



Town of Raymond
Board of Selectmen ePacket
February 9, 2021
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Agenda



BOARD OF SELECTMEN Agenda

February 9, 2021

6:30pm – Regular Meeting

Via Zoom & on YouTube

Resolution: 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.

- 1) **Call to order**

- 2) **Minutes of previous meetings**
 - a) January 12, 2021

- 3) **New Business**
 - a) 2020 Compensation Study Presentation – Kari Meillat, KMA HR Consultant
 - b) Update on 9 Shaker Woods – Alex Sirois, CEO and Cathy Gosselin, Health Officer

- 4) **Public Comment**

- 5) **Selectman Comment**

- 6) **Town Manager's Report and Communications**
 - a) **Confirm Dates for Upcoming Regular Meetings**
 - March 9, 2021
 - April 13, 2021

 - b) **Reminder of Upcoming Budget Schedule**
 - February 23, 2021 – Town Manager submits budget to Select Board & Budget-Finance Committee
 - March 2, 2021 – 1st Department Head Review – 6:30pm via Zoom
 - March 16, 2021 – 2nd Department Head Review – 6:30pm via Zoom
 - March 30, 2021 – Budget Workshop – 6:30pm via Zoom
 - April 13, 2021 – Select Board Warrant Review & Approval – 6:30pm via Zoom
 - April 27, 2021 – Budget-Finance Committee Budget Article Recommendations – 6:30pm via Zoom

Selectman's Meeting Agenda (Page 1 of 2) February 9, 2021

- Town Meeting at the Jordan Small Middle School Gym
 - 1) June 1, 2021 – Open Town Meeting (if we can have it) – 6:00pm

AND/OR

 - 2) June 8, 2021 – Town Elections (and if we vote the Town Warrant via secret ballot) – 7:00am to 8:00pm

c) **Reminder of Upcoming Election Schedule**

- March 1 – Nomination Papers available
- April 9 – Nomination Papers due back

d) **Reminder of Upcoming Holiday Schedule**

- Monday, February 15th – Presidents Day

7) **Adjournment**

Previous Meeting Minutes



BOARD OF SELECTMEN Minutes

January 12, 2021

6:30pm – Regular Meeting

Via Zoom & on YouTube

Resolution: 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.

Select Board members in attendance: Rolf Olsen, Marshall Bullock, Teresa Sadak, Samuel Gifford, Lawrence Taylor

Select Board members absent: none

Town Attorney: Zachary Brandwein

Town Staff in attendance:

Don Willard – Town Manager
Alex Sirois – Code Enforcement Officer
Cathy Gosselin – Health Officer
Nathan White – Public Works Director
Sue Carr – Tax Collector
Sue Look – Town Clerk

1) **Called to order** at 6:30pm by Chair Olsen

2) **Minutes of previous meetings**

a) December 8, 2020

Motion to approve as presented by Selectman Sadak. Seconded by Selectman Bullock.

Unanimously approved

3) **Hearing**

a) Dangerous Buildings – pursuant to 17 MRSA §§ 2851-2859

Chair Olsen – We are meeting this evening to conduct a hearing to determine whether the structures located at 9 Shaker Woods Road are a nuisance or dangerous buildings within the meaning of the applicable State statute 17 M.R.S. § 2851. If the Board determines that the structures are a nuisance or dangerous buildings, then the Board will determine what action the owner must take. Under the statute, a structure or any part thereof is a nuisance or a dangerous building if:

1. The Structure is structurally unsafe and unstable;

Selectman's Meeting Minutes (Page 1 of 5) January 12, 2021

2. The Structure is unsanitary;
3. The Structure constitutes a fire hazard;
4. The Structure is unsuitable and improper for use as a residential dwelling;
5. The Structure is a hazard to health and safety given the fact of inadequate maintenance, dilapidation, obsolescence, and abandonment; and
6. The Structure is dangerous to life and property.

Jared Marston is now the official owner of 9 Shaker Woods and he was present.

The procedure of the Board of Selectmen will follow in conducting this hearing are as follows:

1. Information of evidence will be presented by exhibits and witness testimony
 2. Any documentation to be used in this proceeding will be marked as exhibits. The Board has accepted evidence that the Code Enforcement Officer (CEO) and Health Officer (HO) has provided Exhibit A.
 3. The presentation of evidence will proceed in the following order.
 - a. The CEO and HO will present an opening statement and relevant evidence why the structure is a nuisance or dangerous building and if it is what remedy the Board shall order.
 - b. Following the completion of the CEO and HO's presentation any opposing party will have an opportunity to present an opening statement and relevant evidence they want the Board to consider with regard if the structure is a nuisance or dangerous building and if it is to what remedy the Board shall order.
 - c. Then the CEO and HO may ask any questions of any opposing party and any witnesses or exhibits that they present.
 - d. Any opposing party may then ask questions of the CEO and HO and any witnesses or exhibits that they present.
 - e. The CEO and HO can then make additional comments on any opposing party's testimony or witnesses.
 - f. Any opposing party can then make additional comments on the CEO and HO's testimony or witnesses.
 - g. The Board can then ask questions of the parties and witnesses
 - h. Then each side may then make closing remarks of not more than two minutes.
 - i. Only parties of interest in this hearing will be able to participate, comments from the public will not be taken at this time
 4. After all information has been presented the hearing will be closed and the Board will deliberate on whether the structures are a nuisance or dangerous buildings and take a vote on a remedy for the situation
 5. This is an administrative hearing and the court or trial, therefore the formal rules of evidence shall not apply.
 6. Before we start do any Board members know the owner or have knowledge of the property that you cannot fairly or impartial hear the facts and decide the matter based upon the evidence presented in this hearing.
- CEO Sirois gave the history of the violations going back at least 10 years and talked

