



**TOWN OF GRAY**  
**GRAY TOWN COUNCIL BUDGET WORKSHOP**  
**AGENDA • JANUARY 13, 2022**

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**Gray Town  
Council Budget  
Workshop**

**Online via Zoom**  
<https://us06web.zoom.us/j/87407934047>

**4:00 PM**

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**ROLL CALL**

**BUDGET WORKSHOP**

**Council Items 4:00 - 4:45 PM**

- Gray Historical Society Lease - Mo
- Facilities Study - GHS Building - Mo

**Town Manager Items 4:45 - 6:00 PM**

- COLA raises status/other salary adjustments
- Education Fund requests
- Employee Sick Time proposal (accumulation/carryover)
- Contingency fund policy
- Guidance on overall increase

*\* The Town of Gray is an equal opportunity employer and complies with all applicable equal access to public accommodations law. If you are planning to attend a Town Council or Town committee or board meeting and need assistance with a physical disability, please contact the Town Manager's office at least 48 hours in advance of the meeting to have the Town assist you. 657-3339. TTY 657-3931.*

## Town of Gray Lease

**The Town of Gray**, a Maine municipal corporation (referred to hereinafter as "Landlord") hereby agrees to lease a portion of Landlord's property, specified below, to **Gray Historical Society, Inc.**, a Maine nonprofit corporation (referred to hereinafter as "Tenant"), upon the following terms and conditions.

1. Effective Date: July 1, 2022.

2. Leased property (hereinafter, the "Premises"):

1 Main St, Gray, Maine, being more particularly shown as Block 402, Lot 1 on Map 43 of the Tax Maps of the Town of Gray.

3. Approximate total area: \_\_\_\_\_ sq. ft.

4. Use: The Premises is leased to Tenant for the purpose of, and only for the purpose of use as a non-profit Historical Society and Museum, which is understood to include, but not necessarily be limited to provision of the services described in Addendum A, which is attached hereto and incorporated by reference herein. Tenant may not change the character of Tenant's use of the Premises, nor may Tenant add to or delete from the Scope of Services outlined in Addendum A to this Lease, without Landlord's written consent. At no time shall the use of the Premises violate any occupancy restrictions imposed by the Gray Fire Department or the State of Maine Fire Marshall's Office, or any other law, regulation, or restriction imposed by any local, state, or Federal authority.

5. Term:

Start date: July 1, 2022

End date: June 30, 2032

6. Renewal Term:

If Tenant continues to operate a Historical Society and Museum on the Premises, this Lease may be renewed by a majority vote of the Town Council taken no fewer than thirty (30) days prior to the expiration of the Term.

7. Rent:

Total Lease Obligation: \$1 / year

Due Date: July 1, 2022

8. Payment address: Town of Gray, 24 Main Street, Gray, ME 04039, or as directed in writing by Landlord.

9. Utilities and Services: Landlord shall be responsible for the provision of electricity, heat, hot water, and all applicable water and sewer fees. Tenant shall be responsible for all other utilities necessary for proper maintenance and operation of the Premises. Tenant shall operate all electrical, plumbing, and other appliances and systems in a manner that is safe, reasonable, and not unduly wasteful. Maintenance of all such systems shall be the responsibility of Landlord.

10. Grant Funds: Subject to the Town Council's approval of funding in the annual Town budget, Landlord will remit to Tenant up to \$6,000.00 per year for reimbursement of expenses approved by the Town Manager, related to repairs, maintenance, and upkeep of the property. The reduction in any such appropriation, or the elimination thereof by the Town Council shall not constitute grounds for Landlord's default of this Lease.

11. Assignment and Subletting Prohibited: Tenant may not assign this Lease or sublet any portion of the Premises.

12. Signs: Tenant may erect such signs on the Premises as permitted by the ordinances of the Town of Gray. Upon the expiration or termination of the Lease, Tenant shall remove its signs and repair the surface to which they were affixed to the satisfaction of Landlord.

13. Alterations; Improvements; Repairs: Tenant shall not make alterations to the Premises without the written consent of Landlord. When consent is given, Tenant shall be responsible for all costs, including legal and regulatory compliance and cleanup.

Any personal property installed in, or attached to, the Leased Premises by and at the expense of Tenant shall remain the property of Tenant if the same may be removed without damage to the Premises. Upon such removal, Tenant shall restore the Premises to the condition it was in prior to the installation of such personal property. However, if the removal of this personal property would be impossible without material alterations or significant damage to the Lease Premises, the same shall be considered fixtures, which, shall remain installed and become the property of Landlord without cost or reimbursement.

Tenant agrees to notify Landlord immediately about damage or necessary repairs to the Premises. Tenant may not hire any third party to provide repair, renovation, or construction services, except in an emergency, without the prior approval of Landlord. All such parties, if approved, must be properly licensed and insured.

14. Suitability of Premises: The Premises are offered by Landlord and accepted by Tenant as is, where is, and without any representation or warranty. Tenant acknowledges that it has had the opportunity to inspect the Premises and is satisfied with its condition in all respects.

15. Cleanliness: Tenant agrees to maintain all portions of the Premises in a neat and clean condition. Tenant shall not allow rubbish to accumulate in or about the Premises and common areas.

16. Non-Smoking Environment: No smoking is permitted on or within the Premises. All cigarette butts from smoking outside the Building shall be properly disposed of in receptacles designed for that purpose. No smoking is permitted within 25 feet of entryways.

17. Insurance: As of the effective date of this Lease, and throughout the Term of this Lease, Tenant shall maintain the following insurance coverages: (i) general liability insurance for the Premises in amounts of not less than One Million Dollars (\$1,000,000.00) per occurrence and not less than Two Million Dollars (\$2,000,000.00) in general; and (ii) professional liability (*e.g.* Director's and Officers' Insurance) in amounts of not less than One Million Dollars (\$1,000,000.00) per each wrongful act. Each insurance policy must name Landlord as an additional insured and shall insure Landlord as well as Tenant against losses, liabilities, damages, claims, suits, demands, actions, judgments, expenses, and costs (including reasonable attorneys' fees) as herein provided. Tenant shall deposit with Landlord certificates of such insurance at or prior to the Lease Effective Date, and thereafter within ten (10) days prior to the expiration of such policies. Such policies shall to the extent obtainable provide that the policies may not be cancelled or changed without at least ten (10) days' prior written notice to each insured.

18. Non-Waiver of Immunity; Indemnity: Tenant hereby agrees to indemnify, defend, and hold harmless Landlord from all claims, demands, liabilities and suits (including reasonable attorney's fees) of any nature whatsoever, arising out of, because of, or due to the breach or default of the Lease by Tenant, its employees, guests, invitees or contractors, or due to any act, occurrence, or event by Tenant, its employees, guests, invitees, or contractors, or in any way due to the use of the Premises by Tenants, its employees, guests, invitees, and contractors, which indemnification shall survive the termination of this Lease with respect to any claims or liability accruing prior to any termination. Notwithstanding the foregoing, nothing in this Lease is intended, or shall be construed to constitute a waiver of any defense, immunity, or limitation of liability that may be available to Landlord or any of its officers, agents, or employees, pursuant to the Maine Tort Claims Act (14 M.R.S. § 8101 *et seq.*), any State or federal statute, the common law, or any other privileges or immunities as may be provided by law.

19. Default: The following shall constitute a default of Tenant under this Lease: (i) Tenant shall neglect or fail to perform or observe any term, provision, or covenant of this Lease, and fails to remedy to same within thirty (30) days after Landlord provides notice of such failure, or within such longer period of time as may reasonably be required to cure such default if it is of the nature that can be cured; provided, however, that Tenant promptly commences to remedy such default and proceeds with reasonable diligence thereafter to cure the same; (ii) the Premises or any part thereof shall be taken upon execution or other process of law directed against Tenant or shall be taken upon or subject to any attachment at the insistence of any creditor or other claimant. This Lease is made upon the condition that from and after the happening of either of the events of default itemized above, Landlord may lawfully, immediately, and without demand or notice, enter into and upon the Premises and repossess the same without being deemed guilty of any manner of trespass, and without prejudice to any other remedies.

20. Waiver: Notwithstanding anything to the contrary, the failure of Landlord to complain of any act or omission on the part of Tenant, no matter how long the same may have continued, shall not be deemed to be a waiver by Landlord of any of its rights hereunder.

21. Termination: Either party may terminate this Lease for any reason or no reason upon 90 calendar days' written notice.

22. Surrender of Premises: Upon any termination of the Lease, Tenant shall peaceably surrender the

Premises, leaving the same free and clear of any liens and encumbrances. Tenant shall return all keys to the Premises to Landlord, and shall leave the Premises in clean and undamaged condition, reasonable wear-and-tear excepted.

23. Notices: All notices to Tenant, including notices of termination or notices of default, shall be made by (a) delivery to Tenant or any of Tenant's employees at the Premises, (b) by mailing a copy by First Class Mail to Tenant's last known address or (c) by email. Notices shall be considered effective upon such delivery or posting. All notices to Landlord shall be to the rent payment address.

24. Severability: If any part of this Lease is found to be invalid by a court of competent jurisdiction, the rest of this Lease shall not be affected thereby and shall remain in full force and effect.

25. Addenda: Amendments and additions to this Lease may be made by a separate, mutually signed, written Addendum. Where terms of such Addendum and the Lease conflict, the Addendum shall control.

IN WITNESS WHEREOF, the parties hereto have caused this lease to be duly executed.

