IFW agent	No	Town Mgr
		Dog Licensing	Yes	
		Notary	Yes	
		Vital Records	Yes	
Finance Director	Budgets		This position does not exist	Town Mgr
	Contracts		All of these duties done by	

			the Town Mgr	
	Auditor Liaison			
	Insurance Coordinator			
	Software application support for front end			
		Counter Clerk	No	
		Deputy Tax Collector	no	
		Deputy Register	No	
		IFW agent	No	
		Dog Licensing	No	
		Notary	No	
		Vital Records	No	
Deputy Treasurer			This position does not exist	
Deputy Tax Collector			This position does not exist	
Counter Clerk	General Assistance Administrator		No	GA is handled by a contract with Opportunity Alliance
	Tax Collection		Yes	
		Counter Clerk	Yes	
		Deputy Tax Collector	yes	
		Deputy Register	yes	
		IFW agent	no	
		Dog Licensing		
		Notary	Yes and No	
		Vital Records	yes	
Executive Assistant			This position does not exist	
Code Enforcement Officer	Administrative and technical work in carrying out the building, plumbing, health and		yes	Trained and licensed inspector

	sanitation inspections in securing compliance with zoning regulations			
	Issuing building, plumbing and demolition permits		Yes	Covers planning board, zba, and works closely with public works
	Building, plumbing house and health inspection		yes	
	Enforcing state and municipal zoning ordinances, maintaining records and reports		Yes	
	Investigating complaints		Yes	
	Licensed for direct inspections of work performed		Yes	
	Attend appropriate planning board, zoning appeals and BOS meetings		yes	
Town manager / Town Clerk / Finance Director	Duties under Maine Law Title 30A		Yes	
	Tax Collector		Yes	
	Parks and beach Management		No	Public works
	Volunteer recreation Program support		Yes	Have part time summer coordinator
	Personnel/HR administration		Yes	
	Harbormaster		Yes	Lot less water than Raymond
	Economic Development Support		Yes	Work closely w Gray – Just produced a video to share w realtors, businesses and the schools

	Purchasing Agent		Yes	
	Fleet management/equipment procurement-disposal		Yes	
	Risk management		Yes	
	Management/oversight and support for tassel top park enterprise fund/related operations		no	
	General Assistance back up		No	
	Public Access Officer		Yes	
	Public Notary service		No	
	Outside committees: Tassel Top board of directors MWAC representative GPCOG alternate Raymond Revitalization Committee Raymond Beautification committee		Yes but different committees	
	Meetings attended: Select Board Budget/Finance Others as required		Yes	
	On call availability – Cell phone 24/7		Yes / no	All department heads have cell # - not general public
	No full time administrative support		no	No admin support at all
Public Works Director	Road Commissioner		Yes	
	Oversee plowing contractor		no	All plowing done by public works

	Oversee all road construction and repair		Yes	
	Emergency response to any road damage		Yes	
	Assist in plowing roads not in town plowing contract		See above	
	Maintain road condition program and recommend maintenance , construction and repair		yes	
	Oversee all municipal construction, maintenance		Yes	
	Oversee and assist with road control during emergency situations (accident, fire, road outage etc.)		Yes	
	Oversee and direct PW employees		yes	5 full time on part time winters
	Maintain all town owned PP&E		Yes	
	On call 24/7 for events dealing with roads and road conditions		Yes	
Fire and rescue				
Questions	What is the budget public safety			
	How much if any devoted to Police		None	
	Is communication regional or in house		Regional	

	How many full time positions		1 full time – rest per diem and vol	
	How many part time positions		0	
	How many per diem		As needed	Staff rescue 6a to 6p overnights are volunteer
	How are members compensated who are call or volunteer			
	Do you have full time EMS and ambulance service, if so have many full/part time			Used to have a contract with United out of Auburn. But Auburn stopped contracting with United and started an in-house operation. United no longer able to offer affordable contract.
	Do you bill for EMS and ambulance calls (what is total billing for a year)		yes	
	Are annual business inspections done		yes	
	Are solid fuel stove inspections offered			
	What is your ISO rating			No wet hydrants - will get some new water system
	Do you have and CIP for major equipment		yes	
	Do you have programs not offered by surrounding towns			
	Do you issue burn permits, if so how are they enforced			
	Do you have full time EMA or health officer and how are they compensated		No	

Position check list – Comp Committee Casco 7 full time positions 2 part time several contracted positions. All Public works subcontracted with Town Manager oversight All office team cross trained X is Yes and cross trained

Position	Tasks	Cross Trained	Comp Town	Notes
Deputy Town Clerk	Register of Voters	x	Town manager named Clerk	Lucille
	Elections Clerk	x		
	Animal Control Liaison			
	Recording Secretary to B/F committee	Each committee has own sec.		
1	Cemeteries	Full		
	Maintains office Supplies			Wendy full time but also Accessing
		Counter Clerk	x	2 full time 2 part time
		Deputy Tax Collector		Pam with BOS and town manager signing checks
		Deputy Register	x	
		IFW agent	x	
		Dog Licensing	x	
		Notary	x	
		Vital Records	x	
Finance Director	Budgets		Town manager w BOS signs checks also	
	Contracts		TM	
	Auditor Liaison		Sub contractor	
	Insurance Coordinator		TM	
	Software application support for front end		Sub contractor	Chris Sanborn
		Counter Clerk		
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		

Deputy Treasurer	Payroll Clerk		Fulltime	Pam
	Motor Vehicles Agent and weekly report		X	
	Voter registration		X	
		Counter Clerk		
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Deputy Tax Collector	Back-up for CEO			
		Counter Clerk		
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Counter Clerk	General Assistance Administrator		Deputy and TM	
	Tax Collection		Pam and counter	
		Counter Clerk	x	
		Deputy Tax Collector	x	
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Executive Assistant	Assistant to Town Manager, CEO, Contract Assessor, Contract Planner and Public Works Director		N/A	
	Secretary to BOS, Planning Board, Zoning Board of appeals, Board of Assessment Review, Compensation Committee		Deputy Clerk BOS Wendy full time with Appeals and Planning	
	Webmaster		Sub contracted	
	Videographer		Sub contracted	

	LPI and residential code and assists in auditing technology and software needs to give to technology committee		Sub contracted	
Code Enforcement Officer	Administrative and technical work in carrying out the building, plumbing, health and sanitation inspections in securing compliance with zoning regulations	Yes	Full time with future part time to be hired soon	Back up is Raymond and Naples
	Issuing building, plumbing and demolition permits	Yes		
	Building, plumbing house and health inspection	Yes		
	Enforcing state and municipal zoning ordinances, maintaining records and reports	Yes		
	Investigating complaints	Yes		
	Licensed for direct inspections of work performed			
	Attend appropriate planning board, zoning appeals and BOS meetings	Yes		
Town manager	Duties under Maine Law Title 30A			
	Tax Collector	Yes		
	Parks and beach Management		Full time rec director	Beth
	Volunteer recreation Program support		yes	
	Personnel/HR administration	yes		
	Harbormaster			
	Economic Development Support			
	Purchasing Agent	yes		
	Fleet management/equipment procurement-disposal	No fleet	Fire does own	
	Risk management	yes		

	Management/oversight and support for tassel top park enterprise fund/related operations	N/A		
	General Assistance back up	Yes		
	Public Access Officer	Yes		
	Public Notary service			
	Outside committees: Tassel Top board of directors MWAC representative GPCOG alternate Raymond Revitalization Committee Raymond Beautification committee	GPCOG		
	Meetings attended: Select Board Budget/Finance Others as required	yes		
	On call availability – Cell phone 24/7	Except on vacation		
	No full time administrative support	Spread out		
Public Works Director	Road Commissioner	TM no public works		
	Oversee plowing contractor			
	Oversee all road construction and repair			
	Emergency response to any road damage			
	Assist in plowing roads not in town plowing contract			
	Maintain road condition program and recommend maintenance , construction and repair			
	Oversee all municipal construction, maintenance			
	Oversee and assist with road control during emergency situations			