through the exhibits in the ePacket.

Health Officer Gosselin outlined the history and issues with the garage which is being used as a living area. The family has made some small improvements in the past few years. Her recommendation is for the Town to help them find somewhere else to live and raise the garage.

Mr Marston recently inherited the property and feels that some of this has been blown out of proportion. He is working toward removing the excess junk and cleaning the house. He would like a checklist to be able to prove that he is making progress on the issues. He also feels that it would be hard on his mother to leave since his father died less than a year ago.

The Select Board then went on to the finding of facts. Given the descriptions and discussion the consensus was that the buildings are hazardous and unsafe.

Motion to determine that the habitation on the property at 9 Shaker Woods Road is hazardous by Selectman Bullock. Seconded by Selectman Gifford.

Attorney Brandwein reviewed the criteria for determining that a property is hazardous.

Unanimously approved

Attorney Brandwein suggested that the Select Board look at what the Health Officer and Code Enforcement Officer recommend and develop orders for Mr Marston to get the property up to what the Select Board ultimately wants done to make the building safe for occupation. Each item can be given timelines. It is customary to give at least 30 days to come into compliance. The Town can go onto the property after the time has elapsed and do the work or if Mr Marston is making progress extensions can be considered.

There was discussion about getting the family into a safer environment while the property is being brought into compliance and in looking into organizations like the Sebago Lakes Region Fuller Center for Housing to help.

Mr Marston asked for a list of items to bring the property up to code. He said that until recently he did not have control of the property – it belonged to his step-father and the assets were frozen by the State when his step-father entered a nursing home before his death in February 2020.

There seem to be 3 areas in need of attention: the junk on the property needs to be removed, the hazardous living conditions need to be abated, and no one should be living there until the work is complete. The order gives the Town the authority to go on the property if the work is not done within the specified time.

Attorney Brandwein will write the order broadly to delegate authority to the CEO and the Health Officer make sure that the entire property is no longer dangerous. The order will include the following:

- Mr Marston and Mrs Strout to vacate by March 1st, not returning until such time as the issues are abated and brought into compliance so an occupancy permit can be issued
- Deadline of June 1st to have the residence in compliance
- Deadline of October 1st to remove the junkyard and other debris and bring the buildings into compliance to the satisfaction of the CEO and the Health Officer

The order must be signed by all of the Select Board to pass. If there needs to be corrections we would reopen the discussion part of the meeting to make corrections.

Chair Olsen – I now this has been an uncomfortable meeting. The intent is that we want to work with you. We are not trying to kick you to the street. We want to come up with something that will put you in a safe environment and ultimately get you back to where you want to be.

4) New Business

- a) Consideration of Zoning Board of Appeals Appointment – Sue Look, Town Clerk

David Murch of 2 Canal Road has applied specifically for the ZBA.

Motion to appoint David Murch to the ZBA by Selectman Sadak. Seconded by Selectman Gifford.

Unanimously approved

- b) Consideration of Request for Raymond to Become Proactive in Mitigating the Infestations of the Brown Tail Moth and the White Tail Moth – Mary-Therese Duffy

Ms Duffy wanted to initiate a conversation about the issues with these infestations and discussed the Town helping to get information out to the public. Website, Road Runner, etc. She also asked to put some money in the budget to work on this issue.

- c) Consideration of the Southern Maine Public Works Mutual Aid Compact – Don Willard, Town Manager

Public Works Director talked about the history of this and that it is basically a way to bill back Towns that we help. It codifies what we have been doing.

Motion to authorize Town Manager Willard to sign the Southern Maine Public Works Mutual Aid Compact by Selectman Bullock. Seconded by Selectman Gifford.

Unanimously approved

- d) Consideration of Quit Claim Deed – Sue Carr, Tax Collector

Name	Map-Lot	Location	Amount Paid
Anthony Rinaldi	002-020	Cape Rd	\$793.73
BBW LLC	064-047-A	Rusty Rd	\$13,517.82
R2R LLC	067-047	Rusty Rd	\$2,842.54

Motion to issue a Quit Claim Deed to Anthony Rinaldi for Map 002 Lot 020 by Selectman Sadak. Seconded by Selectman Gifford.