Dated: \_\_\_\_\_, 2022

Dated: \_\_\_\_\_, 2022

Town of Gray  
24 Main St.  
Gray, ME 04039

Gray Historical Society, Inc.  
1 Main St.  
Gray, ME 04039

\_\_\_\_\_

\_\_\_\_\_

By: Nathaniel Rudy

By: \_\_\_\_\_ [ printed]

Its: Town Manager

Its: \_\_\_\_\_ [title]

## **Addendum A to Lease for 1 Main Street Between Town of Gray and Gray Historical Society, Inc.:**

Founded in 1962 as a community project of Gray Grange, the Gray Historical Society (“GHS”) has fulfilled its purpose to “collect, preserve, and share” for over 60 years.

Early members held their meetings in Stimson Hall where a small collection was organized and cataloged.

In 1978 the GHS’s artifact collection and records were moved into the upstairs at Pennell Institute, where they remained until 2009. Then, as plans progressed and renovations began on the new headquarters for the municipal offices of the Town of Gray, the GHS took on the task of a major move to 1 Main Street, the original Gray Town Hall, built in 1837 (the “Building”).

The GHS membership spent the next 10 years making extensive repairs and improvements to the Building, including the installation of a new roof, the conversion of the Building’s heating system to propane, the addition of new interior paint and exterior soffit and trim repair and paint, as well as the restoration of the Building’s front facing brickwork.

Now, in consideration of the Town of Gray leasing the Building to the Gray Historical Society, for a term of ten (10) years, and for the rental amount of \$1 per year, all as are more particularly described in this Lease, the Gray Historical Society promises to provide (or continue to provide) the following services to the Town of Gray and to the general public during the term of the Lease:

1. GHS offers and will continue to offer research services for families and individuals by request, and will provide assistance with family history at the research room of the Building. Several thousand obituaries both in digital and printed form are available to share.
2. GHS offers and will continue to offer hundreds of artifacts and other collection pieces for public viewing on two floors of the Building. The Building will be open for such public viewing by appointment or through open houses held throughout the year. The Building will also be open each Thursday as GHS’ “history helpers” carry on with various projects. The public is also welcome whenever the “OPEN” flag is out.
3. GHS will continue to offer its outreach program, which provides on-line articles, newsletters, stories, and photos and special “from our files” stories to the general public.
4. GHS will continue to offer a 2 mile “History Walk” through Gray Village complete with a guide map and stops along the way featuring historic homes, buildings, parks, and monuments such as the Soldiers Monument, The Village Green, and the Village cemetery.
5. GHS will continue to maintain a watchful eye for changes in our Town to ensure preservation of the Town’s history, such as GHS’s previous recovery of artifacts from the Henry Pennell home, the Dry Mills Store, and items from the Gray Fire Department no longer needed.

6. GHS will maintain community ties through cooperative efforts and projects with other civic groups such as the Gray Cemetery association, The Village Green committee, Dry Mills schoolhouse committee, and Pennell Alumni Association.

Should any changes, additions, or deletions from this Scope of Services be required, the Gray Historical Society will contact the Gray Town Manager sixty (60) days in advance, or as soon as possible in the event of an emergency change in services. The failure of GHS to provide the above-described Services, or to notify and receive approval from the Town of any changes to this Scope of Services within the timelines described above, shall constitute grounds for Tenant's default under Section 19 of the Lease, and possible termination of the same if left uncorrected. GHS will also provide the Gray Town Manager with an annual report on activities related to the Scope of Services, for inclusion in the Town's Annual Report.

## Town of Gray Lease

**The Town of Gray**, a Maine municipal corporation (referred to hereinafter as "Landlord") ~~hereby agrees to lease~~ a portion of Landlord's property, specified below, to ~~the Gray Historical Society~~ **Gray Historical Society, Inc., a Maine nonprofit corporation** (referred to hereinafter as "Tenant"), upon the following terms and conditions.

1. Effective Date: July 1, 2022.

2. Leased property (hereinafter, the "Premises"):

1 Main St, Gray, Maine, being more particularly shown as Block 402, Lot 1 on Map 43 of the Tax Maps of the Town of Gray.

3. Approximate total area: \_\_\_\_\_ sq. ft.

4. Use: The Premises is leased to Tenant for the purpose of, and only for the purpose of use as a non-profit Historical Society and Museum, which is understood to include, but not necessarily be limited to provision of the including services provided to the Town of Gray as described in Addendum A, which is attached hereto and incorporated by reference herein. Tenant may not change the character of Tenant's use of the Premises, nor may Tenant add to or delete from the Scope of Services outlined in Addendum A to this Lease, without Landlord's written consent. At no time shall the use of the Premises violate any occupancy restrictions imposed by the Gray Fire Department or the State of Maine Fire Marshall's Office, or any other law, regulation, or restriction imposed by any local, state or Federal authority.

5. Term:

Start date: July 1, 2022

End date: June 30, 2032

6. ~~Holdover~~Renewal Term:

If Tenant continues to operate a Historical Society and Museum on the Premises, this Lease ~~must~~ may be renewed by a majority vote of the Town Council ~~to remain in force~~ taken no fewer than thirty (30) days prior to the expiration of the Term.

7. Rent:

Total Lease Obligation: \$1 / year

Due Date: July 1, 2022

8. Payment address: Town of Gray, 24 Main Street, Gray, ME 04039, or as directed in writing by

Landlord.

9. Utilities and Services: ~~Landlord shall be responsible for the provision of electricity, heat, hot water, and all applicable water and sewer fees. Tenant shall be responsible for all other utilities necessary for proper maintenance and operation of the Premises. Tenant shall be responsible for costs of all services and utilities (where applicable) to the Premises unless otherwise indicated below. Landlord shall be responsible for all checked items:~~

- ~~\_\_\_\_\_~~ X Electric \_\_\_\_\_ Propane
- ~~\_\_\_\_\_~~ X Heat \_\_\_\_\_ Oil
- ~~\_\_\_\_\_~~ X Water \_\_\_\_\_ Snow Removal
- ~~\_\_\_\_\_~~ X Sewer Fees \_\_\_\_\_ Trash Removal
- ~~\_\_\_\_\_~~ Cable/Satellite \_\_\_\_\_ Telephone/DSL
- ~~\_\_\_\_\_~~ Other: \_\_\_\_\_

Tenant shall operate all electrical, plumbing and other appliances and systems in a manner that is safe, reasonable, and not unduly wasteful. Maintenance of all such systems shall be the responsibility of Landlord.

10. Grant Funds: Subject to the Town Council’s approval of funding in the annual Town budget, ~~the~~ Landlord will ~~pay remit to the~~ Tenant up to \$6,000.00 per year for reimbursement of expenses approved by the Town Manager, related to repairs, maintenance and upkeep of the property. The reduction in any such appropriation, or the elimination thereof by the Town Council shall not constitute grounds for Landlord’s default of this Lease.

110. Assignment and Subletting Prohibited: Tenant may not assign this Lease or sublet any portion of the Premises.

121. Signs: ~~The~~ Tenant may erect such signs on the Premises as permitted by the ordinances of the Town of Gray. Upon the expiration or termination of the Lease, Tenant shall remove its signs and repair the surface to which they were affixed to the satisfaction of ~~the~~ Landlord.

132. Alterations; Improvements; Repairs: Tenant shall not make alterations to the Premises without the written consent of ~~the~~ Landlord. When consent is given, Tenant shall be responsible for all costs, including legal and regulatory compliance and cleanup.

Any ~~fixtures personal property~~ installed in, or attached to, the Leased Premises by and at the expense of Tenant shall remain the property of Tenant if the same may be removed without damage to the Premises. Upon such removal, ~~the~~ Tenant shall restore the Premises to the condition it was in prior to the installation of such ~~fixtures personal property~~. However, if the removal of this personal property would be impossible without material alterations or significant damage to the Lease Premises, the same shall be considered fixtures, which such restoration would be impossible, the fixtures shall remain installed and become the property of the Landlord without cost or reimbursement.

Tenant agrees to notify Landlord immediately about damage or necessary repairs to the Premises. Tenant may not hire any third party to provide repair, renovation, or construction services, except in an

emergency, without the prior approval of Landlord. All such parties, if approved, must be properly licensed and insured.

143. Suitability of Premises: The Premises are offered by Landlord and accepted by Tenant as is, where is, and without any representation or warranty. ~~and~~ Tenant acknowledges that it has had the opportunity to inspect the Premises and is satisfied with its condition in all respects.

154. Cleanliness: Tenant agrees to maintain all portions of the Premises in a neat and clean condition. Tenant shall not allow rubbish to accumulate in or about the Premises and common areas.

165. Non-Smoking Environment: No smoking is permitted ~~within the Building and on or within~~ the Premises. All cigarette butts from smoking outside the Building shall be properly disposed of in receptacles designed for that purpose. No smoking is permitted within 25 feet of entryways.

176. Insurance: As of the effective date of this Lease, and throughout the Term of this Lease, Tenant shall maintain the following insurance coverages: (i) general liability insurance for the Premises in amounts of not less than One Million Dollars (\$1,000,000.00) per occurrence and not less than Two Million Dollars (\$2,000,000.00) in general; ~~and; Tenant shall maintain~~ (ii) professional liability (e.g. Director's and Officers' Insurance) in amounts of not less than One Million Dollars (\$1,000,000.00) per each wrongful act. Each insurance policy must name Landlord as an additional insured and ~~Said insurance~~ shall insure Landlord as well as Tenant against losses, liabilities, damages, claims, suits, demands, actions, judgments, expenses and costs (including reasonable attorneys' fees) as herein provided. Tenant shall deposit with Landlord certificates of such insurance at or prior to the Lease Effective Date, and thereafter within ten (10) days prior to the expiration of such policies. Such policies shall to the extent obtainable provide that the policies may not be cancelled or changed without at least ten (10) days' prior written notice to each ~~assured~~ insured.