	(accident, fire, road outage etc.)			
	Oversee and direct PW employees			
	Maintain all town owned PP&E			
	On call 24/7 for events dealing with roads and road conditions			
Fire and rescue				
Questions	What is the budget public safety	583K		
	How much if any devoted to Police	no		
	Is communication regional or in house	county		
	How many full time positions	none		
	How many part time positions	none	stipends	
	How many per diem	2 EMS 1 FF each day		
	How are members compensated who are call or volunteer	Stipends, flat per call, hourly per call variety		
	Do you have full time EMS and ambulance service, if so have many full/part time	no		
	Do you bill for EMS and ambulance calls (what is total billing for a year)	Yes billed 244K brought in 198K		
	Are annual business inspections done	CEO		
	Are solid fuel stove inspections offered	CEO		
	What is your ISO rating			
	Do you have and CIP for major equipment	Yes but not always funded		
	Do you have programs not offered by surrounding towns	no		
	Do you issue burn permits, if so how are they enforced	yes		
	Do you have full time EMA or health officer	No separate EMA with little		

Position Check List – Comp Committee: **TOWN OF NORTH YARMOUTH**

Position	Tasks	Cross Trained	North Yarmouth	Notes
Town Clerk	Register of Voters		yes	Town Clerk is Debbie Glover
	Elections Clerk		yes	
	Animal Control Liaison		yes	
	Recording Secretary to B/F committee		contract out to 3 rd party	
	Cemeteries		yes - 3	
	Maintains office Supplies		yes	
			Primary Bookkeeper	
			Accounts reconciliation	
			Front counter (along with temp)	
			Tax bill generation	
		Counter Clerk	yes to all – she currently also manages the Counter with 1 temp (Usual staffing is two people for counter)	
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
	Vital Records			
Finance Director	Budgets		This position does not exist in North Yarmouth	Town Manager is technically treasurer and Town Clerk is Deputy Town Clerk
	Contracts		All of these are managed by Town Manager and Town Clerk	
	Auditor Liaison			
	Insurance Coordinator			
	Software application support for front end			
		Counter Clerk	See Town Clerk for explanation of front Counter	
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		

Deputy Treasurer	Payroll Clerk		Town Clerk manages all of these things	
	Motor Vehicles Agent and weekly report			
	Voter registration			
		Counter Clerk	See Town Clerk for Explanation of Front Counter	
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Deputy Tax Collector	Back-up for CEO		This position does not exist in North Yarmouth	
		Counter Clerk	See Town Clerk for explanation of Front Counter	
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Counter Clerk	General Assistance Administrator		See Town Clerk for explanation of Front Counter	
	Tax Collection			
		Counter Clerk		
		Deputy Tax Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Executive Assistant	Assistant to Town Manager, CEO, Contract Assessor, Contract Planner and Public Works Director		This position does not exist in North Yarmouth: No executive assistant	
	Secretary to BOS, Planning Board, Zoning Board of appeals, Board of Assessment Review, Compensation Committee		Managed by Committees or Boards themselves	

	Webmaster		Town Clerk manages	
	Videographer		Managed externally	
	LPI and residential code and assists in auditing technology and software needs to give to technology committee			
Code Enforcement Officer	Administrative and technical work in carrying out the building, plumbing, health and sanitation inspections in securing compliance with zoning regulations		yes	CEO is Barbara Skelton 83 land use permits 53 electrical, 24 septic, 21 plumbing permits in 2012
	Issuing building, plumbing and demolition permits		yes	
	Building, plumbing house and health inspection		yes	
	Enforcing state and municipal zoning ordinances, maintaining records and reports		yes	
	Investigating complaints		yes	
	Licensed for direct inspections of work performed		yes	
	Attend appropriate planning board, zoning appeals and BOS meetings		yes and also Conservation Committee.	Direct liaison for Planning Board, Zoning Board, Conservation Committee
			Also does electrical inspections (53 in 2012)	
			Also E911 Officer, Floodplan Administrator, Shoreland Zone Officer	
Town Manager	Duties under Maine Law Title 30A		Yes on oversight of most components of Title 30A	Marnie Diffen – Town Manager
	Tax Collector		- By law appointed Tax Collector and Treasurer, but managed by others	
	Parks and beach Management		No – Recreation Committee direct link to Selectboard	
	Volunteer recreation Program support		No	
	Personnel/HR administration		Yes	
	Harbormaster		No such role in N. Yarmouth	
	Economic Development Support		Yes	
	Purchasing Agent		Yes	
	Fleet management/equipment procurement-disposal		Yes – also Road Commissioner	
	Risk management		Yes- shared with Town Clerk	

	Management/oversight and support for tassel top park enterprise fund/related operations		No	
	General Assistance back up		Yes responsible for relationship with subcontractor	
	Public Access Officer		Cable?? yes	
	Public Notary service		with town Clerk	
	Outside committees: Tassel Top board of directors MWAC representative GPCOG alternate Raymond Revitalization Committee Raymond Beautification committee		GPCOG Regional Waste	
	Meetings attended: Select Board Budget/Finance Others as required		Yes, as well as other committees	
	On call availability – Cell phone 24/7		Yes	
	No full time administrative support		Yes – almost no administrative support	
			Also liaison for Channel 2/TWC	
Public Works Director	Road Commissioner		No – Town Manager manages	Total dept 3 FTE 1PTE
	Oversee plowing contractor		do all own plowing	56 miles of road
	Oversee all road construction and repair		do own ditching grading dirt roads	
	Emergency response to any road damage		yes	
	Assist in plowing roads not in town plowing contract		Do all town plowing: Have 3 10-wheelers which allow them to do all town plowing	Fire chief uses town pick up to plow town hall and fire station
	Maintain road condition program; recommend maintenance, construction & repair		yes	
	Oversee all municipal construction, maintenance		yes – do minor maintenance,, use 3 rd party contractor for larger work	
	Oversee and assist with road control during emergency situations		yes	
	Oversee and direct PW employees		yes	
	Maintain all town owned PP&E		yes	
	On call 24/7 for events dealing with roads and road conditions		yes	

Fire & Rescue			Rick Plummer - Chief	Falmouth does dispatch
	What is the budget public safety		\$297,000	
	How much if any devoted to Police		Use Cumberland Police	
	Is communication regional or in house		In-house (Falmouth does dispatch - \$20K/yr	
	How many full time positions		1	
	How many part time positions		Paid hourly – respond as needed 2 student live-ins	
	How many per diem		0	Looked at per diem, but decided to stay hourly
	How are members compensated who are call or volunteer		primarily volunteer (40 members/25 active members). Paid for calls on hourly basis	primarily volunteer. Have used education (EMT and FF1) to help attract new volunteers
	Do you have full time EMS and ambulance service, if so have many full/part time		Yes, 1 full time, with \$14K/yr for paramedic from Falmouth. Also have own paramedics	Also use Gray and Cumberland if needed and pay intercept fee
	Do you bill for EMS and ambulance calls (what is total billing for a year)		Yes, avg is about \$500/run	
	Are annual business inspections done		Yes – done by Chief	
	Are solid fuel stove inspections offered		Yes – done by Chief	
	What is your ISO rating		6 hydrant/9 non-hydrant	
	Do you have and CIP for major equipment		yes , but not funded this year due to current CIP balance	\$800K in combined PW/Emergency
	Do you have programs not offered by surrounding towns		not sure what we mean	
	Do you issue burn permits, if so how are they enforced		yes – online system	Likes system - \$250/yr cost for use
	Do you have full time EMA or health officer and how are they compensated		Chief is full time	

Town of Buxton – Norma Richard

Buxton is a community with approximately 8,000 full time residents. Its valuation is about 71% of Raymond's at \$756,550,000. Total gross payroll is double that of Raymond at \$2,075,459. It does have fire and rescue, dispatch services, a police department and full-time recreation director. Buxton does not have a town manager. There is a five member elected Selectboard. The town office staff includes the town clerk, two deputy clerks, tax collector, treasurer and selectmen's assistant. There is a full time CEO and an assistant. Assessing services are contracted.

Buxton has its own police department with the police chief, 8 patrolmen and 3 reserves. There is a full-time animal control officer. It has its own dispatching services supervised by the Buxton PD. There is a full-time fire chief with 61 part-time and 22 per diem positions that cover fire, rescue and police services.