Unanimously approved

Motion to issue a Quit Claim Deed to BBW LLC for Map 064 Lot 047-A by Selectman Sadak. Seconded by Selectman Bullock.

Unanimously approved

Motion to issue a Quit Claim Deed to R2R LLC for Map 064 Lot 047 by Selectman Sadak. Seconded by Selectman Gifford.

Unanimously approved

5) Public Comment – none

6) Selectman Comment

Selectman Bullock – It is time to consider volunteers for the Spirit of America Award to be turned in by March.

7) Town Manager's Report and Communications

a) Confirm Dates for Upcoming Regular Meetings

- February 9, 2021
- March 9, 2021

b) Reminder of Upcoming Budget Schedule

- February 23, 2021 – Town Manager submits budget to Select Board & Budget-Finance Committee
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- Town Meeting at the Jordan Small Middle School Gym
 - 1) June 1, 2021 – if we have Open Town Meeting – 6:00pm

OR

- 2) June 8, 2021 – if we vote the Town Warrant via secret ballot – 7:00am to 8:00pm

c) Reminder of Upcoming Holiday Schedule

- Monday, January 18th – Martin Luther King Jr Day

8) Adjournment

Motion to adjourn at 8:25pm by Selectman Gifford. Seconded by Selectman Sadak.

Unanimously approved

*Respectfully submitted,
Susan L Look, Town Clerk*

VERSION 1.3
FEBRUARY 4, 2021



**Human.
Resources.
Consulting.**

TOWN OF RAYMOND, MAINE
2020 PAY GRADE STRUCTURE REVIEW: TOWN OFFICE

KMA HUMAN RESOURCE CONSULTING
251 US ROUTE 1 FALMOUTH, ME 04105

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SCOPE OF WORK

PROJECT PURPOSE

The Town of Raymond (the town) has tasked KMA Human Resources Consulting (“KMA”) with updating the Town Office portion of the pay grade structure from 2016 by conducting a salary survey based on the same towns in the Project #1.

PROJECT PRODUCT

- Create, distribute, and analyze the results of a salary survey
- Analysis of the market, including how employees fall within the 2020 grades
- Recommendations for market adjustments or pay band changes

EXTERNAL MARKET FACTORS

Understanding the external market factors in Cumberland County and the State of Maine will help Raymond effectively manage their compensation.

MAINE ECONOMIC SUMMARY

According to the Maine Department of Labor, Maine’s seasonally adjusted unemployment rate of 4.9% is sizably below the U.S. average rate of 6.7% as of December 2020, the latest numbers available. The unemployment rate in Cumberland County is even lower, at around 4.2% (not seasonally adjusted). While this is higher than the historically low rates from before the Pandemic, there is still a challenge in hiring and retaining workers. Employers need to focus not only on base salary, but on the total compensation and rewards package.

The Maine Department of Labor states that the civilian labor force has been flat since 2005. A flat labor force means that the balance of supply and demand of quality workers may increase the Cost of Labor. For example, there is a known shortage of Firefighters (Graham, 2019) which means it is more difficult and expensive to find and hire quality employees. The same situation is true among many other positions and industries. In 2019, the Portland Press Herald (Thistle, 2019) published an article talking about the difficulties faced by state and municipal governments. In the article, Eric Conrad from the Maine Municipal Association, says the state’s aging workforce is “a silver tsunami” and “it’s not going to go away anytime soon and it’s not going to be easy to solve.” Finding employees to fill government jobs has become increasingly difficult. When the supply and demand is out of balance, and the Cost of Labor is increasing, municipalities will have to focus on employee retention and look to manage the increasing costs of hiring employees. They may also need to look for employees with experience in other sectors and be willing to spend the time and effort to train potential employees.

On January 1st, 2020, the minimum wage in Maine increased from \$11 to \$12 per hour equating to an annualized salary of \$24,960 for a full-time employee. Starting in 2021, Maine will follow an indexing method whereby minimum wage is increased annually at the rate of inflation, rounded to the nearest nickel, which is calculated to be \$12.15 for 2021. The City of Portland also passed a referendum to increase the city-wide minimum wage to \$15 per hour by 2024. While there may be some changes to the specifics of this law, companies within the greater Portland area should review their lowest paid employees’ salaries to ensure competitive wages and limit the potential of pay compression or loss of talent to higher paying cities or towns.

COST OF LABOR

Another important consideration is the local Cost of Labor, which this report addresses in the survey results. The Cost of labor refers to the approach of evaluating and making pay decisions based on the geographic market “going rate” or compensation for a specific type of work. The Cost of Living refers to the costs of goods utilized by a typical consumer such as housing, groceries, and transportation. In any geographic market these values can be very different. The advantage to the Cost of Labor approach is that it ensures you are paying your employees competitive with the external market rather than paying an arbitrary amount. It supports a compensation philosophy of committing to paying employees a competitive wage for the skills and capabilities they offer to the organization.