18. Non-Waiver of Immunity; Indemnity: Tenant hereby agrees to indemnify, defend, and hold harmless Landlord from all claims, demands, liabilities and suits (including reasonable attorney's fees) of any nature whatsoever, arising out of, because of, or due to the breach or default of the Lease by Tenant, its employees, guests, invitees or contractors, or due to any act, occurrence, or event by Tenant, its employees, guests, invitees, or contractors, or in any way due to the use of the Premises by Tenants, its employees, guests, invitees, and contractors, which indemnification shall survive the termination of this Lease with respect to any claims or liability accruing prior to any termination. Notwithstanding the foregoing, nothing in this Lease is intended, or shall be construed to constitute a waiver of any defense, immunity, or limitation of liability that may be available to Landlord or any of its officers, agents, or employees, pursuant to the Maine Tort Claims Act (14 M.R.S. § 8101 *et seq.*), any State or federal statute, the common law, or any other privileges or immunities as may be provided by law.

19. Default: The following shall constitute a default of Tenant under this Lease: (i) Tenant shall neglect or fail to perform or observe any term, provision, or covenant of this Lease, and fails to remedy to same within thirty (30) days after Landlord provides notice of such failure, or within such longer period of time as may reasonably be required to cure such default if it is of the nature that can be cured; provided, however, that Tenant promptly commences to remedy such default and proceeds with reasonable diligence thereafter to cure the same; (ii) the Premises or any part thereof shall be taken upon execution or other process of law directed against Tenant or shall be taken upon or subject to any attachment at

the insistence of any creditor or other claimant. This Lease is made upon the condition that from and after the happening of either of the events of default itemized above, Landlord may lawfully, immediately, and without demand or notice, enter into and upon the Premises and repossess the same without being deemed guilty of any manner of trespass, and without prejudice to any other remedies.

20. Waiver: Notwithstanding anything to the contrary, the failure of Landlord to complain of any act or omission on the part of Tenant, no matter how long the same may have continued, shall not be deemed to be a waiver by Landlord of any of its rights hereunder.

2117. Termination: Either party may terminate this Lease for any reason or no reason upon 90 calendar days' written notice.

2218. Surrender of Premises: Upon any termination of the Lease, Tenant shall peaceably surrender the Premises, leaving the same free and clear of any liens and encumbrances. Tenant shall returning all keys to the Premises to Landlord, and shall leave the Premises in clean and undamaged condition, reasonable wear-and-tear excepted.-

2319. Notices: All notices to Tenant, including notices of termination or notices of default, shall be made by (a) delivery to Tenant or any of Tenant's employees at the Premises, (b) by mailing a copy by First Class Mail to Tenant's last known address or (c) by email. Notices shall be considered effective upon such delivery or posting. All notices to Landlord shall be to the rent payment address.

240. Separability/Severability: If any part of this Lease is found to be invalid by a court of competent jurisdiction, or is waived by Landlord, the rest of this Lease shall not be affected thereby and shall remain in full force and effect.

251. Addendum: Amendments and additions to this Lease may be made by a separate, mutually signed, written Addendum. Where terms of such Addendum and the Lease conflict, the Addendum shall control.

IN WITNESS WHEREOF, the parties hereto have caused this lease to be duly executed.

Dated: \_\_\_\_\_, 2022

Dated: \_\_\_\_\_, 2022

Town of Gray  
24 Main St.  
Gray, ME 04039

Gray Historical Society, Inc.  
1 Main St.  
Gray, ME 04039

\_\_\_\_\_

\_\_\_\_\_

By: Nathaniel Rudy

By: \_\_\_\_\_ [ printed]

Its: Town Manager

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Its: \_\_\_\_\_ [title]

DRAFT 20210920 NRudy

Addendum A

Services Provided by the Gray Historical Society to the Town of Gray

List...

**Addendum A to Lease for 1 Main Street Between Town of Gray and Gray Historical Society, Inc.:**  
**Agreement for Gray Historical Society Services to be Delivered from 1 Main Street**

**Background:**

Founded in 1962 as a community project ~~by of~~ Gray Grange, ~~t~~The Gray Historical Society (“GHS”) has fulfilled its purpose ~~to of~~ “collect, preserve, and share” for over 60 years.

Early members held their meetings in Stimson Hall where a small collection was organized and cataloged.

In 1978 the ~~GHS’s artifact~~ collection and records were moved into the upstairs at Pennell Institute, where ~~they#~~ remained until 2009. ~~Then, a~~As plans progressed and renovations began on the new headquarters for the municipal offices of the Town of Gray, the ~~Gray Historical Society~~GHS took on the task of a major move to 1 Main Street, the original Gray Town Hall, built in 1837 ~~(the “Building”).~~

The ~~GHS~~ membership spent the next 10 years making extensive repairs and improvements to the ~~old brick building on Main Street in the heart of Gray Village~~Building, including the installation of a ~~a~~New rRoof, the conversion of ~~the Building’s~~ heating system to propane, ~~the addition of~~ new interior~~a~~ paint, and exterior soffit and trim repair and paint, ~~as well as the restoration of the Building’s~~ front facing~~e~~ brickwork~~k~~ and restoration, ~~to original Town Hall building, were among some of the tasks completed with volunteer labor.~~

Now, in consideration of the Town of Gray leasing the Building to the Gray Historical Society, for a term of ten (10) years, and for the rental amount of \$1 per year, all as are more particularly described in this Lease, the Gray Historical Society promises to provide (or continue to provide) the following services to the Town of Gray and to the general public during the term of the Lease:

**Scope of Services:**

- ~~2.1.~~ The Gray Historical SocietyGHS offers and will continue to offer research services for families and individuals by request, and will provides assistance with family history at the research room ~~at the museum of the Building~~. Several thousand obituaries both in digital and printed form are available to share.
- ~~3.2.~~ The museumGHS offers and will continue to offer hundreds of artifacts and other collection pieces to view for public viewing on two floors of the ~~B~~building. The Building will be open for such public viewing and is open to the public by appointment or through open houses held throughout the year. ~~Our museum~~The Building will also be is open each Thursday as ~~our~~GHS’ “history helpers” carry on with various projects. The ~~and the~~ public is also welcome when ever the “OPEN” flag is out.
- ~~4.3.~~ OurGHS will continue to offer its outreach program, which providesoffers on-line articles, newsletters, stories and photos and ~~our~~special “from our files” stories are very popular to the general public.
- ~~5.4.~~ Outside the doors of the museum, we are involved in the community as well, GHS will continue to offering a 2 mile “History Walk” through Gray Village complete with a guide map and stops along the way featuring historic homes, buildings, parks, and monuments such as the Soldiers Monument, The Village Green, and the Village cemetery.

~~6.5. The society~~GHS will continue to maintains a watchful eye for changes in our Town to ensure preservation of ~~our the Town's~~ history, such as ~~our GHS's previous~~ recovery of artifacts from the Henry Pennell home, the Dry Mills Store, and items from the Gray Fire Department no longer needed.

~~7.6. GHS~~ Maintains will maintain community ties through cooperative efforts and projects with other civic groups such as the Gray Cemetery association, The Village Green committee, Dry Mills schoolhouse committee, and Pennell Alumni Aassociation.

~~The Gray Historical Society agrees to continue offering these services while occupying 1 Main Street under the terms of the lease with the Town of Gray.~~ Should any changes, additions, or deletions from this Scope of Services be required, the Gray Historical Society will contact the Gray Town Manager sixty (60) days in advance, or as soon as possible in the event of an emergency change in services. The failure of GHS to provide the above-described Services, or to notify and receive approval from the Town of any changes to this Scope of Services within the timelines described above, shall constitute grounds for Tenant's default under Section 19 of the Lease, and possible termination of the same if left uncorrected.

~~The Gray Historical Society~~GHS will also provide the Gray Town Manager with an annual report on activities related to the Scope of Services, for inclusion in the Town's Annual Report.



# Gray Study Overview & Recommendations



October 14, 2021

Prepared by:

- Port City Architecture
- Allied Engineering
- Blais Civil Engineers

## Introduction

In April of 2021, Gray advertised for firms to provide a “Property Condition Assessment and Facility Space Needs Analysis” for their twelve municipal facilities. The purpose of the assessment is two parts, The first part is the Property Condition Assessment of the facilities with recommendations and budget estimates. The second part is a Facility Space Needs Analysis of the current facilities. This is necessary to develop recommendations and budget estimates to optimize the use of those facilities, for their expansion and / or renovations, and / or construction of new facilities, and to recommend a master plan for such expansion, renovation, and / or replacement. The master plan serves as a guide for budgeting, setting the priority of maintenance, and general capital replacement projects. It’s also used to guide the town’s overall facilities planning effort and to determine budget requirements for future needs.

Port City Architecture (PCA) was selected with their consultants: Allied Engineering and Blais Civil Engineering. Starting in May and concluding in August of 2021, the team evaluated and documented the buildings / sites and interviewed the different departments.

Individual recommendations are made for each building / site on the Facility Assessment sheets with general conclusions for the facilities to follow in the Overview and Masterplan.

## Overview of Property Condition Assessment

The buildings / sites were all reviewed in the Facility Assessment Condition sheet based on the observation of an architect, mechanical / plumbing engineer, electrical engineer, structural engineer, and civil engineer and then evaluated on observable property components, systems and elements for evidence of significant physical deficiencies (i.e. defects, items of deferred maintenance and code violations).