The public works department has a foreman, 4 full-time employees and a full-time mechanic. The mechanic also assists in maintaining fire and rescue and police vehicles. In addition, there are 3 part-time seasonal employees. Trash pick-up is contracted through BBI. There is a full-time transfer station manager. Recycling is not curbside.

Position	Tasks	Cross Trained	Comp Town	Notes
Town Clerk	Register of Voters		No	
	Elections Clerk		Yes	
	Recording Secretary to B/F committee		No	
	Cemeteries		No	
	Maintains office Supplies		No	
		Counter Clerk	Yes	
		Deputy Tax Collector	Yes	
		Deputy Register	Yes	
		IFW agent	No	
		Dog Licensing	Yes	
		Notary	Yes	
		Vital Records	Yes	
Registrar of Voters	Register voters Election clerk		Yes	
Finance Director/Treasurer	Budgets		Treasurer	
	Contracts		Yes	
	Auditor Liaison		Yes	
	Insurance Coordinator		Yes	
Deputy Treasurer	Payroll Clerk		No Position	
Tax			Yes	

Collector/Clerk				
Counter Clerk	General Assistance Administrator		Yes	
	Tax Collection		Yes	
		Counter Clerk	Yes	
		Deputy Tax Collector	Yes	
		Deputy Register	Yes	
		IFW agent	Yes	
		Dog Licensing	Yes	
		Notary	Yes	
		Vital Records	Yes	
Executive Assistant	Assistant to Selectboard		Yes	
	Secretary to BOS		Yes	
Recreation Director	Oversees recreation department	Full Time Position	Yes	
	Coordinates volunteers		Yes	
Code Enforcement Officer	Administrative and technical work in carrying out the building, plumbing, health and sanitation inspections in securing compliance with zoning regulations		Yes	
	Issuing building, plumbing and demolition permits		Yes	
	Building, plumbing house and health inspection		Yes	
	Enforcing state and municipal zoning ordinances, maintaining records and reports		Yes	
	Investigating complaints		Yes	
	Licensed for direct inspections of work performed		Yes	
	Attend appropriate planning board, zoning appeals and BOS meetings		Yes	
Town manager	Duties under Maine Law Title 30A	NONE		

Public Works Director	Road Commissioner	Foreman	Full Time	
4 full-time, 3 part-time seasonal	Oversee plowing contractor		Yes	
	Oversee all road construction and repair		Yes	
	Emergency response to any road damage		Yes	
	Maintain road condition program and recommend maintenance, construction and repair		Yes	
	Oversee all municipal construction, maintenance		Yes	
	Oversee and assist with road control during emergency situations (accident, fire, road outage etc.)		Yes	
	Oversee and direct PW employees		Yes	
Mechanic	Maintain all town owned PP&E		Public Works Mechanic	

NORWAY, MAINE – Norma Richard

Norway is a community with approximately 5,000 year-round residents. Valuation is about 40% of Raymond's at \$423,700,000. Current mill rate is 14.70. Total gross payroll is comparable to Raymond's.

I met with David Holt, town manager of Norway. David has been in this position for 24 years. The town hall complex was built in 1989 and includes town offices, the police station and the fire station. There are 2 clerks and a bookkeeper working out of the town office. As in Raymond, people are cross-trained to cover the front desk needs. The town's assessor works 28 hours. When these hours were reduced several years ago, the town changed full-time to 28 hours so that this position would continue to offer benefits. Of note is the use of shared positions with neighboring communities. The CEO works 20 hours in Norway, and 20 hours shared by two other towns. 20 hours of the General Assistance position is shared. Trash and recycling is shared with another community. There is a full-time Recreation Director who has additional responsibilities.

In the public works department, there are 8 full time positions and a half-time position. The town does its own plowing and road care. Norway has its own police department with eight full time officers. There is a full time fire chief and a volunteer fire department. Firefighters, including town employees, are paid an hourly rate for services for fire fighting and training. Dispatch services are through the Oxford County Regional Communications Center in South Paris.

David talked about the challenges in maintaining the level of services in Norway and keeping the current town staffing. Per capita income is lower than Raymond's, \$17,020 vs. \$25,193 (2010 census data). There are more apartment buildings and Section 8 housing than Raymond. General Assistance is budgeted at \$120,000. Another difference is the amount of what David calls "historic obsolescence" in Norway and the significant costs associated with the preservation of a number of historic buildings, such as the Opera House and the Gingerbread House.

Position	Tasks	Cross Trained	Comp Town	Notes
Town Clerk	Register of Voters		\$17.00/hr.	
	Elections Clerk		Yes	
	Animal Control Liaison		Yes	
	Recording Secretary to B/F committee		No	
	Cemeteries			
	Maintains office Supplies		Yes	
		Counter Clerk	\$14.51/hr.	
		Deputy Tax Collector	Yes	
		Deputy Register	Yes	
		IFW agent	Yes	
		Dog Licensing	Yes	
		Notary	Yes	

		Vital Records		
Finance Director	Budgets		\$18.79/hr.	
	Contracts		Yes	
	Auditor Liaison		Yes	
	Insurance Coordinator		Yes	
	Software application support for front end		No	
		Counter Clerk	\$14.51/hr.	
		Deputy Tax Collector	Yes	
		Deputy Register	Yes	
		IFW agent		
		Dog Licensing	Yes	
		Notary	Yes	
		Vital Records	Yes	
Deputy Treasurer	Payroll Clerk		No Position	
Deputy Tax Collector	Back-up for CEO		No Position	
Counter Clerk 2 positions			\$14.51/hr.	
	Tax Collection		Yes	
		Counter Clerk	Yes	
		Deputy Tax Collector	Yes	
		Deputy Register	Yes	
		IFW agent		
		Dog Licensing	Yes	
		Notary	Yes	
		Vital Records	Yes	
Executive Assistant	Assistant to Town Manager, CEO, Contract Assessor, Contract Planner and Public Works Director		No position	
Code Enforcement Officer	Administrative and technical work in carrying out the building, plumbing, health and sanitation inspections in securing compliance with zoning regulations		\$17.98/hr. Shared with 2 towns (50% for Norway)	
	Issuing building, plumbing and demolition permits		Yes	
	Building, plumbing house and health inspection		Yes	

	Enforcing state and municipal zoning ordinances, maintaining records and reports		Yes	
	Investigating complaints		Yes	
	Licensed for direct inspections of work performed		Yes	
	Attend appropriate planning board, zoning appeals and BOS meetings		Yes	
Town manager	Duties under Maine Law Title 30A		\$72,925	
	Tax Collector			
Full time recreation director	Parks and beach Management		No- Recreation Director	
	Volunteer recreation Program support		No - Recreation Director	
	Personnel/HR administration		Yes	
	Harbormaster		No	
	Economic Development Support		Yes	
	Purchasing Agent		Yes	
	Fleet management/equipment procurement-disposal		Yes	
	Risk management		Yes	
	Management/oversight and support for tassel top park enterprise fund/related operations		NO	
	General Assistance back up		Yes	
	Public Access Officer			
	Public Notary service			
	Outside committees:		Yes	
	Meetings attended: Select Board Budget/Finance Others as required		Yes	
	On call availability – Cell phone 24/7		Yes	
	No full time			

	administrative support			
Public Works Director	Road Commissioner	Foreman 8 full time 1 part time	\$18.09/hr.	
	Oversee plowing contractor		Yes	
	Oversee all road construction and repair		Yes	
	Emergency response to any road damage		Yes	
	Assist in plowing roads not in town plowing contract		Yes	
	Maintain road condition program and recommend maintenance, construction and repair		Yes	
	Oversee all municipal construction, maintenance		Yes	
	Oversee and assist with road control during emergency situations (accident, fire, road outage etc.)		Yes	
	Oversee and direct PW employees		Yes	
	Maintain all town owned PP&E		Yes	
	On call 24/7 for events dealing with roads and road conditions		Yes	
Fire and rescue				
Questions	What is the budget public safety			
	How much if any devoted to Police		8 full time police officers	
	Is communication regional or in house	Regional		
	How many full time positions	Fire Chief only	1 full time	
	How many part time positions	All volunteer	Volunteer	
	How many per diem		None	
	How are members		Hourly Wage –	

	compensated who are call or volunteer		plus regular wage	
	Do you have full time EMS and ambulance service, if so have many full/part time		No	
	Do you bill for EMS and ambulance calls (what is total billing for a year)		No	
	Are annual business inspections done		Yes	
	Do you have a CIP for major equipment		Yes	
	Do you issue burn permits, if so how are they enforced		?	
	Do you have full time EMA or health officer and how are they compensated		No	

Town of Gray

Population – 7761 Mil rate 15.45 Gross Valuation - \$891,800,000

Full time employees – 33; Part time – 5; per diem – 25;
Total including firefighters and seasonal – ±125.