USING THE MARKET DATA

Market data is a guideline for pay. Each company should determine their own compensation strategy and factor in their budget, location, and Total Rewards offerings when making pay decisions. Some companies pay a lower salary but offer more extensive benefits while others offer a higher salary and have slightly less competitive benefits.

An important aspect of market data is determining external *and* internal equity. Pay equity is an important factor for employers to be aware of and to keep abreast of changing laws. Review of employee salary to gauge external equity, how competitive the salary is compared to the market, will help employers to ensure their top performers are paid competitively. Employee salaries should also be reviewed against their peers and the whole organization to identify any internal pay equity concerns. Pay equity concerns should be remedied as soon as possible. Pay differences between employees with similar positions or responsibilities should be explainable, for example, employee “A” has a certification that awards them a higher rate of pay than employee “B” who does not have additional certifications.

Market data should be reviewed regularly. While the best practice is to validate the market annually, the data should be reviewed at least every 3 years. Salaries can change significantly over time based on demand for specific skills and a changing workforce demographic.

2020 PAY GRADE STRUCTURE

PAY GRADE STRUCTURE OVERVIEW

The Town of Raymond adopted a pay grade structure in 2016. Following the completion of KMA’s first project, a 2019 compensation study for the Fire and Rescue Department (“F&R”), KMA was requested to update the 2016 pay grade structure to reflect changes in the market as well as expand the structure to include all the positions within the F&R Department. The town then requested KMA to review the market for the Town Office positions and recommend any additional changes.

The market data collected in the 2020 salary survey, utilizing direct responses from clients, results from the Maine Municipal Association (MMA) survey, as well as other survey data from ERI (Economic Research Institute) and CompData for municipalities, was evaluated against the town’s positions by employee. The data referenced in this report is based on the midpoint of the results. Additionally, the town realigned a few positions after the 2016 structure was adopted.

In 2019, the following Pay Grade Structure Changes were made:

- Updates based on the 2019 Fire & Rescue survey, adding positions
- Grades were adjusted using the market midpoint applying a consistent spread formula for all Grades
- Grades 2 & 3 were updated to reflect new positions not assessed in the 2016 review

In 2021, the following Compensation Pay Grade Changes are recommended:

- Increase Grade 11 from a midpoint of \$44.01 to a new midpoint of \$54.09 based on the salary survey results. This is a change of 23%.
- Increase Grade 9 from a midpoint of \$35.57 to a new midpoint of \$42.16 based on the salary survey results. This is a change of 19%.
- There are no current positions in Grade 10 after 4 years of using the salary structure. Consider removing this grade and increasing the spread for Grades 9 and 11 to bridge the gap.
 - o This can be accomplished by increasing the range spread from 30% to 40%. **See page 7 and 8 for additional salary grade recommendations.**

- Parks & Recreation Director, a newly assessed position, fits into Grade 7 based on the data.
- Public Works Equipment Operator is moved from Grade 4 to Grade 5 based on the pay range identified by the Town of Raymond of \$19.00 to \$23.00 per hour. This corresponds to Grade 5.

- Grade 2 is increased slightly to account for the increase in Maine’s minimum wage from \$12.00 per hour to \$12.15 per hour. The image to the right shows the original Grade 2 from 2020 and the New Grade 2 in compliance with the

Grade 2 (NEW)	\$12.15	\$13.75	\$15.57
30% Range Spread	\$25,265	\$28,600	\$32,375
Grade 2	\$12.01	\$13.59	\$15.38
30% Range Spread	\$24,971	\$28,267	\$31,998

updated minimum wage. Going forward, this demonstrates that need to monitor and increase the salary bands annually. Grade 2 follows the state’s minimum wage and will need to be adjusted annually with the indexed increase. Each grade should be increased at once, not just Grade 2, otherwise there will be compression between the bands over time. Further review of the salary structure shows a decreased midpoint progression from Grade 2 to Grade 3 when only Grade 2 is adjusted, from 8.9% to 7.6%. There is one position in this grade, Fire Police. A review of this position and employee should be conducted to ensure compliance with minimum wage.

- **Changes made by the Town of Raymond prior to the 2020 updates:**

- o Town Clerk/Registrar moved from Grade 7 to Grade 8
- o Tax Collector moved from Grade 5 to Grade 6
- o Human Resources Officer moved from Grade 5 to Grade 6