The buildings / sites that were evaluated are:

- Pennell Parking Complex
- Manual Arts Building

- Newbegin Community Center
- Pennell Lab
- Pennell Municipal Complex
- Public Service Complex
- Central Fire Station
- Pole Barn
- Public Works
- Salt Shed & Gas Pumps
- Transfer Station
- 1 Main Street
- Dry Mills
- Gray Public Library
- Village Station
- Wilkie's Beach

Because both the Pennell Parking and the Municipal Complex have multiple buildings on the site, the site was evaluated as a whole and reviewed as one site. At all other locations, the site was evaluated as with building.

For each site / building, the following are included:

- Facilities Condition Assessment sheet
- Site Plan
- Building Plan when appropriate
- Photos of the facility
  - Overview photos
  - Items of note
- Septic info when it exists

Note: the Site and / or Building plans have numbers indicating where photos were taken

The Facility Assessment sheet has a list of items that were evaluated by the design team and include items of concern with a photo when appropriate, a grade of their severity, and an assigned budgetary cost estimate. Please note, that when items are bundled together the cost for repair / correction should be mitigated. The Priority grading system is as follows:

1. Currently Critical
  - a. Conditions in this category require immediate action to:
    - i. Correct a cited safety hazard
    - ii. Stop accelerated deterioration
    - iii. Return a facility or equipment to operational status
2. Potentially Critical
  - a. Conditions in this category, if not corrected expeditiously, could deteriorate to priority 1 critical within a year. Situations within this category include:
    - i. Intermittent operations
    - ii. Rapid Deterioration
    - iii. Potential life safety hazards

3. Necessary, Not Critical
  - a. Conditions in this category require appropriate attention to preclude deterioration or potential downtime and the associated damage or higher costs if deferred further.
4. Recommended
  - a. Conditions in this category include items that represent a sensible improvement to existing conditions. However, these are not required for the most basic function of the facility.
5. Appearance
  - a. Conditions in this category include finishes that have deteriorated and are required to maintain the required aesthetic standards.
6. Does Not Meet Code – PRIORITY
  - a. While this work is grandfathered, due to the nature of the issue, this should still be addressed sooner rather than later.
7. Does Not Meet Current Code Standards
  - a. Conditions in this category include items that do not conform to existing codes but are grandfathered. No action is required at this time, but should substantial work be undertaken in contiguous areas, certain existing conditions may require correction to comply with current code standards.
8. Underutilized Space
  - a. Space that is underutilized that could be repurposed for other uses.

### **Overview of Facilities Space Needs Analysis**

PCA interviewed the various departments and developed a Space Needs Analysis based on the functions and uses of each department. It includes developing an estimate of the total amount of space required compared to current and projected future needs, accounting for growth in staffing or changes in staffing patterns, and identifying any areas of surplus, deficit, or underutilized spaces that create opportunities for sharing or reassigning space for different uses.

The departments are:

- Fire Department
- Maintenance Department
- Public Works
- Rec Department
- Town Offices
- Transfer Station

### **Facilities Master Plan**

The objectives of the facilities Master Plan is to indicate and prioritize what facility needs are required to be met for the Town of Gray based on the Facilities Assessment and the Space Planning Assessment. Recommendations for the Master Plan are based on evaluating alternatives in order to meet the needs identified in the Space Needs Analysis phase for each facility and the functions they house, whether it is through reconfiguration and reuse of existing space, additions to or renovations of existing space, the addition of new facilities, or some combination thereof to prepare estimated capital.

While there are items that should be addressed for each building listed on their Facilities Assessment sheet, there are several items that are large and / or complex that should be addressed sooner rather than later:

### **1. Pennell Complex Sewer System**

- a. Each building at the Pennell Complex has their own septic system. They are all at or nearing the end of their lives. These need to be taken care of before they fail which could happen at any time.
- b. Recommendation:
  - Replace the individual septic systems with one large system that serves all four buildings.
- c. Estimated Cost: \$90,000 to \$120,000
  - This includes \$20,000 for re-routing existing piping to join to the new system. If the existing piping is not usable, the project would need to add another \$35,000.
  - This assumes that Maintenance moves off campus and there is no vehicle bay drainage system.

### **2. 1 Main Street Stairwell**

- a. The existing stairwell in 1 Main Street is not adequate and does not meet code. Some items will take major renovations like providing access between the two floors and providing adequate access at the bottom of the stair, the rigid insulation should be removed, the electrical panel should be relocated, and the top landing should be made flush.
- b. Recommendations:
  - Replace the existing doors with insulated doors and remove the rigid insulation which is highly flammable.
  - Move the electrical panel to the other side of the wall which is in the kitchen.
  - Remove the landing flooring and sheathing and replace with a single monolithic surface.
- c. Estimated Cost: \$8,500
  - Ideally, an elevator would be added to 1 Main Street with a new stair tower, but this would cost a minim of \$230,000 so I do not see this occurring any time soon, but the existing stair should be made more code compliant sooner rather than later.

### **3. Rec's Before & After the Bell / Camp Bathroom Facilities**

- a. The Rec program does not have adequate bathrooms.
  - In the summer, Rec serves 120 children and 25 Leaders in Training while having very limited bathrooms and changing rooms. According to code, there should be a minimum of (3) boy's toilets, (1) urinal, & (3) sinks and (4) girl's toilets & (3) sinks.
  - Since the bathrooms are located in Newbegin, which is across a drive from the playing fields, the drive is blocked off to allow children access to the bathrooms when camp is in session.

- b. Recommendation:
  - Repurpose the Manual Arts Building into bathrooms and Rec Storage while leaving supply storage where it is currently located.
    1. To facilitate this move, the Maintenance Department would be required to relocate their shop facilities to Village Station. See Central Fire Station below.
  - See attached Master Plan of Manual Arts Building.
- c. Estimated Cost: \$90 / sf of renovation of 800 sf = \$72,000
  - Price may vary based on extent of renovation and level for finishes.

#### 4. Ventilation & Egress Door in Manual Arts Building

- a. Manual Arts building is currently occupied by the Maintenance Department to house their shop, office, storage, and support areas. While the Master Plan recommends relocating some of these functions, this will take several years to accomplish, and both the ventilation and egress door should be addressed now for the safety of staff.
  - Recommendation:
    1. Provide the ventilation indicated in the Facility Assessment Sheets.
    2. Provide an operable door where there is a fixed door now.
  - Estimated Cost: \$3,500 for the door (less if done in house) and \$3,500.

#### 5. Transfer Station Way Finding

- a. The Transfer Station has multiple stations where the public can drop off assorted items. There is a lack of wayfinding which leads to confusion and people accidentally block other people. To add to the confusion, a portion of the drop area is closed when there is snow. This is to prevent people from being hit by falling snow from the roof.
- b. Recommendation:
  - Provide an Entry Booth to monitor access and to guide people entering the Transfer Station.
  - Provide striping, bollards, and signage to provide way finding.
    1. Removable bollards are recommended so they can be removed in winter to facilitate snow removal.
  - Reconfigure the canopy that hangs over recycle bins to control snow fall.
  - See attached sketch for vehicle circulation.
- c. Estimated Cost:
  - Cost of kiosk with heating system: \$18,00 - \$28,000
  - Cost of striping & bollard: \$18,000
  - Cost of snow control on existing roof: \$12,000
  - Total cost: \$48,000 to \$58,000
    1. This does not include design costs.
    2. Scope of project needs additional refinement in order to finalize project budget.

#### 6. Central Station

- a. There are multiple code Infractions, lack of space for programming needs, and scattered equipment and gear scattered between three different stations. This is not efficient and can increase call times. The concerns include:

- There is no Decon room to clean gear and equipment upon return from a call. This room is required to meet industry standards.
- The gear is currently stored in the bays, but it should be separated from the bay to eliminate carcinogens from settling on the gear while being stored. This current setup is contrary to industry standards.
- Fire stairwells are open to the basement which allows fumes and fire to travel up the stairs in the case of an emergency. This is a code violation.
- The furnace is not in a rated enclosure in the basement. This exacerbates the issue on the non-enclosed stairwells. This is a code violation.
- The septic system was designed for only a few people to stay in Central Station and was not designed for the larger number of overnight staff, a Decon room, or gear washer. This needs to be addressed to prevent future issues and before any additional equipment can be installed.
- Some equipment is located at outlying stations increasing the time it takes to collect the equipment (i.e., truck that is regularly used at Dry Mills) and the time it takes for staff to complete needed tasks (i.e. gear washer at Village Station).
- The training room and the dining room should be separate spaces. With them combined, the space is not fulfilling the needs of either room's needs. It is an uncomfortable space and thus, it is not utilized as much as it should.
- Staff have set up a table in the bay area. This is not a safe place to be hanging out, or worse, eating and should desist. This is contingent on the dining area being made more comfortable.
- See Facilities Condition Assessment for more Programming / Comfort concerns.

b. Recommendation:

- Provide an addition and renovate Central Station. This would include:
  1. Providing an addition that would accommodate another truck bay to accommodate the remotely located truck, Decon room, and the gear wash.
  2. Renovate Central Station's kitchen / dining area, and providing space for turn out gear and public bathrooms.
  3. Upgrade the septic system to accommodate the frequent use.
  4. Address other items on the Facilities Assessment sheet that are required to meet current code and safety requirements.
  5. Please note that the renovation would not be able to accommodate a meeting room within the existing Central Station, but the second floor of Pennell Complex is available for large meetings.
- The addition would occupy space that is currently being used for Public Works parking so it would need to be relocated. The best solution would be to provide additional parking behind Public Works and / or renovate the existing Central Station parking which no longer needs as many spaces because they will not be hosting large meetings at this location anymore.
- The renovation of Central Station will allow all the equipment at Village Station to be relocated. This would then allow the current Village Station to accommodate the Maintenance Department. See below for more information.