Total Gross Annual Payroll (2012) - \$1,877,375.

The Town of Gray has a Council-Manager (Deborah Cabana) form of local government.

The completed Compensation Study for Gray indicates that the towns personnel avail themselves of cross training opportunities. The staffing level for Gray is seems to be comparable to Raymond's with 63 full and part time personnel. This number may be understated (and therefore the annual payroll) since Gray provides certain public services that do not correlate directly to Raymond, i.e. the transfer station and the Gray Water District. Those personnel may be carried under a separate category, and indicated only in the above firefighters and seasonal employee category. Salary increases for staff personnel are based on the common CPI index, while management increases have "... no formula for calculated the increases, it varies depending on the individual".

The person(s) responsible for completing the survey were not as forthcoming as we would like. The cross training aspects of each position seem to be extensive. Certain job titles were different, i.e. counter clerks in Raymond are called Deputy Clerks in Gray. The Town manager has a full time Administrative Assistant. The well designed web site in Gray is managed by a part time web manager. The Fire and Rescue budget was not completed.

Town of Rockland

Population – 7297 Mil rate – 18.78 Gross Valuation – 792,050,000

Full time Employees – 101 (37 in Public Safety) – Part Time 24 Total ±125

Total Gross Annual Payroll \$1,576,428

Public Safety Gross Annual Payroll \$4,313,385 (Police \$1,194,102)

The City of Rockland has a Council-Manager (James Smith) form of local government.

The completed Compensation Study for Rockland shows several major differences with the Town of Raymond. An extensive business downtown area along with an operating commercial waterfront perhaps reflects the need for their current staffing (and salary) levels. Position salaries however, do not waiver excessively. Salary increases are based strictly on the CPI index that is commonly used.

Rockland's staffing levels are 67% higher than Raymond with an annual budget that is nearly 4 times that of Raymond. The police department accounts for a good portion of the payroll. The survey also indicates that the cross-training prospects perhaps exist, but are not fully advantaged as are Raymond's. There also appears that there is a fair amount of regionalization with the communities of Camden and Rockport. It appears that personnel are more inclined to perform tasks within a narrowly defined area. Additionally, the larger population may require more services. The combination of these two factors may justify the higher staffing levels.

T.A.P.								
ACCT	MAP/LOT	NAME AND ADDRESS	YEAR	AMOUNT	TYPE	SIZE	PAY	VALUE
B9110R	M 67 L 46A	BBW LLC RUSTY RD	10/11	\$5,003.29	LAND	2.43	\$214.00	\$134,400.00
B7008R	M 42 L 80	BEATTIE, ANTHONY 11 MASS AVE	11/12	\$9,504.43	SEASONAL	0.697	\$500.00	\$244,500.00
C3010R	M 8 L 58	CATIR STEPHEN E / YOLANDA 109WEBBS MILLS RD	12/13	\$9,049.75	RES.	35.65	NO	\$265,000.00
C1580R	M 15 L 79	CONLEY, ROBERT 8 CRAGGY KNOLL RD	08/09	\$7,772.76	RES.	0.4356	\$200.00	\$123,000.00
C7040R	M 55 L 3	COX, JEFFREY 1246 ROOSEVELT TRAIL	08/09	\$28,229.94	COMMERCIAL	0.35284	\$850.00	\$453,400.00
D0001R	M16 L 61	DAWLEY/BRANDT, JEAN 188 NO. RAYMOND RD	08/09	\$13,099.74	RES.	1.65	\$325.00	\$170,900.00
D0360R	M 60 L 7	DEEP COVE SHORES DEEP COVE RD	09/10	\$3,029.02	LAND	2.2	\$100.00	\$58,500.00 BANKRUPCY
D0361R	M 60 L 17	DEEP COVE SHORES 124 DEEP COVE RD	08/09	\$39,889.11	SEASONAL	0.3267	\$850.00	\$565,500.00 BANKRUPCY
D6004R	M 60 L 6	DEEP COVE SHORES DEEP COVE RD	10/11	\$805.44	LAND	0.17424	\$50.00	\$17,200.00 BANKRUPCY
F1317R	M 18 L 18F	FURLONG, WILLIAM 31 FURLONG DR	11/12	\$7,248.64	RES.	13.76	\$250.00	\$189,900.00
W6011R	M 2 L 24B	GWENDOLYN ACQ. LLC QUARRY RD	10/11	\$2,058.41	LAND	3.18	\$109.00	\$55,200.00
A0180R	M 15 L 92	HURD, BETH-ANN 326 RAYMOND HILL RD	11/12	\$2,444.33	RES.	3.72	\$100.00	\$99,500.00
L0880R	M 21 L 2	LEWIS, JAMES NOTCHED POND RD	11/12	\$974.72	LAND	0.19602	NO	\$22,300.00
S0610R	M 41 L 35	LIBBY, SCOTT 54 BOULDER RD	11/12	\$4,314.91	RES.	0.6534	\$150.00	\$126,800.00
M3037R	M 17 L 20A	MAYER GREGORY S / RHONDA A 10 DYER ROAD	12/13	\$8,048.60	RES.	3	\$500.00 + \$200/MO	\$296,700.00
M1492R	M 40 L 2	MCINTYRE, RICHARD 1 PANTHER POND PINES	10/11	\$11,587.89	RES.	0.31363	\$300.00	\$287,100.00
M6144R	M 51 L 22A	MORESHEAD PETER / COLLEEN	12/13	\$1,251.64	LAND	8.71	\$100.00	\$50,600.00

T.A.P.								
G0665R	M 52 L 52	WEBBS MILLS RD MURRAY, MARTHA 6 BOATERS WAY	10/11	\$5,314.82	CAMPSITE	0.8276	\$150.00	\$119,300.00
C2140R	M 54 L 45	NOONAN, THOMAS 6 BAYVIEW DR	10/11	\$26,888.53	RES.	0.24829	\$800.00	\$568,600.00 BANKRUPCY
P0270R	M 23 L 21	PARKER JANE E PEPPERCORN WAY	12/13	\$1,116.71	LAND	1.5	NO	\$32,700.00
R9105R	M 67 L 46	R2R LLC RUSTY RD	11/12	\$2,037.81	LAND	4.38	\$107.00	\$54,300.00
R0385R	M 42 L 19	REED / CALLOW/ JAQUES 40 LAKESIDE DR	09/10	\$6,689.99	SEASONAL	0.5663	\$250.00	\$195,900.00
S0006R	M 53 L 32	SQUARE J REALTY HARMON RD	11/12	\$1,538.59	LAND	1.3	NO	\$39,100.00
S2530R	M 19 L 39	STROUT, RICHARD 9 SHAKER WOODS RD	09/10	\$9,091.45	RES.	107	\$200.00	\$172,700.00
T0440R	M 16 L 18	THORNE, SIDNEY SPRING VALLEY RD	08/09	\$26,460.91	LAND	2.07	\$750.00	\$407,800.00
W0635R	M 54 L 60	THORNE, SIDNEY PETERSON RD	08/09	\$3,696.44	LAND	0.30928	\$100.00	\$61,200.00
V8004R	M 18 L 18C0011	VALL ENTERPRISES LLC TENNY HILL ESTATES	11/12	\$357.88	LAND	1.04	\$100.00	\$10,500.00
V8005R	M 18 L 18C0012	VALL ENTERPRISES LLC TENNY HILL ESTATES	11/12	\$413.22	LAND	1.47		\$12,100.00
V8006R	M 18 L 18C0013	VALL ENTERPRISES LLC TENNY HILL ESTATES	11/12	\$368.38	LAND	1.08		\$10,800.00
V8007R	M 18 L 18C0014	VALL ENTERPRISES LLC TENNY HILL ESTATES	11/12	\$430.29	LAND	1.6		\$12,600.00
V8008R	M 18 L 18C0015	VALL ENTERPRISES LLC TENNY HILL ESTATES	11/12	\$350.87	LAND	0.42765		\$10,300.00
V8009R	M 18 L 18C0016	VALL ENTERPRISES LLC TENNY HILL ESTATES	11/12	\$382.40	LAND	1.12		\$11,200.00
V8010R	M 18 L 18C0017	VALL ENTERPRISES LLC TENNY HILL ESTATES	11/12	\$354.37	LAND	0.41792		\$10,400.00
V8011R	M 18 L 18C0018	VALL ENTERPRISES LLC TENNY HILL ESTATES	11/12	\$344.31	LAND	0.40382		\$10,100.00