RECOMMENDED 2021 PAY GRADE STRUCTURE WITH ALL POSITIONS

		STEP 1 (Minimum)	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8 (Midpoint)	MAXIMUM
Grade 11 30% Range Spread	Hourly:	\$47.78	\$48.74	\$49.71	\$50.71	\$51.72	\$52.76	\$53.81	\$54.09	\$61.23
	Annual:	\$99,388	\$101,376	\$103,403	\$105,471	\$107,581	\$109,732	\$111,927	\$112,507	\$127,358
• Town Manager										
Grade 10 30% Range Spread	Hourly:									
	Annual:									
• No positions currently in this grade level.										
Grade 9 30% Range Spread	Hourly:	\$37.24	\$37.99	\$38.75	\$39.52	\$40.31	\$41.12	\$41.94	\$42.16	\$47.73
	Annual:	\$77,467	\$79,016	\$80,597	\$82,209	\$83,853	\$85,530	\$87,241	\$87,693	\$99,268
• Finance Director/Treasurer										
Grade 8 30% Range Spread	Hourly:	\$32.52	\$33.17	\$33.83	\$34.51	\$35.20	\$35.90	\$36.62	\$36.81	\$41.67
	Annual:	\$67,637	\$68,989	\$70,369	\$71,777	\$73,212	\$74,676	\$76,170	\$76,565	\$86,671
• Fire & Rescue Chief/EMA Director Code Enforcement Officer Director of Public Works										
• Registrar Town Clerk Forest Warden										
Grade 7 30% Range Spread	Hourly:	\$27.13	\$27.67	\$28.22	\$28.79	\$29.37	\$29.95	\$30.55	\$30.71	\$34.76
	Annual:	\$56,428	\$57,557	\$58,708	\$59,882	\$61,080	\$62,301	\$63,547	\$63,877	\$72,309
• Deputy Fire & Rescue Chief/Paramedic Parks & Recreation Director										
Grade 6 30% Range Spread	Hourly:	\$21.11	\$21.54	\$21.97	\$22.41	\$22.85	\$23.31	\$23.78	\$23.90	\$27.05
	Annual:	\$43,915	\$44,793	\$45,689	\$46,603	\$47,535	\$48,486	\$49,456	\$49,712	\$56,274
• Captain Public Works Foreman Tax Collector Human Resources Officer										
• Deputy Tax Collector Deputy Town Clerk Deputy Treasurer										
Grade 5 30% Range Spread	Hourly:	\$17.89	\$18.25	\$18.61	\$18.98	\$19.36	\$19.75	\$20.15	\$20.25	\$22.92
	Annual:	\$37,208	\$37,953	\$38,712	\$39,486	\$40,276	\$41,081	\$41,903	\$42,120	\$47,680
• Lieutenant Paramedic/Firefighter Paramedic Administrative Assistant										
• Drivers Equipment Operator/Laborer										
Grade 4 30% Range Spread	Hourly:	\$15.00	\$15.30	\$15.61	\$15.92	\$16.24	\$16.56	\$16.89	\$16.98	\$19.22
	Annual:	\$31,200	\$31,824	\$32,460	\$33,110	\$33,772	\$34,447	\$35,136	\$35,318	\$39,980
• Firefighter II EMT A Firefighter/EMT B Firefighter/EMT A										
Grade 3 30% Range Spread	Hourly:	\$13.07	\$13.34	\$13.60	\$13.87	\$14.15	\$14.43	\$14.72	\$14.80	\$16.75
	Annual:	\$27,194	\$27,738	\$28,293	\$28,859	\$29,436	\$30,025	\$30,625	\$30,784	\$34,847
• Firefighter I EMT B										
Grade 2 30% Range Spread	Hourly:	\$12.15	\$12.39	\$12.64	\$12.89	\$13.15	\$13.41	\$13.68	\$13.75	\$15.57
	Annual:	\$25,265	\$25,770	\$26,286	\$26,811	\$27,348	\$27,895	\$28,453	\$28,600	\$32,375
• Fire Police										

The salary survey was conducted by looking at each individual position instead of viewing them as combination roles. The towns surveyed generally had unique roles instead of combination roles.

The information presented in the pay grade structure shows both an hourly wage and the corresponding annualized rate for ease of viewing and comparison. The pay grade structure does not indicate which positions are exempt or non-exempt. A review of the FLSA exemption criteria is recommended whenever a position has a change in responsibilities or if a review has not been conducted before.

2016 PAY GRADE STRUCTURE

Raymond's original Pay Grade structure from 2016 is included below for reference.