- c. Estimated Cost for addition / renovation of Central Station:
  - Renovation of existing space: \$70 / sf on the first floor for 1,500 sf = \$105,000
  - Renovation of basement, stairs, etc.: Lump Sum of \$60,000
  - Addition: \$220 / sf for 2,800 sf = \$616,000
  - Estimated Total: \$781,000
    1. An additional \$20,000 should be included to upgrade / replace Fixtures, Furnishings, & Equipment (FF&E).
    2. Scope of project needs additional refinement in order to finalize project budget.

**7. Second Means of Egress at Newbegin Community Center**

- a. The second means of egress for both the lower level and the first floor need to be improved. While the existing means of egress are grandfathered, the number of children that use this space makes this an urgent item.
- b. Recommendation Lower Level:
  - A direct path with walls should be made through the existing kitchen area to the stairwell.
  - See Facilities Condition Assessment for more improvements.
- c. Recommendation First Floor:
  - The stairwell should be enclosed instead of open to the stage.
  - See Facilities Condition Assessment for more improvements.
- d. Estimated Cost: \$25,000 - 45,000  
 Scope of project needs additional refinement in order to finalize project budget.

**8. Relocate Maintenance Department Shop & Offices to Village Station**

- a. While the Manual Arts Building works well for Maintenance, space is tight and there is no room for expansion. The laydown area that the Maintenance Department uses is taking up valuable parking; and equipment is being stored outside where children are tempted to play with it. This creates a safety hazard to the children and the equipment.
- b. Recommendation
  - Moving the Maintenance Department to the Village Station where they would have a larger shop area and a laydown area.
  - The following would have to be done to Village Station to best facilitate the relocation of the Maintenance Department:
    1. Renovate a bathroom to add a shower and make at least one of the sink and toilets ADA compliant as required by code.
    2. Currently there is no kitchenette, so one should be provided for the break room.
    3. Renovate the back area into offices. Also suggest adding at least one window per office.
    4. Provide secure storage area for equipment either by providing a fence around the property or lean-to. The cost for either would be about the same so it would be the town's choice.
  - The storage of paper products and similar would stay at Manual Arts Building where it could be centrally located.
- c. Estimated Cost: This is hard to estimate without additional scope refinement.

## 9. Furniture Throughout

- a. As indicated in several Facility Assessments: office furniture is old, non-ergonomic, and bulky (it was designed for CTR monitors). Many people need more work area or storage space to properly perform their tasks. This can be accomplished with modern furniture which is much less expensive than providing additional square footage. One or the other is necessary.
- b. Recommendation:
  - Replace all the old furniture throughout the town offices. See Facilities Assessment Sheets for more information.
- c. Estimated Cost: \$2,000 to \$ 5,000 per office
  - Note: the cost will depend on what each office / space needs. Most will be around \$2,800 cost.

## 10. Additional Pennell Complex Bathrooms

- a. There is a lack of bathrooms in Pennell Complex and there are no staff showers anywhere on the Pennell Complex.
- b. Recommendation:
  - Provide two bathrooms with showers on the second floor of the Pennell Complex across from the stairwell.
- c. Estimate Cost: \$28,000 per bathroom or \$56,000 total.

## 11. Planning and Code Enforcement Space Needs

- a. At this time, the two people in Code Enforcement are sharing one office which is barely large enough for one person to properly do their tasks, let alone two and there is no room for another Admin which will be needed in the near future.
- b. Recommendation:
  - Dispose of the old bank counter and desk system, which is large, bulky, and non-ergonomic. This will allow enough space for a new counter with three desks and some additional storage. There should be enough room between the offices and the counter for two counter high tables: one for the tax maps and another where staff can have impromptu meetings with people who walk in for a quick review of their plans.
  - Utilize the unused room in the Planning and Code Enforcement for the much-needed Code Enforcement office. This room is no longer needed for a bathroom now that bathrooms with showers will be on the second floor.
- c. Estimate Cost: \$22,000 for new furniture, counter, and minimal fishes for the new office.

## 12. Upgrade Stair Handrails & Guardrails

- a. Throughout the various facilities, the handrails and guardrails do not meet current codes.
- b. Recommendation:
  - Even though the handrails and guardrails are grandfathered, these should be updated. Facilities that should be addressed are:
    1. Newbegin Community Center
    2. Pennell Lab (could be part of overall renovation)
    3. 1 Main Street

4. Central Station (could be part of overall renovation)

- c. Estimate Cost per stair: \$4,500 per stair upgrade if done by Maintenance or \$6,500 to hire a carpenter.

**13. ADA path at Wilkie's Beach**

- a. While Wilkie's Beach is pretty flat, there is no gravel path to provide access to the beach. It would be nice if there's a path to the beach area for people with wheelchairs, walkers, strollers, or similar.
- b. Recommendation:
- Add a gravel path or board walk. The gravel path would be more cost effective but would required more maintenance.
- c. Estimate Cost: \$3,000 for materials if done by Maintenance.



# TOWN OF GRAY

Henry Pennell Municipal Complex  
24 Main St, Gray Maine 04039  
www.graymaine.org

OFFICE OF THE TOWN MANAGER

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January 7, 2022

**TO: Gray Town Council**

**RE: Proposed Salary Adjustments and New / Reclassified Staff Positions for FY23**

In response to various staff members contacting me upon my hire as Town Manager in 2021, and in my own research on the subject of wage and salary competitiveness in the current employment market, I conducted a survey of 12 municipalities of comparable size in terms of real estate / property valuation and population. I have also worked with my Department Head colleagues on proposed new and reclassified staff positions to better accomplish the Town’s work and the goals expressed by the Town Council, which include direction to me on ensuring that the Gray Town staff is given the training and support they need to offer a high level of customer service to Gray residents and citizens.

### Background on the Current Employment Market

The consumer price index has risen sharply in 2021, which demonstrates a higher-than-normal cost of living increase may be in order for FY23 vs. the last budget season. The New England Consumer Price Index (CPI) for New England rose to 5.23% by November of 2021, where it has risen an average of only 1.18% per year from 2011 until 2020 (NE CPI-U [figures](#)). I have informally queried other municipalities in the region, with limited response to date, and reviewed a MTCMA listserv compilation showing a 4.23% average COLA adjustment being proposed by municipalities around the state (Table 1).

*Table 1. Projected FY23 COLA for selected municipalities*

Municipality / Government	COLA
Cumberland County	3.50%
Naples	4.00%
Standish	5.00%
Poland	5.40%
Greene	3.00%
Turner	5.50%
MTCMA Response Average	4.23%
New England Consumer Price Index (Jan – Nov 2021)	5.23%

Given the difficulty of hiring and retaining qualified staff that the Town of Gray and other municipalities have experienced since the COVID pandemic, and related reports of a [Great](#)

Resignation suppressing the pool of candidates in the foreseeable future, we face issues of business continuity, concerns for succession planning, and an essential need to cross train and transfer institutional knowledge amongst staff who we need to develop, support, and retain for the long term. FY23 is not the year to ignore wage pressure and numerous opportunities available at other municipal governments and the private sector.

**Proposed COLA, Performance Based Incentives, and Market Adjustments**

Like many municipalities, the Town of Gray has in the past used a standard, across-the-board COLA for annual salary adjustments. In years when the COLA offering exceeded the CPI, this was effectively a modest increase in wages for Town employees. However, Gray has not kept up with the wages of comparable municipalities, and Council has set a goal for me to raise the level of professionalism and customer service for Gray Town staff. To reinforce those goals, we have proposed salary adjustments in FY23 based on a combination of COLA and FY22 goal achievement / performance standards set by me and Department Heads.

Table 2. Proposed Salary Adjustment Matrix for FY22 -> FY23, and beyond

Adjustment Type	Gray Past FY20, FY21	FY23 Others	Gray Proposed FY22 and beyond
Cost of Living Allowance (COLA)	2%	3-6%	2%
Department Performance Goals	0%	0%	up to 1.0%
Individual Performance Goals	0%	0%	up to 0.5%
Town Performance Goals / Individual Manager Adjustment	0%	0%	up to 0.5%
Market Adjustment by Position (as proposed by Manager)	0%	0%	TBD

The salary adjustment matrix consists of COLA, performance goals, and the demonstrated need for salary adjustments from the data. The comparative analysis of Gray and twelve other comparable municipalities shows that we are currently under par on salary/wages for some employees, in some cases substantially so, which is the focus of the rest of this report’s comments on the FY22->23 salary adjustment proposal.

As a reminder, I have also recommended significant salary adjustments for firefighters that is part of the three-year contract the Town Council approved for full time Firefighter/EMTs and Paramedics in 2021.

**Market Adjustments**

I used a selection of municipalities of comparable valuation as the first parameter for identifying a cohort for the wage and salary study, with comparable population size as a second parameter (Table 3).

Included in the raw data are two municipalities that are significantly smaller than Gray (Waterboro and Buxton) and one that is larger but a geographic competitor in our job market

(Falmouth) to round out the data for positions where we could not find data from the set of municipalities closer in size to Gray, as well as to set outside “bumpers” in the data analysis. These municipalities were not included in the final wage and salary adjustment proposal, in large part because their local governments do not function as closely or have valuations as close as others to the Town of Gray. In the comparative salary and wage analysis and recommendations attached to this memo, I am using the median values from the gathered data, rather than the averages, as median is [the most resistant statistic](#), having a breakdown point of 50%: so long as no more than half the data are contaminated, the median is not an arbitrarily large or small result.