				T.A.P.			
V8012R	M 18 L 18C0019	VALL ENTERPRISES LLC	11/12	\$424.98	LAND	1.07	\$10,800.00
		TENNY HILL ESTATES					
W1590R	M 45 L 7	WOODBURY CLIFFORD A JR	12/13	\$1,888.51	LAND	9.42	\$55,300.00 PAID
		PLAINS RD					



401 Webbs Mills Road
 Raymond, Maine 04071
 207.655.4742
 Fax 207.655.3024

Memorandum

Date: March 6, 2015

To: Board of Selectmen and Town Manager

From: Nathan White, Public Works Director

Re: Personnel Policy Request

I took your comments from the last meeting into consideration. In reviewing the Personnel Policy again, I believe that what we are requesting can be achieved by changing the definition of “actual time worked” for Public works to include earned time. Please see pages 5 & 6 of the redline copy for details. Below is an example of how this would work:

If an Employee worked Monday- Wednesday 7am to 330pm and then worked 10hr on Thursday and used Friday as a vacation day his/her time sheet would be as follows

Monday	Tuesday	Wednesday	Thursday	Friday	
8hr	8hr	8hr	10hr	8hr	=42hr (32hr reg 2hr overtime 8hr vacation)

The only way an employee would be eligible for overtime would be if they had 40hr of time accumulated by work hours and earned time.

The employee would still have the option to use the 2hr overtime in the example as comp time or to reduce the 8hr of vacation time to 6hr, with that option his/her time sheet would be as follows

Monday	Tuesday	Wednesday	Thursday	Friday	
8hr	8hr	8hr	10hr	8hr	=42hr (32hr reg 2hr comp 8hr vacation)
					OR
					(34hr reg 6hr vacation)

Earned time: accumulated vacation time, sick time, holiday pay or time worked.



TOWN OF RAYMOND, MAINE Personnel Policy

Adopted February 4, 1997
 Amended March 4, 1997
 December 1, 1998
 August 1, 2000
 November 20, 2001
 December 3, 2002
 June 17, 2003
 December 20, 2005
 January 16, 2007
 [March 10, 2015](#)-

ARTICLE I - PREAMBLE

- A. The Board of Selectmen hereby adopts the following Policy for utilization by the Town of Raymond in the administration of the personnel activities of the employees of the Town of Raymond. These rules and subsequent modification shall supersede any policy and rules made previously by the Board of Selectmen.
- B. The Town, through its Board of Selectmen, may delete, amend, modify or change any or all of the provisions contained in this Policy without prior notice. The provisions set forth are not contractual, but rather, are for the general guidance of the Town in its relationship with its employees.
- C. The Town Manager shall be responsible for the implementation of this policy.

ARTICLE II - EMPLOYMENT

- A. The employment of all personnel shall be the responsibility of the Town Manager.
- B. The employment of the Town Manager shall be the responsibility of the Board of Selectmen.
- C. All applicants for employment must submit a written application for employment on forms approved and provided by the Town Manager. Any willful and material misrepresentation of fact on an application shall be grounds for disciplinary

procedures and/or termination and dismissal upon discovery of such misrepresentation.

- D. All other factors being equal, residents of Raymond will be given preference for employment opportunities.
- E. Present Town employees, who apply for employment, shall be given first consideration in filling a vacancy, but it is recognized that the good of the Town may require a vacancy be filled outside the ranks of Town employees from outside of the community.
- F. Applications for employment will be reviewed by the Department Head and the Town Manager. Written, oral and/or physical testing may be required of applicants who have received conditional offers of employment, in conformance with the requirements of the Americans with Disabilities Act. Appointments will be made by the Town Manager and subject to confirmation by the Board of Selectmen when required by statute.
- G. All employees are considered probationary for the first six (6) months of employment. The probationary period shall be considered an extension of the selection process. Probationary employees may be removed at any time during the probationary period without cause and without right to file a grievance.
- H. Prior to the completion of the probationary period, the employee will receive a formal written evaluation from his/her immediate supervisor and/or the Town Manager. A favorable evaluation will result in the employee being transferred to permanent status.
- I. Employees will be given an annual written evaluation by their immediate supervisor and/or the Town Manager. Such evaluation will be considered when salary, promotions, discipline or any other personnel action is proposed.

ARTICLE III - EQUAL OPPORTUNITY EMPLOYER

The policy of the Town of Raymond is to provide equal opportunity to all employees and applicants without regard to religion, age, sex, marital status, race, color, ancestry, national origin, physical or mental handicap, except as a bona fide occupational qualification.

ARTICLE IV - TYPES OF APPOINTMENTS

The following types of appointments may be made to the Town's service in conformity with the rules established.

- A. Full Time. A full time employee works full time (a minimum of thirty two hours per week) and on a continuing and indefinite basis. Most full time employees will be

expected to work between 35 and 40 hours per week and will be subjected to additional hours on an as needed basis. He/she is subject to all personnel rules and regulations and receives all benefits and rights as provided by these rules.

- B. Regular Part Time. An employee in this classification works less than a full work week (less than 32 hours per week), but on a continuing and indefinite basis. He/she is subject to all personnel rules and regulations. Vacation, sick leave and holiday benefits shall be in proportion to the hours worked.
- C. On Call Part Time Employees. An employee in this classification works less than a full work week (less than 32 hours per week), and only works when called upon. They are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time.
- D. Stipend / Part Time Employees. An employee in this classification works less than a full work week (less than 32 hours per week), and works enough hours to perform the duties required of him/her and is paid an annual fixed salary. They are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time.
- E. Temporary Employees. Temporary employees work on a non-permanent basis, usually within a limited time frame such as seasonal positions. They are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time or seniority, and may be terminated for any reason at any time.
- F. Special Appointees. Official positions filled by appointment of the Town Manager and/or Board of Selectmen, but not considered employees for purposes of compensation or benefits.
- G. Other Classifications. The Town through its Selectmen and/or Town Manager may, from time to time, by appointment fill other posts and positions, either by voluntary service on certain town boards and committees (such as Planning Board, Board of Appeals, Conservation Commission), by contract or fee for services (such as engineer, auditor, town attorney) and similar. These categories of service are not considered “employment” within the meaning of this policy. Those persons are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time or seniority, and shall serve at the pleasure of the Selectmen and/or Town Manager or, where appropriate, within the limited terms and conditions of any special appointment they may have received, and may be terminated for any reason at any time, except as otherwise provided by law.
- H. Job Descriptions. From time to time the Town Manager (and/or Selectmen where permitted by statute) shall develop, and as appropriate, modify and amend job descriptions for all of the above referenced employees, which shall then be appended hereto as Appendix A and made a part hereof by reference.

- I. Organization and Status of Municipal Employees. Appended hereto as Appendix B and made a part hereof by reference.