		STEP 1 (Minimum)	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8 (Midpoint)	MAXIMUM
Grade 11 30% Range Spread	Hourly:	\$38.32	\$39.08	\$39.87	\$40.66	\$41.48	\$42.31	\$43.15	\$44.01	\$49.86
	Annual:	\$79,700	\$81,294	\$82,920	\$84,578	\$86,270	\$87,995	\$89,755	\$91,550	\$103,700
		• Town Manager								
Grade 10 30% Range Spread	Hourly:									
	Annual:									
		• No positions currently in this grade level.								
Grade 9 30% Range Spread	Hourly:	\$30.96	\$31.58	\$32.21	\$32.86	\$33.51	\$34.18	\$34.87	\$35.57	\$40.29
	Annual:	\$64,400	\$65,688	\$67,002	\$68,342	\$69,709	\$71,103	\$72,525	\$73,975	\$83,800
		• Finance Director/Treasurer								
Grade 8 30% Range Spread	Hourly:	\$27.36	\$27.90	\$28.46	\$29.03	\$29.61	\$30.20	\$30.81	\$31.42	\$35.58
	Annual:	\$56,909	\$58,032	\$59,197	\$60,382	\$61,589	\$62,816	\$64,085	\$65,354	\$74,006
		• Fire & Rescue Chief/EMA Director Code Enforcement Officer Director of Public Works Forest Warden								
Grade 7 30% Range Spread	Hourly:	\$24.23	\$24.72	\$25.21	\$25.71	\$26.23	\$26.75	\$27.29	\$27.83	\$31.54
	Annual:									
		• Town Clerk/Registrar								
Grade 6 30% Range Spread	Hourly:	\$16.59	\$19.98	\$20.38	\$20.79	\$21.20	\$21.63	\$22.06	\$22.50	\$25.47
	Annual:	\$34,507	\$41,558	\$42,390	\$43,243	\$44,096	\$44,990	\$45,885	\$46,800	\$52,978
		• Deputy Fire & Rescue Chief/Paramedic Public Works Foreman								
Grade 5 30% Range Spread	Hourly:	\$15.87	\$16.19	\$16.51	\$16.84	\$17.18	\$17.52	\$17.87	\$18.23	\$20.63
	Annual:	\$33,010	\$33,675	\$34,341	\$35,027	\$35,734	\$36,442	\$37,170	\$37,918	\$42,910
		• Paramedic/Firefighter Administrative Assistant Deputy Town Clerk/Deputy Treasurer/Deputy Tax Collector/Payroll & HR Officer Tax Collector/Deputy Town Clerk/Deputy Registrar								
Grade 4 30% Range Spread	Hourly:	\$14.78	\$15.08	\$15.38	\$15.68	\$16.00	\$16.32	\$16.64	\$16.98	\$19.22
	Annual:	\$30,742	\$31,366	\$31,990	\$32,614	\$33,280	\$33,946	\$34,611	\$35,318	\$39,978
		• Deputy Town Clerk/Deputy Tax Collector/General Assistance Administrator Public Works Equipment Operator								

PAY GRADE STRUCTURE MANAGEMENT

As general guidance pay structures should be reviewed every 1-3 years. At a minimum, the pay grade bands should be increased annually to reflect inflation and cost of living changes, with a market review conducted every 2-3 years.

If a full market assessment is not on the schedule, consider increasing the grades by one of the following metrics.

- Annual rate of inflation
- Indexed rate used by the State of Maine for minimum wage increases
Note: Grade 2 has a minimum equivalent to the minimum wage.
- Employment Cost Index from the Bureau of Labor Statistics



PAY GRADE CONSIDERATIONS

REMOVING GRADE 10

As noted at the beginning of the report, there have been no positions in Grade 10 since the salary grades were created in 2016. To simplify the salary grades and remove the unused level, the range spread of Grade 9 and Grade 11 can be increased from 30% to 40%. This allows for overlap between 9 and 11 which means that Grade 10 can be removed. The range spread is the percent difference between the minimum and maximum of a salary grade or band.

A typical salary structure has some degree of overlap between each level. This amount will differ depending on the positions within the bands and the organization's compensation philosophy. Previously, there was no overlap between Grade 9 and Grade 11, which is expected when there is a grade in the middle, seen in the Original table below. In the New table, the range spread has been increased to 40% resulting in an overlap between the two grades.

ORIGINAL:

		STEP 1 (Minimum)	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8 (Midpoint)	MAXIMUM	
Grade 11 30% Range Spread	Hourly:	\$47.78	\$48.74	\$49.71	\$50.71	\$51.72	\$52.76	\$53.81	\$54.09	\$61.23	
	Annual:	\$99,388	\$101,376	\$103,403	\$105,471	\$107,581	\$109,732	\$111,927	\$112,507	\$127,358	
		• Town Manager									
Grade 10 30% Range Spread	Hourly:										
	Annual:										
		• No positions currently in this grade level.									
Grade 9 30% Range Spread	Hourly:	\$37.24	\$37.99	\$38.75	\$39.52	\$40.31	\$41.12	\$41.94	\$42.16	\$47.73	
	Annual:	\$77,467	\$79,016	\$80,597	\$82,209	\$83,853	\$85,530	\$87,241	\$87,693	\$99,268	
		• Finance Director/Treasurer									

NEW:

		STEP 1 (Minimum)	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8 (Midpoint)	MAXIMUM	
Grade 10* 40% Range Spread	Hourly:	\$45.08	\$46.37	\$47.66	\$48.95	\$50.24	\$51.53	\$52.82	\$54.09	\$63.11	
	Annual:	\$93,756	\$96,439	\$99,122	\$101,806	\$104,489	\$107,172	\$109,855	\$112,507	\$131,258	
		• Town Manager									
Grade 9 40% Range Spread	Hourly:	\$35.13	\$36.42	\$37.71	\$39.00	\$40.29	\$41.58	\$42.87	\$42.16	\$49.19	
	Annual:	\$73,077	\$75,761	\$78,444	\$81,127	\$83,810	\$86,493	\$89,177	\$87,693	\$102,308	
		• Finance Director/Treasurer									

REMOVING THE STEPS

The Town of Raymond's current pay grade structure has a minimum, midpoint, and maximum. It also includes steps 1-8 which span from the minimum to the midpoint. This is a useful structure if pay increases are presented in steps based on tenure or another criterion.