Table 3. Selection of Comparable Municipalities for Salary Study

Municipality Name	County	Municipality Valuation	% Valuation	Population	% Population
South Berwick	York	\$723,400,000	70.3%	7,587	92.7%
Brewer	Penobscot	\$732,700,000	71.2%	9,134	111.6%
<b>Waterboro</b>	York	\$778,250,000	75.6%	8,131	99.4%
Rockland	Knox	\$789,050,000	76.6%	7,205	88.1%
<b>Buxton</b>	York	\$821,300,000	79.8%	8,279	101.2%
<b>Topsham</b>	Sagadahoc	\$937,550,000	91.1%	8,768	107.2%
<b>Bath</b>	Sagadahoc	\$981,150,000	95.3%	8,340	101.9%
<b>Skowhegan</b>	Somerset	\$993,050,000	96.5%	8,258	100.9%
<b>Gray</b>	Cumberland	\$1,029,500,000	100.0%	8,181	100.0%
Ellsworth	Hancock	\$1,075,400,000	104.5%	7,964	97.3%
<b>Standish</b>	Cumberland	\$1,103,700,000	107.2%	10,504	128.4%
<b>Bridgton</b>	Cumberland	\$1,106,700,000	107.5%	5,271	64.4%
<b>Raymond</b>	Cumberland	\$1,150,200,000	111.7%	4,606	56.3%
<b>Cumberland</b>	Cumberland	\$1,328,750,000	129.1%	8,054	98.4%
<b>Yarmouth</b>	Cumberland	\$1,711,350,000	166.2%	8,404	102.7%
<b>Freeport</b>	Cumberland	\$1,739,650,000	169.0%	8,448	103.3%
Old Orchard Beach	York	\$1,750,600,000	170.0%	8,710	106.5%
<b>Not comparable in size or valuation</b>					
Westbrook	Cumberland	\$2,144,350,000	208.3%	18,619	227.6%
Brunswick	Cumberland	\$2,319,900,000	225.3%	20,814	254.4%
<b>Falmouth</b>	Cumberland	\$2,532,600,000	246.0%	11,685	142.8%
South Portland	Cumberland	\$4,308,100,000	418.5%	25,927	316.9%
Scarborough	Cumberland	\$4,313,600,000	419.0%	19,361	236.7%
Portland	Cumberland	\$9,687,850,000	941.0%	67,434	824.3%
<b>Affinity Scale</b>	Same	+/-	5%	+/-	5%
	Adjacent	+/-	10%	+/-	10%
	Second Adj	+/-	30%	+/-	20%
			over		
	Not Adj	+/-	30%	+/-	over 20%

From: Maine Municipal Salary & Benefits Report, 2021

As some of the comparable municipalities are outside of Cumberland County, and their average wages are all less and should be factored into the wage analysis, I have included the Maine Department of Labor average wage information for counties and the state (Table 4).

Table 4. Annual Average Wage (2020) by County and State

Geography	Annual Average Wage (2020)	Amt vs. Cumberland Co.	% vs. Cumberland Co.
Maine	\$51,220	(\$5,765)	89.9%
Androscoggin	\$48,081	(\$8,904)	84.4%
Aroostook	\$45,076	(\$11,909)	79.1%
Cumberland	\$56,985	\$0	100.0%
Franklin	\$41,542	(\$15,443)	72.9%
Hancock	\$47,367	(\$9,618)	83.1%
Kennebec	\$50,804	(\$6,181)	89.2%
Knox	\$46,048	(\$10,937)	80.8%
Lincoln	\$40,809	(\$16,176)	71.6%
Oxford	\$44,752	(\$12,233)	78.5%
Penobscot	\$49,236	(\$7,749)	86.4%
Piscataquis	\$41,226	(\$15,759)	72.3%
Sagadahoc	\$55,175	(\$1,810)	96.8%
Somerset	\$47,897	(\$9,088)	84.1%
Waldo	\$46,662	(\$10,323)	81.9%
Washington	\$45,296	(\$11,689)	79.5%
York	\$51,786	(\$5,199)	90.9%

Maine Department of Labor, Center for Workforce Research and Information

<https://www.maine.gov/labor/cwri/oes1.html>

Adjusting for average annual wage differences by counties for comparable municipalities in the wage study will be subjective but should still be factored into the data analysis and policy decisions. Based on the “affinity to Gray” scale applied to municipalities in Table 3, I have attached two spreadsheets to this memo. Attachment 1 is a table of positions and wages/salaries by town, grouped into Tiers 1-4 based on closeness to Gray in location, valuation, and population size, with Tier 1 being most similar and Tier 4 being least like Gray.

Attachment 2 is a table of my proposed wage and salary corrections for employees earning less than the weighted median of Tiers 1-3 of the collected data, for Council consideration. I have used a “weighted average” of Tiers 1-3, which means that Tier 1 data is counted three times, Tier 2 two times, and Tier 3 one time in the overall average.

The proposed wage and salary adjustments are split over FY23 and FY24, to reduce the financial effect that may be felt in the budget for a single year (Table 5).

Table 5. Proposed COLA and Salary Adjustment Matrix for FY22 -> FY23 Full Time Employees

Adjustment	Gray Proposed		Gray Proposed	
	% Increase	Proposed Amount	% Increase	Proposed Amount
	23 FY23	23 FY23	24 FY24	24 FY24
Current Year (estimate and projections)	0	\$ 2,297,430		\$ 2,616,481
Cost of Living Allowance (COLA)	2%	\$ 45,949	2%	\$ 52,330
Department Performance Goals (up to)	1%	\$ 22,974	1%	\$ 26,165
Individual Performance Goals (up to)	0.5%	\$ 11,487	0.5%	\$ 13,082
Town Performance Goals / Individual Manager Adjustment (up to)	0.5%	\$ 11,487	0.5%	\$ 13,082
Market Adjustment by Position (cumulative)	9.9%	\$ 227,155	2.7%	\$ 61,954
Total Proposed Increase	13.9%	\$ 319,052	6.7%	\$ 166,613
Total Full Time EE Budget Estimate		\$ 2,616,481		\$ 2,783,094

*Figures subject to change as we refine the budget process.*

### Proposed New and Reclassified Staff Positions

At your January 31 workshop I will discuss in more detail the proposed New Positions and Reclassifications I have proposed for the Administrative, Library, Planning, and Town Clerk’s offices.

#### *Administration*

I propose to reclassify the *Human Resources Administrator / Assistant to the Town Manager* position to Director of Human Resources, with duties commensurate to the level of an Assistant Town Manager. I am also proposing to add Assistant Town Manager to the Finance Director position. The expected outcomes will be to recognize the administrative role that these positions play, to assist with succession planning and transfer of institutional knowledge, to reinforce these roles as a career track for future Town Management (a discipline facing increasing challenges in recruitment and knowledge transfer/mentorship), and, working with the Digital Media Coordinator, to fulfil the Council’s request for enhanced data and data analysis to assist with policy making decisions.

### *Library*

The Library Director proposes to eliminate a 24 hour / week part time position and create an Assistant Library Director position to help with library administration and to help coordinate my proposed move of the IT and GCTV Departments to the library. Library science has synergy with technology adoption and use, and the library is identified as a secondary location for government television programming broadcast. We have also discussed using the library conference room space as a television production studio as needed for educational and public access television programs.

### *Planning and Code Enforcement*

We propose to add an Administrative Assistant position to the Development Office, who would assume half of the responsibilities of the current Assistant to the Planning and Code Enforcement role and provide more resources to both Departments. We will focus on cross training for all three proposed Departmental Administrative Assistants in FY23, to help with knowledge transfer, institutional memory transfer, and better coverage during vacations and time out of office. The expected outcomes of this staffing request are to remove some administrative weight from Doug Webster so the planners can focus on policy recommendations and ordinance revisions that encourage community economic development, and to clarify and streamline lines of management, communication, and authority for the planning department, code office, and assessor.

### *Clerks*

Gray voters supported a Town Council proposed Charter amendment to create a new Town Clerk position, removing that role from the Town Manager job. We propose to eliminate a Deputy Clerk position and move an employee from the Clerk's office into the new role being created in the Development Office.

### **Other Positions**

The Public Safety Department is proposing up to four new Firefighter / EMS positions, we hope to be supported by a federal SAFER grant for the first three years. This material is also included in the 1/13 meeting packet.