ARTICLE V - PUBLIC AND EMPLOYEE RELATIONS

- A. Town employees are prohibited from engaging in any conduct, including outside business activity, which could reflect unfavorably upon the Town or disrupt the efficient operation of the administration of the Town. Town employees must avoid any action which might result in or create the impression of using public employment for private gain, giving preferential treatment to any person, losing complete impartiality in conducting Town business, or abandoning commitment to or pursuit of the goals and policy objectives of the Town.
- B. Cooperation of all employees is essential to efficiency. Raymond citizens are entitled to the best service we can give them. Cooperation, courtesy and responsibility are the key elements of good service.
- C. These policies and regulations are provided to assist the employees and Town administration in functioning at peak efficiency with minimal cost to the taxpayers.
1. Receipt of gifts. A town employee is prohibited from soliciting or accepting any gift, gratuity, favor, entertainment, loans, outside business inducement or any other item of monetary value from any person, within or outside Town employment, whose interests may be affected by the employee's performance or nonperformance of his/her official duties.

Acceptance of nominal gifts, such as food and refreshment in the ordinary course of business meetings, or unsolicited advertising or promotional materials such as pens, note pads, calendars, etc., is permitted.

2. Business Activities and Solicitations. No employee shall engage in any business other than his/her regular duties during work hours. Employees working for the Town of Raymond are expected to be available for work, as needed. The Town does not prohibit the undertaking of additional employment or outside business activities, so long as such employment is approved in advance and in writing by the Town Manager and such activities do not interfere with the duties of Town employment, conflict with or undermine the established policies of the Town, or compete with Town programs including Town programs for which a user fee or similar is charged.
3. Confidentiality. Many Town employees have access to confidential information pertaining to persons or property in the town. Employees must not use this privileged information to their private advantage or to provide friends or acquaintances with private advantages. Each employee is charged with the responsibility of releasing only information which is required under the "Right to Know" law, 1 MRSA Sections 401-410.

ARTICLE VI - WORK WEEK - OVERTIME

- A. The regular work week for payroll purposes begins on Monday and ends on Sunday. The actual hours for Town employees shall be set by the Town Manager.
- B. Work hours for all employees will be scheduled by the employee's immediate supervisor.
- C. Exempt employees will be expected to work as many hours as necessary to fulfill the duties of their position but in no case less than 35 hours per week.
- D. Employees not exempt from the Fair Labor Standards Act shall receive overtime pay after forty hours of actual work per week. All overtime shall be paid at the rate of one and one-half times the employee's normal rate of pay. At the discretion of the Town Manager, overtime may be compensated with compensatory time for hours worked beyond forty hours in a work week. Such compensatory time shall be granted on a time and one-half basis for hours worked beyond forty hours in a work week.
- E. For Public Works (non exempt) earned time (vacation, sick and holiday time) shall be considered as actual time worked.

ARTICLE VII - ATTENDANCE

Employees shall be at their respective places of work at the appointed starting time. It is the responsibility of employees who may be absent from work to see that their immediate supervisor is advised of the reason for such absence, not previously arranged for, if possible, within two (2) hours of the beginning of the starting time of his/her work day.

ARTICLE VIII - HOLIDAY

- A. Subject to these rules, the following holidays shall be paid holidays for regular full time Town employees: New Years Day; Martin Luther King's Birthday; Presidents Day; Patriots Day; Memorial Day; July Fourth; Labor Day; Columbus Day; Veteran's Day; Thanksgiving Day; the day after Thanksgiving Day; Christmas; and one personal holiday. While not paid holidays, the Town Office will be closed on the Saturday of Labor Day weekend, the Saturday of Presidents Day weekend, the Saturday following Thanksgiving and Saturdays when Christmas and New Years Day falls on a Friday or Sunday.
- B. Holiday privileges are available to full time and regular part time employees.
- C. If a regular holiday falls on a Sunday, the following Monday is considered a holiday.
- D. A person on a leave of absence without pay shall not be entitled to holiday pay.

- E. When occasion warrants, employees may be required to work on a holiday. Employees working on a holiday shall receive time and a quarter pay for time actually worked plus the applicable holiday pay. If the holiday also represents an overtime shift, the employee shall be paid time and three quarters for time actually worked plus the applicable holiday pay. (12/20/2005)
- F. Exempt employees will receive a normal day's pay (not to exceed 8 hours) for the holiday at their regular rate of pay for hours normally worked. (Holiday benefit not to exceed 8 hours regardless of whether a normal day consists of more than 8 working hours. Public Works (non exempt) employees will not exceed 10 hours during summer work schedule).
- G. Employees not scheduled to work on a holiday will have the option of rescheduling the holiday at a later date. Any in-lieu of holiday time will be scheduled and approved by the employee's immediate supervisor and/or the Town Manager.

ARTICLE IX - VACATION

- A. Vacation privileges are available to full time and regular part time employees subject to the following conditions. Each full time employee shall earn vacation with pay on the following basis: Vacation pay will accrue at the rate of 1 day per month employed for the first 3 years; 1 $\frac{1}{4}$ days per month worked after 3 years; 1 $\frac{1}{2}$ days per month worked after 10 years; and 1 $\frac{3}{4}$ day per month worked after 15 years. Earned vacation benefits will be based on normal day's hours not to exceed 8 hours, regardless of whether a normal working day consists more than 8 hours.
- B. Vacations will be scheduled at such time or times as shall be mutually agreeable to the employees and their supervisors. Due consideration will be given to an employee's seniority in regard to scheduling vacations.
- C. Vacation time will be allowed to accumulate to a maximum of 152 hours and will be paid to employees retiring, resigning voluntarily, or through other means of separation.
- D. Vacation time will not be approved for periods of more than two weeks, except in an emergency situation not of the employee's making. All exception must be approved by the Town Manager.
- E. Vacation leave shall accrue from the date of hire; however, employees shall not use vacation benefits until they have completed their first 6 months of employment.
- F. Employees may receive their vacation pay prior to the start of their vacation, but must advise the town Treasurer in writing, at least ten (10) days in advance.

ARTICLE X - SICK LEAVE

- A. Sick leave may be used for personal illness or physical incapacity of such a degree as to render the employee unable to perform the duties of his/her position unless the employee is capable of other work and assigned to such other work; or for personal medical or dental appointments; or to care for members of his/her immediate family affected by serious illness.
- B. Sick leave accrual for full-time employees shall accrue at the rate of one work day, not to exceed 8 hours, for each full calendar month of service to a maximum of sixty (60) working days or 480 hours. For the purpose of this section, the first month of an employee's service shall be counted as a full month if employment begins on or before the 15th day of the month.
- C. Full-time employees shall be eligible to use sick leave after thirty (30) days of service with the Town.
- D. The employee must work thirteen (13) or more full work days in that month to earn sick leave for that month.
- E. Sick leave shall not be considered as an entitlement which an employee may use at his/her discretion, but shall be allowed for the necessity arising from actual sickness or disability of the employee. After using three successive days of sick leave, the employee shall furnish the Town with a certificate from his/her attending physician.
- F. Absences for a part of a day that are chargeable to sick leave shall be charged proportionately in an amount not smaller than one-half (1/2) day.
- G. Sick leave usage shall be recorded regularly by the Town Treasurer. The Town Manager shall review all sick leave records periodically and shall investigate any cases which indicate abuse of the privilege. Abuse of sick leave privilege shall be cause for discipline. Sick leave shall under no circumstances be bought back.
- H. The department head shall be notified as close to the start of the work shift as possible.
- I. Employees shall be expected to call on each day of absence. Failure to report shall be justification for disallowing sick leave for that day.
- J. Sick leave will not be used to extend vacation time or create holiday weekends.

- K. An employee may use up to 5 sick leave days per year to care for a member of his/her immediate family.
- L. An employee may donate up to 40 sick hours of sick leave per year to a sick leave bank to be used as needed for major illness of any contributor. An employee must donate to the program by June 30th in order to be eligible during the following fiscal year.
- M. Upon an employee's separation in good standing status with the Town, the employee shall be paid up to ½ of all accumulated sick leave. In no case shall the employee be paid more than 240 hours of pay.