The Town increases pay through a straight merit program and has not been utilizing the steps. In order to simplify, the town can consolidate the steps and look at just the minimum, midpoint, and maximum and apply the criteria in the Employee Placement section below. This allows for more flexibility in managing the pay bands and any employee pay increases. Ranges allow for differences in education, experience or performance which aligns with offering a merit-based increase structure compared to a step structure.

The example to the right shows the structure with Grade 10 included but hidden as there is no data. The minimum and maximum of Grade 11 and Grade 9 would change if the Town decides to remove Grade 10 and increase the range spread of Grades 9 and 11.

Additionally, having a broad-based salary structure with a minimum, midpoint, and maximum, will allow for the needed flexibility when conducting any applicable union negotiations.

GRADE	MIN	MID	MAX
Grade 11	\$47.78	\$54.09	\$61.23
30% Range Spread	\$99,388	\$112,507	\$127,358
Grade 9	\$37.24	\$42.16	\$47.73
30% Range Spread	\$77,467	\$87,693	\$99,268
Grade 8	\$32.52	\$36.81	\$41.67
30% Range Spread	\$67,637	\$76,565	\$86,671
Grade 7	\$27.13	\$30.71	\$34.76
30% Range Spread	\$56,428	\$63,877	\$72,309
Grade 6	\$21.11	\$23.90	\$27.05
30% Range Spread	\$43,915	\$49,712	\$56,274
Grade 5	\$17.89	\$20.25	\$22.92
30% Range Spread	\$37,208	\$42,120	\$47,680
Grade 4	\$15.00	\$16.98	\$19.22
30% Range Spread	\$31,200	\$35,318	\$39,980
Grade 3	\$13.07	\$14.80	\$16.75
30% Range Spread	\$27,194	\$30,784	\$34,847
Grade 2	\$12.15	\$13.75	\$15.57
30% Range Spread	\$25,265	\$28,600	\$32,375

EMPLOYEE PAY GRADE MANAGEMENT

Managing employee pay progression within the developed pay grades ensures internal equity is kept top of mind. On an annual basis, a review of each employee’s placement should be conducted. This analysis will show if an employee is falling behind and if they will eventually be paid below the band, or if they are at risk of exceeding the band suggesting that their compensation be red-lined.

Employees over the band:

- Consider “red lining” their salary so they are not priced out of the market
- Consider moving them into a new band or promoting them
- If a lot of employees are over the same band, the band may need a larger range, or market assessment needs to be done

Employees under the band

- They may be in the wrong band
- A market adjustment may be needed
- A market assessment may need to be done to reassess the band

Red-lining compensation means a freeze has been placed on an employee’s pay. Additional increases may only be a Cost of Living increase based on inflation, from a promotion or responsibility change that puts the employee into a new band, or from a retention bonus. Freezing pay is a way to ensure the employee is not priced out of the market, hampering their ability to change jobs in the future.

Additionally, adjusting the pay grades annually will decrease the likelihood of long-term pay freezes from grade compression. Reviewing employee responsibilities and moving positions within the pay grades as necessary, will also reduce the likelihood of pay freezes or compression.

If an employee is in a combo-position, a position with responsibilities in more than one functional area, it is recommended that the position is weighted based on time spent in each functional area. For example, an employee performs functions related to a position that is in Grade 7 for 70% of the time and functions related to a position that is in Grade 5 for 30% of the time. The percent of time spent in each position is applied to the market data to determine the composite average. This can be done either at the mid, mid or max? point of the market data, to determine the appropriate pay grade, or using the pay grade data to check if the employee is paid appropriately for their step, see the example below. If responsibilities are greater than 70% there may be no need to apply a weighted midpoint.

Grade	Band - MIN	Band - MID	Band - MAX	Weight	Custom MID
Grade 7	\$27.13	\$30.71	\$34.76	70%	\$21.50
Grade 5	\$17.89	\$20.25	\$22.92	30%	\$6.08
New Midpoint					\$27.57

In the example to the left, the weighted midpoint is \$27.57. The employee should be in the band where their primary responsibility rests. The weighted midpoint indicates a slight discount to the band and may mean a market adjustment is not needed.

EMPLOYEE MARKET REVIEW

Based on the 2020/2021 pay grade structure, the lowest grade for staff not in the F&R department is Grade 5. This means that the lowest pay for an employee in the town office is \$17.89. Most employees fall within the new recommended pay grade structure for 2020; there are some exceptions:

- There are currently two employees that fall below the minimum of \$17.89, one of which is a part-time employee. If part-time employees are paid outside the normal bands, a policy should be established so there is clear guidance on compensation.
- There are two employees that are below their bands and may need a market adjustment and should be reviewed in additional detail:
 - o The employee in the Registrar/Town Clerk role
 - o The employee in the Finance Director/Treasurer role
- There are two employees in Grade 5 that are paid over the maximum of the band. Both are Public Works Operators/Drivers. If they are long tenured employees, this may be appropriate based on additional annual Cost of Living increases. Long-term management of compensation over the band maximum should be considered: red-lining, annual COL or inflation increase, etc.