All Data (Tier 4)		Tier 1										Tier 2			Tier 3			Tier 4						
Community	Salary/Hourly	Gray (adj.)	Difference	Skowhegan	Bath	Cumberland	Topsham	Yarmouth (adj.)	Freeport	Bridgton	Standish	Raymond (adj.)	Waterboro	Buxton	Falmouth									
Population		8,181		8,258	8,340	8,054	8,768	8,404	8,448	5,271	10,504	4,606	8,131	8,279	11,685									
Valuation		1,029,500,000		993,050,000	981,150,000	1,328,750,000	937,550,000	1,711,350,000	1,739,650,000	1,106,700,000	1,103,700,000	1,150,200,000	778,250,000	821,300,000	2,532,600,000									
County		Cumberland		Somerset	Sagadahoc	Cumberland	Sagadahoc	Cumberland	Cumberland	Cumberland	Cumberland	Cumberland	York	York	Cumberland									
Job Title																Avg	Mean	Median	Tri-Avg	Std Dev	abs(e5)+t5	Count	tri vs avg	
Town Manager	\$105,000.00	\$ 105,000	-\$14,867	\$ 74,561	\$ 122,949	\$ 134,523	\$ 113,984	\$ 130,685	\$ 131,508	\$ 112,986	\$ 133,064	\$115,000	\$ 100,000	\$ 141,274	\$ 119,139	119139	117512	122949	119867	-19122	-\$4,255	11	727	
Finance Director	\$88,200.00	\$ 88,200	-\$2,370	\$ 64,550	\$ 109,990	\$ 113,000	\$ 90,002	\$ 106,526	\$ 116,522	\$ 71,000	\$ 100,499	\$73,000	\$ 62,109	\$ 57,013	\$ 111,238	89621	86839	95250	90570	-22620	-\$20,250	12	949	
Administrative Assistant to Town Manager (others: Human Resource/Deputy Treasurer)	\$60,000.00	\$ 60,000	\$6,195	\$ 48,384	\$ 58,448	\$ 75,500	\$ 53,352	\$ 48,734	\$ 47,582	\$ 48,734	\$ 47,582	\$56,867	\$ 38,480	\$ 62,982	\$ 54,481	54481	53582	53352	53805	-10669	-\$4,474	9	-676	
Clerk	\$22.19	\$ 41,540	\$702	\$ 32,530	\$ 44,678	\$ 44,678	\$ 37,211	\$ 49,808	\$ 44,678	\$ 49,808	\$ 44,678	\$37,211	\$ 49,808	\$ 44,678	\$ 41,057	41057	40512	40945	40838	-7685	-\$6,984	4	-219	
Clerk	\$22.00	\$ 41,184	\$346	\$ 32,530	\$ 44,678	\$ 44,678	\$ 37,211	\$ 49,808	\$ 44,678	\$ 49,808	\$ 44,678	\$37,211	\$ 49,808	\$ 44,678	\$ 41,057	41057	40512	40945	40838	-7685	-\$7,339	4	-219	
Town Clerk - Appointed			-\$68,830	\$ 65,896	\$ 57,096	\$ 77,606	\$ 62,878	\$ 76,858		\$ 73,191	\$ 67,642	\$ 67,642	\$ 61,797	\$ 84,053	\$ 69,669	69669	69179	67642	68830	-8793	\$60,037	9	-839	
Deputy Clerk (Assistant Clerk in Gray)	\$23.81	\$ 44,572	\$2,407	\$ 40,644	\$ 36,382	\$ 40,644	\$ 36,382	\$ 39,811	\$ 43,907	\$ 39,811	\$ 43,907	\$49,670	\$ 42,640	\$ 31,383	\$ 57,533	42746	42108	41642	42166	-8023	-\$5,616	8	-581	
Accounting Clerk? (others: Finance Clerk)				\$ 60,570		\$ 60,570		\$ 47,133		\$ 47,133					\$ 53,851	53851	53431	53851	53711	-9501	-\$9,501	2	-140	
Bookkeeper / AP?								\$ 61,639		\$ 61,639					\$ 61,639	61639	61639	61639	61639			1	0	
Excise Tax Clerk?								\$ 49,838	\$ 43,427	\$ 49,838	\$ 43,427				\$ 45,249	45249	45134	43427	44603	-4002	-\$4,002	3	-646	
Deputy Tax Clerk?				\$37,761	\$ 41,711	\$ 41,711	\$ 41,711	\$ 48,428		\$ 48,428	\$ 27,407	\$ 27,407	\$ 45,167	\$ 45,656	\$ 40,682	40682	40096	41711	40829	-7010	-\$7,010	7	147	
Deputy Treasurer?				\$ 58,698	\$ 58,698	\$ 58,698	\$ 58,698	\$ 58,698		\$ 58,698	\$ 27,407	\$ 27,407	\$ 43,052	\$ 43,052	\$ 43,052	43052	40109	43052	42071	-22126	-\$22,126	2	-981	
Community Dev Director (others: Planning Director)	\$86,000.00	\$ 86,000	\$13,063	\$ 69,701	\$ 70,616	\$ 53,619	\$ 82,909	\$ 93,582	\$ 84,026	\$ 93,582	\$ 84,026	\$ 67,974			\$ 71,739	74271	73362	71178	72937	-12244	\$819	8	-1334	
Community Planner (others: Economic Development Director)	\$74,000.00	\$ 74,000	-\$4,861	\$ 34,371			\$ 88,962	\$ 90,147		\$ 90,147	\$ 72,141	\$ 77,637			\$ 109,970	78871	74412	83299	78861	-25390	-\$20,529	6	-10	
Administrative Assistant to Code & Community Dev Assessor	\$24.48	\$ 45,827	\$3,165	\$ 44,085	\$ 75,691	\$ 57,824	\$ 81,765	\$ 49,113	\$ 104,618	\$ 49,113	\$ 104,618	\$ 87,557	\$ 41,600	\$ 38,200	\$ 41,330	45565	45189	44085	42661	-6513	-\$3,348	7	-2903	
Assessor	\$75,700.00	\$ 75,700	-\$12,731	\$ 51,411	\$ 75,691	\$ 57,824	\$ 81,765	\$ 49,113	\$ 104,618	\$ 49,113	\$ 104,618	\$ 87,557	\$ 41,600	\$ 38,200	\$ 41,330	89161	88575	87557	88431	-1476	\$1,255	5	-730	
Administrative Assistant to Assessor (others: Code/Comm Dev)	\$21.64	\$ 40,510	-\$2,481	\$ 51,411	\$ 57,824	\$ 57,824	\$ 57,824	\$ 49,113	\$ 104,618	\$ 49,113	\$ 104,618	\$ 87,557	\$ 41,600	\$ 38,200	\$ 41,330	46607	45899	47957	42992	-8583	-\$6,101	6	-3616	
Chief Code Enforcement Officer	\$74,000.00	\$ 74,000	\$3,413	\$ 63,205	\$ 74,298	\$ 88,288	\$ 63,590	\$ 75,790	\$ 79,638	\$ 59,571	\$ 72,578	\$ 69,000	\$ 64,168	\$ 59,384	\$ 79,477	70749	70222	70789	70587	-9109	-\$5,696	12	-162	
Assistant Code Enforcement Officer (others: 1/2 time asst (calculated x2 on this sheet))	\$61,500.00	\$ 61,500	\$6,500	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000	\$ 58,056		\$ 58,056					\$ 55,028	55028	54945	55028	55000	-4282	\$2,217	2	-28	
Digital Media Coordinator	\$55,000.00	\$ 55,000	-\$7,225	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,449		\$ 62,449					\$ 62,225	62225	62224	62225	62225	-318	\$6,907	2	0	
IT Systems Administrator	\$73,700.00	\$ 73,700	\$11,580	\$ 62,120	\$ 62,120	\$ 62,120	\$ 62,120	\$ 62,120		\$ 62,120			\$ 62,120		\$ 62,120	62120	62120	62120	62120		\$11,580	1		
Library Director	\$66,500.00	\$ 66,500	-\$6,823	\$ 78,000	\$ 82,838	\$ 88,941	\$ 76,945	\$ 64,097		\$ 64,097			\$ 42,500		\$ 42,500	72220	70276	77473	73323	-16717	-\$9,895	6	1103	
Full-Time Library Aide (others: averages)	\$21.66	\$ 45,053	-\$5,469	\$ 56,000	\$ 37,250	\$ 37,250	\$ 54,114	\$ 54,114		\$ 54,114			\$ 49,122	\$ 48,329	\$ 54,114	49122	48329	54114	50522	-10324	-\$4,855	3	1400	
Full-Time Library Aide	\$22.98	\$ 47,798	-\$2,723	\$ 56,000	\$ 37,250	\$ 37,250	\$ 54,114	\$ 54,114		\$ 54,114			\$ 49,122	\$ 48,329	\$ 54,114	49122	48329	54114	50522	-10324	-\$7,601	3	1400	
Recreation Director (others: Community Services Asst Direct / Parks & Rec Director)	\$61,000.00	\$ 61,000	-\$7,073	\$ 68,402.00	\$ 93,662	\$ 85,488	\$ 76,107	\$ 67,623		\$ 67,623		\$ 61,808	\$ 57,130	\$ 52,998	\$ 68,883	68883	67712	67623	68073	-13839	-\$6,766	9	-810	
Child Care Coordinator	\$22.44	\$ 46,675	-\$1,242	\$ 41,501.00	\$ 47,486	\$ 58,000	\$ 48,282	\$ 54,025		\$ 54,025		\$ 35,360	\$ 42,432	\$ 58,989	\$ 48,259	48259	47608	47884	47917	-8365	-\$7,124	8	-342	
Rec Admin Asst?				\$ 32,339.00				\$ 35,360		\$ 35,360		\$ 35,360	\$ 35,880		\$ 34,526	34526	34490	35360		-1912	-\$1,912	3	-34526	
Public Safety Director / Fire Chief	\$79,200.00	\$ 79,200	-\$958	\$ 81,806	\$ 80,434	\$ 60,979	\$ 92,461	\$ 92,461		\$ 92,461	\$ 84,480	\$77,205	\$ 79,590	\$ 83,928	\$ 100,424	80131	79223	81120	80158	-12387	-\$11,429	10	27	
Assistant Fire Chief (others: Deputy Fire Chief)	\$60,000.00	\$ 60,000	-\$9,129	\$ 73,320	\$ 55,390	\$ 55,390	\$ 75,990	\$ 75,990		\$ 75,990	\$1,035 Qtrly	\$ 60,362	\$64,002	\$ 66,664	\$ 73,513	68954	68440	69992	69129	-8924	\$205	8	175	
Public Works Director (others: Highway Superintendent)	\$82,200.00	\$ 82,200	-\$5,523	\$ 81,806.00	\$ 99,736	\$ 91,354	\$ 98,955	\$ 83,824		\$ 83,824	\$ 90,176	\$ 92,971	\$79,397	\$ 70,000	\$ 72,030	\$ 94,286	86776	86216	90176	87723	-10150	-\$4,628	11	947
Foreman (others: Highway Foreman)	\$25.50	\$ 53,040	-\$4,404	\$ 55,702.00	\$ 63,086	\$ 63,086	\$ 54,898	\$ 51,626		\$ 51,626	\$ 55,328	\$ 56,533	\$56,826	\$ 58,053	\$ 69,992	58005	57793	56533	57444	-5430	-\$1,026	9	-561	
Light Equipment Operator (others: Truck Driver)	\$20.40	\$ 42,432	-\$3,564	\$ 50,956.00	\$ 44,595	\$ 45,011	\$ 47,882	\$ 48,278	\$ 46,301	\$ 48,278	\$ 46,301	\$ 42,765	\$44,720	\$ 44,000	\$ 47,445	46195	46138	45656	45996	-2453	\$1,112	10	-199	
Light Equipment Operator	\$20.40	\$ 42,432	-\$3,564	\$ 50,956.00	\$ 44,595	\$ 45,011	\$ 47,882	\$ 48,278	\$ 46,301	\$ 48,278	\$ 46,301	\$ 42,765	\$44,720	\$ 44,000	\$ 47,445	46195	46138	45656	45996	-2453	\$1,112	10	-199	
Light Equipment Operator	\$21.01	\$ 43,701	-\$2,295	\$ 50,956.00	\$ 44,595	\$ 45,011	\$ 47,882	\$ 48,278	\$ 46,301	\$ 48,278	\$ 46,301	\$ 42,765	\$44,720	\$ 44,000	\$ 47,445	46195	46138	45656	45996	-2453	-\$157	10	-199	
Light Equipment Operator	\$21.42	\$ 44,554	-\$1,443	\$ 50,956.00	\$ 44,595	\$ 45,011	\$ 47,882	\$ 48,278	\$ 46,301	\$ 48,278	\$ 46,301	\$ 42,765	\$44,720	\$ 44,000	\$ 47,445	46195	46138	45656	45996	-2453	-\$1,010	10	-199	
Light Equipment Operator	\$21.42	\$ 44,554	-\$1,443	\$ 50,956.00	\$ 44,595	\$ 45,011	\$ 47,882	\$ 48,278	\$ 46,301	\$ 48,278	\$ 46,301	\$ 42,765	\$44,720	\$ 44,000	\$ 47,445	46195	46138	45656	45996	-2453	-\$1,010	10	-199	
Mechanic	\$28.31	\$ 58,885	\$6,210	\$ 51,288	\$ 56,493	\$ 56,493	\$ 56,493	\$ 46,925		\$ 46,925	\$ 56,493	\$55,162	\$ 52,467	\$ 53,231	\$ 52,225	52467	52331	52225	52674	-4304	\$1,907	4	208	
Administrative Assistant to Public Works (others: PW Secretary)	\$21.42	\$ 11,138	-\$33,031	\$ 38,172.00			\$ 50,686	\$ 44,138		\$ 44,138			\$ 44,332	\$ 44,037	\$ 44,138	44332	44037	44138	44169	-6259	\$26,771	3	-163	
Transfer Station Director (others: Director of Waste and Recycling, Recycling Manager)	\$69,000.00	\$ 69,000	\$11,989	\$ 63,918	\$ 63,918	\$ 63,918	\$ 61,589	\$ 56,950		\$ 56,950	Held by Public	\$ 47,622	\$ 48,412	\$ 60,112	\$ 56,434	56434	56069	58531	57011	-6905	\$5,084	6	578	
Administrative Assistant for Director	\$20.00	\$ 41,600	-\$728				\$ 42,328	\$ 42,328		\$ 42,328			\$ 42,328	\$ 42,328	\$ 42,328	42328	42328	42328	42328			1	0	
Full Time Transfer Station Attendant (others: avg)	\$17.00	\$ 35,360	-\$5,063	\$ 48,214	\$ 49,005	\$ 49,005	\$ 40,830	\$ 35,485	\$ 39,342	\$ 35,485	\$ 39,342	\$ 38,480	\$ 36,421	\$ 41,111	41111	40817	39342	40423						