ARTICLE XI - LEAVES OF ABSENCE

- A. Bereavement Leave. An employee may be excused from work for up to three (3) work days because of death in his/her immediate family, as outlined below, and shall be paid his/her regular rate of pay for scheduled work hours missed. It is intended that this time off be used for the purpose of handling necessary arrangements and attendance at the funeral. For purposes of this article only, immediate family is defined to mean spouse, parents, children, brothers, sisters, mother-in-law, father-in-law, grandfather, grandmother, and grandchildren. One (1) work day may be granted to employees at the sole discretion of the Town Manager for attendance at funerals of persons not covered under the above definition.
- B. Leave Without Pay. An employee may be granted a leave of absence without pay, granted by and at the discretion of the Town Manager, for a period deemed necessary by the employee for the purpose of the leave, but not in excess of sixty (60) calendar days. The employee is expected to return to work upon the expiration of a granted leave or to have arranged an extension of a leave, granted at the discretion of the Town Manager. Continued absence without having arranged for an extension of leave may be deemed a resignation from the service. Employees may choose to continue health benefits for the duration of the leave by assuming the employer contribution. Vacation and sick leave will not continue to accrue during the leave.

ARTICLE XII - JURY DUTY

The Town shall pay to an employee called for jury duty, for a period of up to 4 weeks, the difference between his/her regular pay and juror's pay provided the employee presents an official statement of jury pay received.

ARTICLE XIII - ARMED FORCES AND NATIONAL GUARD ACTIVE AND CALL UP DUTY

The Town shall pay to any regular full time employee his/her regular pay during any annual activity requirement not to exceed two weeks' total per year.

ARTICLE XIV - RETIREMENT

- A. All town employees will participate in and contribute to Social Security.
- B. All employees will be eligible to participate in the ICMA Retirement Corporation Deferred Compensation Program. Full-time employees contribution will be matched by the Town based on the following table:

Years of Employment	Employer Match of Gross Wages
During 0 – 6 months	0%
During 6 months – 1 year	1%
During year 2	2%
During year 3	3%
During year 4	4%
During and after year 5	5% (maximum rate)

ARTICLE XV - WORKERS COMPENSATION

All Town employees are covered by Worker's Compensation Insurance. All injuries, no matter how minor, occurring during the working hours must be reported to the Employee's immediate supervisor and a written report must be made as soon as possible.

ARTICLE XVI – HEALTH, DENTAL, AND LIFE INSURANCE

Employees will be eligible to participate in the Town's health, dental, and life group insurance programs. The Town will pay 100% of the cost of individual health insurance coverage. Family health insurance coverage will be paid at a rate of 85% Town, 15% Employee match for eligible employees. Employees eligible to receive this benefit need to work 32 or more hours per average week. All other employees who average greater than 16 hours per week for the previous year will be allowed to participate in either program at their own cost.

Employees eligible to receive family health care benefits but electing not to take advantage of this employee benefit will be eligible to receive one-half the cash value (up to a dollar value of \$3,454 family or \$2,413 two person) of the difference in cost between the family plan and the single subscriber plan. This benefit will be paid in the form of an increased retirement contribution to qualified programs outlined in this policy or utilized toward the cost of Town sponsored life insurance premiums. In order to take advantage of this benefit, eligible employees are required to show evidence that their spouse and/or family is insured under another family health care benefit plan. Program eligibility will be determined annually and governed by eligibility requirements of the current health care

plan. 50% added retirement benefit eligibility will be denied to non-custodial parents who are not legally required to provide health and /or dental insurance for their child(ren) (6/17/03).

ARTICLE XVII - DISCIPLINARY PROCEEDINGS

- A. **PURPOSE.** All Town employees are expected to maintain a high degree of professionalism, responsibility and loyalty and adherence to the duly adopted programs and policies of the Town. Employees who fail to maintain these standards, or who fail to comply with the provision of this Personnel Policy, may be subject to discipline and, in cases of substantial or repeated failure to adhere to these standards or the provisions of this Personnel Manual, discharge.
- B. **CATEGORIES.** The following categories of disciplinary proceedings shall apply to all employees.
1. **Verbal warning.** Normally intended to point out to an employee relatively minor or isolated instances of unsatisfactory job performance which, if repeated or continued, might lead to a more serious level of discipline.
 2. **Verbal reprimand.** Normally intended to point out to an employee a relatively serious breach of job performance standards which, if repeated, shall lead to a more serious level of discipline.
 3. **Written warning or reprimand.** Intended as a formal record of repeated unsatisfactory job performance (warning) which if continued is likely to result in jeopardy to the employee's prospects for advancement, pay increase or continued employment; or as a formal record of serious breach of duty or failure to meet job performance standards (reprimand) which if repeated will result in jeopardy to the employee's advancement, pay increase or continued employment.
 4. **Suspension.** Suspension from employment, which may be with or without pay depending on the circumstances, shall be utilized only in those cases involving significant and serious breach of duty or standards by an employee, where active employment by the employee should not continue until such time as the Town Manager is satisfied that the recurrence of such breach is unlikely, or until such time as the Town Manager is able to conduct an investigation into the action(s) meriting discipline.
 5. **Discharge from Employment.** When discharge from employment is recommended by a supervisor or department head and/or considered by the Town Manager the employee involved shall be entitled to a pre-termination hearing before a panel consisting of his or her supervisor and/or department head and the Town Manager. The hearing shall be informal, with the purpose of informing the employee, either in writing or orally, of the charges against

the employee which may merit discharge, an explanation of the grounds for discipline including discharge, and an opportunity for the employee to provide additional information including any matters in extenuation and mitigation. That panel shall issue a written decision promptly, with a copy to the employee. The decision might be discharge, lesser discipline or no discipline.

6. **Appeal of Disciplinary Action.** An employee shall have the right to appeal any disciplinary action taken against him or her to the Board of Selectmen. Such appeal will be given in writing to the Town Manager. The employee making an appeal shall have seven (7) days to submit an appeal after having received notice of disciplinary action against him or her. Once an appeal is received, the Board of Selectmen shall schedule a hearing within thirty (30) days to consider such appeal. At the time of any review by the Board of Selectmen the employee shall have the right to be present, to be represented by counsel, may call witnesses and present any reasonably relevant evidence in his or her behalf. The Town Manager shall also have the right to be present, may call witnesses and present any reasonably relevant evidence supporting the disciplinary action taken against the employee. The Board of Selectmen shall issue a written decision on the basis of their review, within thirty (30) days thereafter. In the event the Board of Selectmen fail to issue a decision thirty (30) days, the appeal will be considered denied. In the event the Selectmen are prevented from conducting the review in an impartial manner because they actively participated in the investigation of the charges, participated in the pre-termination hearing, or have had repeated substantive disputes or employment disagreements with the employee which predate the allegations underlying the discharge or recommended discharge, then the review of discharge or recommended discharge shall be conducted by an independent, impartial hearing officer to be engaged and paid for by the Town.
7. All disciplinary proceedings and action toward the Town Manager shall be pursuant to 30A M.R.S.A. ss 2633, except as provided by contract.

30A M.R.S.A. ss 2633, paragraph 3, reads as follows:

The Selectmen shall remove or suspend the town manager for cause in accordance with the following procedures.

- A. The Selectmen shall file a written preliminary resolution with the town clerk stating the specific reasons for the proposed removal. A copy of that resolution shall be delivered to the manager within 10 days of filing.
- B. Within 20 days of receiving the resolution, the manager may reply in writing and request a public hearing.
- C. Upon request of a public hearing, the selectmen shall hold one at least 10 days but not more than 30 days after the request is filed.

- D. After the public hearing or at the expiration of the time permitted the manager to request the public hearing, if no such request is made, the selectmen may adopt or reject the resolution of removal.
- E. The selectmen may suspend the manager from duty in the preliminary resolution, but the manager's salary may not be affected until the final resolution of removal has been adopted.

C. **EMPLOYEE PERSONNEL RECORDS.** Verbal disciplinary proceedings shall not become a formal part of an employee's personnel record. They shall be noted in an employee's file and may be taken into consideration on such issues as advancement and pay. All references in the file to verbal disciplinary proceedings shall be removed upon the employee's voluntary withdrawal from employment or after one year without a recurrence of the behavior which was subject to the verbal proceedings, whichever occurs first. Written disciplinary proceedings become a formal part of the employee's personnel record and shall be taken into consideration of such issues as advancement and pay. Records of written warnings or reprimands shall be removed from the file after two years without a recurrence of the behavior in question. Records of suspension shall be removed after three years in the same way, unless any investigation concluded earlier exonerates the employee, in which case such record shall be removed upon exoneration.