EMPLOYEE PLACEMENT

When reviewing compensation related to a pay structure, there are several factors that will determine where a new hire is placed within the band and ongoing management of current employees. The chart to the right shows the percentiles, or viewed in another way, the minimum (25th), midpoint (50th) and maximum (75th)



When assessing employees against the band, or steps, applying the criteria in the graphic will allow for more clarity. If an employee is below their step based on tenure, but they are not performing well or they need more training to be fully proficient in the position, a market adjustment may not be necessary until their performance has improved or until they are fully trained. These items should be addressed during regular reviews, so the employee knows how to advance to the next compensation step.

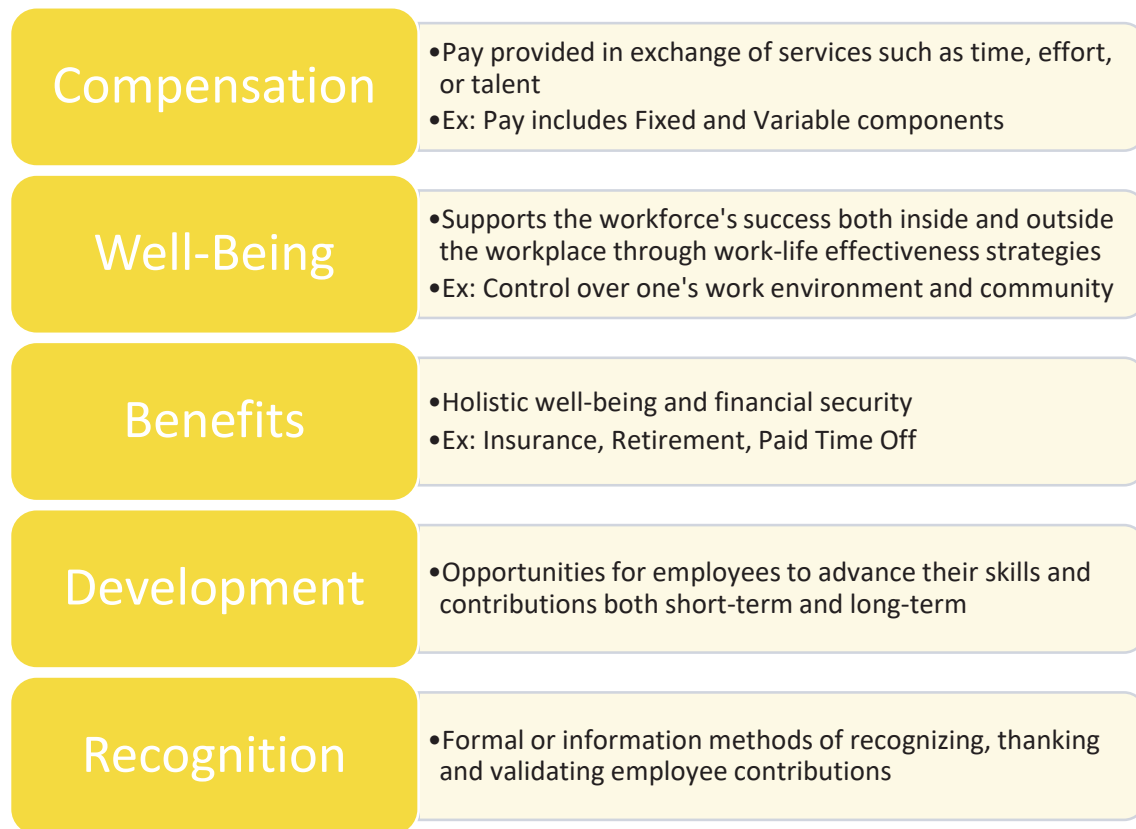
TOTAL REWARDS STRATEGY

TOTAL REWARDS STRATEGY

Developing a Total Rewards strategy (Work, 2020) is imperative to retaining, motivating, and recognizing employees. The core elements of a Total Rewards strategy are Compensation, Benefits, Recognition, Development, and Well-being.

A company's Total Rewards package consists of financial and non-financial rewards. These are tools used by an employer to attract, retain, and motivate their employees. Total rewards provide actualized value in the financial incentives and perceived value in the non-financial incentives. This is an area that allows employers to stand out in a tight labor market, by offering unique rewards that develop or enhance their corporate culture and appeal to both current employees and prospective employees.

In order to effectively recruit and retain employees, they need to understand the benefit of working for the Town of Raymond. In a competitive job market, benefit offerings can have a big impact and successful messaging of the benefits is imperative and it the Town should do an annual benefits overview to encourage participation and understanding of the offerings.



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