ARTICLE XVIII - GRIEVANCE PROCEDURES

Should an employee feel aggrieved concerning the interpretation, meaning, or application of any provisions of the Town's personnel rules, regulations and policies, he/she shall submit the details of such grievance in writing to his or her immediate supervisor or the Town Manager. Within fourteen (14) calendar days thereafter, the supervisor or Town Manager shall meet with the employee and others designated by them for the purpose of discussing the grievance. In all case the decision of the Town Manager shall be final.

ARTICLE XIX - POLITICAL ACTIVITY

While performing their normal work duties while on duty, employees shall refrain from seeking or accepting nomination or election to any office in the Town government, and from using their influence publicly in any way for or against any candidate for elective office in the Town government. This rule is not to be construed to prevent Town employees from becoming, or continuing to be, members of any political organization, from attending political meetings, from expressing their views on political matters, holding a political office, running for political office or from voting with complete freedom in any election.

ARTICLE XX - RESIGNATION

- A. **Sufficient notice** - To resign in good standing, employees shall submit resignations in writing at least ten (10) working days in advance of the effective date of their resignation.

- B. Quitting without sufficient notice - Any employee who quits without sufficient notice shall lose all rights and benefits granted by this policy.

ARTICLE XXI – EMPLOYEE REFERENCES

The Town of Raymond shall not provide employment references. Information provided to perspective employers of former Raymond employees will be limited to dates of employment, and any other information that the town is legally required to provide under Maine's Right to Know law. This information will be provided by the town manager or a designated employee only.

ARTICLE XXII - DRUGS AND ALCOHOL IN THE WORKPLACE

The Town of Raymond is committed to provide a safe, efficient and productive work environment. In keeping with this commitment, the Town has a strict policy regarding the inappropriate use and possession of drugs, alcohol and controlled substances. Accordingly, the Town requires all employees to report for work fit to perform their jobs and prohibits the use or possession of alcohol or illegal drugs at any time on Town premises whether on or off duty. All employees must adhere to the rules stated in this policy.

A. The following are strictly prohibited by the Town:

1. Possession or use of alcohol, or being under the influence of alcohol while on the job, on Town property, or while on-call status.
2. Driving a vehicle or operating equipment owned or leased by the Town, while under the influence of, or impaired by alcohol, illegal/controlled substances, or prescription drugs which warn against such activity.
3. Distribution, sale or purchase of an illegal or controlled substance on the job or on Town property.
4. Possession or use of an illegal, or controlled substance, or being under the influence of any illegal or controlled substance, while on the job on Town property, or while on-call status.

In addition, no employee may remain on duty or on on-call status while under the influence or impaired by any illegal drug or alcohol. For purposes of this policy, a drug will be considered an “illegal drug” if its use is prohibited or restricted by law. It is also a violation of this policy if any employee improperly uses or possesses an “illegal act or whether the employee is criminally prosecuted and/or convicted for such conduct.

An employee's conviction on a charge of illegal sale or possession of any controlled substance while off Town property will not be tolerated because such conduct, even though off duty, reflects adversely on the Town.

B. Disciplinary Action

Violations of the above rules and standards of conduct will not be tolerated and will subject the employee to discipline up to and including discharge. The Town also reserves the right to bring the matter to the attention of appropriate law enforcement authorities.

C. Searches

In order to enforce this policy, the Town reserves the right to conduct searches on Town property, and to adopt other measures reasonably necessary to deter and detect violations of this policy. An employee's refusal to consent to a search may result in disciplinary action, up to and including termination.

D. Legal Drugs

Any employee who is using prescription or over-the-counter drugs that may impair the employee's ability to safely perform the job, or affect the safety or well-being of others, must notify a supervisor of such use immediately before starting or resuming work.

E. Drug and alcohol treatment / rehabilitation

The Town encourages employees with alcohol or drug dependencies to seek treatment and/or rehabilitation. The Town is not obligated, however, to continue to employ any person whose job performance is impaired because of current drug or alcohol use, nor is the town obligated to re-employ any person who has participated in treatment and/or rehabilitation if that person's job performance remains impaired as a result of current drug or alcohol use. Additionally, employees who are given the opportunity to seek treatment and/or rehabilitation, but fail to successfully overcome their dependency or problem, will not be given a second opportunity to seek treatment and/or rehabilitation. In order to be considered for re-employment, an employee must present proof of successful completion in a treatment and/or rehabilitation program.

Rehabilitation is an option for an employee who acknowledges a chemical dependency and voluntarily seeks treatment to end that dependency. Drug and alcohol abuse rehabilitation and assistance programs are available through the Town's medical insurance program. Employees with drug or alcohol abuse problems are strongly encouraged to participate in these programs.

ARTICLE XXIII - POLICY ON HARASSMENT

It is the policy of the Town that all our employees should be able to work in an environment free from all forms of harassment. Harassment, both sexual and verbal, is illegal and prohibited. This policy will be vigorously enforced; the policy applies not only to supervisor-subordinate actions but also to actions between co-workers. Any complaints of harassment will be investigated promptly. There will be no intimidation, discrimination or retaliation against any employee who makes a report of harassment.

Derogatory or vulgar comments regarding a person's sex, religion, age, ethnic origins, physical appearance, or the distribution of written or graphic material having such an effect, are prohibited. Any employee who believes he or she has been the subject of such harassment should report the alleged conduct to the Town Manager or other appropriate management. Management is any department head. In the Fire/Rescue Department, management shall include the Fire Chief and Deputy Fire Chiefs. Any supervisor or employee who is found, after appropriate investigation, to have engaged in any harassment will be subject to discipline, including discharge.

ARTICLE XXIV - SEXUAL HARASSMENT POLICY

It is the policy of the Town of Raymond that all employees have the right to work in an environment free of discrimination which includes freedom from sexual harassment. The Town of Raymond will not accept any form of sexual harassment by supervisors, co-workers, customers or suppliers. This policy is intended to prohibit offensive conduct, either physical or verbal, that threatens human dignity and employee morale, and which interferes with a positive and productive work environment.

Sexual harassment is illegal and, as outlined in the EEOC Sexual Discrimination Guidelines and the Maine Human Rights Act, includes:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when, (i) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (ii) submission to or rejection of such by an individual is used as the basis for employment decisions affecting such individual, (iii) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

The following examples are common types of conduct that may constitute sexual harassment:

- slurs, jokes or degrading comments of a sexual nature;
- unwelcome sexual advances;
- suggestive or lewd remarks;
- unwelcome hugging, touching or kissing;
- requests for sexual favors;
- repeated offensive sexual flirtation or propositions;

- the display of sexually suggestive pictures or objects; and
- repeated unwelcome physical contact or touching such as patting, pinching or constant brushing against another body.

Consistent with the above guidelines, this policy prohibits any overt or subtle pressure for sexual favors including implying or threatening that an applicant's or employee's cooperation of a sexual nature (or lack thereof) will have any effect on the person's employment, job assignment, wage, promotion, or any other condition of employment or future job opportunities. This policy also prohibits any conduct which would tend to create an intimidating, hostile or offensive work environment.

Managers and supervisors are responsible for monitoring conduct which can be construed to be harassment and for initiating necessary action to eliminate such behavior. Any employee who feels that he or she is the victim of sexual harassment should immediately report the matter to his or her supervisor or, if the employee would prefer, to the Town Manager or any member of the Board of Selectmen. (Note: Department Heads shall be considered managers or supervisors. In the Fire/Rescue Department, management shall include the Fire Chief and Deputy Fire Chiefs. No other officers or supervisors in the Fire /Rescue Department are to receive reports of harassment.)

The Town of Raymond will immediately investigate any complaints of sexual harassment and, where warranted, take disciplinary action against any employee engaging in sexual harassment. Depending on the circumstances, such disciplinary action may include suspension or termination of employment.

Any questions regarding this policy should be addressed to the Town Manager or the Selectmen. Any employee, who believes that he or she has been a victim of sexual harassment, or who has knowledge of that kind of behavior, is urged to report such conduct immediately. No employee will be retaliated against for complaining about sexual harassment.