Wage and Salary Proposal Full Time Employees	Gray					Tier 1 Skowhegan, Bath Cumberland, Topsham			Tier 2 add Yarmouth, Freeport			Tier 3 add Bridgton, Standish, Raymond			All add Falmouth, Buxton, Waterboro			Tier 1-3 Weighted Average of T1-T3	
	Current Annual	Proposed Annual	Total Change (over 2 years)	FY23 Increment Change	FY24 Increment Change	Median	Difference	Count	Median	Difference	Count	Median	Difference	Count	Median	Difference	Count	Median	Difference
Town Manager	\$ 105,000	\$ 122,744	\$ 17,744	\$ 11,889	\$ 5,856	\$ 118,466	\$ (13,466)	4	\$ 126,817	\$ (21,817)	6	\$ 122,949	\$ (17,949)	9	\$ 122,949	\$ (17,949)	11	122744	\$ (17,744)
Finance Director / Asst. Town Manager	\$ 88,200	\$ 102,918	\$ 14,718	\$ 9,861	\$ 4,857	\$ 99,996	\$ (11,796)	4	\$ 108,258	\$ (20,058)	6	\$ 100,499	\$ (12,299)	9	\$ 95,250	\$ (7,050)	12	102918	\$ (14,718)
Human Resources Director / Asst. Town Manager	\$ 70,000	\$ 70,000	\$ 10,000	\$ 6,700	\$ 3,300														
Administrative Assistant to Town Manager - reclass Clerk - eliminate	\$ 60,000	-				\$ 55,900	\$ 4,100	4	\$ 55,900	\$ 4,100	4	\$ 53,352	\$ 6,648	7	\$ 53,352	\$ 6,648	9	55051	\$ 4,949
Assistant Clerk / Accounts Payable Specialist	\$ 41,184	\$ 42,000	\$ 816	\$ 816	\$ -	\$ 38,604	\$ 2,935	2	\$ 38,604	\$ 2,935	2	\$ 40,945	\$ 595	4	\$ 40,945	\$ 595	4	39384	\$ 2,155
Town Clerk - Appointed	\$ -	\$ 70,000	\$ 70,000	\$ 70,000	\$ -	\$ 64,387	\$ (64,387)	4	\$ 65,896	\$ (65,896)	5	\$ 67,642	\$ (67,642)	7	\$ 67,642	\$ (67,642)	9	65975	\$ (65,975)
Deputy Clerk (reclass from Assistant Clerk)	\$ 44,572	\$ 44,572	\$ -	\$ -	\$ -	\$ 38,513	\$ 6,059	2	\$ 38,513	\$ 6,059	2	\$ 40,644	\$ 3,928	5	\$ 41,642	\$ 2,930	8	39223	\$ 5,349
Community Dev Director	\$ 86,000	\$ 86,000	\$ -	\$ -	\$ -	\$ 70,159	\$ 15,842	4	\$ 76,762	\$ 9,238	6	\$ 70,616	\$ 15,384	7	\$ 71,178	\$ 14,822	8	72512	\$ 13,488
Community Planner	\$ 74,000	\$ 74,000	\$ -	\$ -	\$ -	\$ 61,666	\$ 12,334	2	\$ 88,962	\$ (14,962)	3	\$ 77,637	\$ (3,637)	5	\$ 83,299	\$ (9,299)	6	76088	\$ (2,088)
Administrative Assistant to Community Dev - reclass	\$ 45,827	\$ 45,827	\$ -	\$ -	\$ -	\$ 50,955	\$ (5,128)	2	\$ 49,113	\$ (3,286)	3	\$ 46,800	\$ (973)	5	\$ 44,085	\$ 1,742	7	48956	\$ (3,129)
Assessor	\$ 75,700	\$ 86,097	\$ 10,397	\$ 6,966	\$ 3,431	\$ 81,765	\$ (6,065)	3	\$ 88,969	\$ (13,269)	4	\$ 87,557	\$ (11,857)	5	\$ 87,557	\$ (11,857)	5	86097	\$ (10,397)
Administrative Assistant to Assessor	\$ 40,510	\$ 42,000	\$ 1,490	\$ 998	\$ 492	\$ 54,618	\$ (14,107)	2	\$ 51,411	\$ (10,901)	3	\$ 49,113	\$ (8,603)	5	\$ 47,957	\$ (7,446)	6	51714	\$ (11,204)
Chief Code Enforcement Officer	\$ 74,000	\$ 74,000	\$ -	\$ -	\$ -	\$ 68,944	\$ 5,056	4	\$ 75,044	\$ (1,044)	6	\$ 72,578	\$ 1,422	9	\$ 70,789	\$ 3,211	12	72189	\$ 1,811
Assistant Code Enforcement Officer	\$ 61,500	\$ 61,500	\$ -	\$ -	\$ -	\$ 52,000	\$ 9,500	1	\$ 55,028	\$ 6,472	2	\$ 55,028	\$ 6,472	2	\$ 55,028	\$ 6,472	2	54019	\$ 7,481
Administrative Assistant to Code Office	-	\$ 42,000	\$ 460	\$ 460	\$ -														
Digital Media Coordinator	\$ 55,000	\$ 62,150	\$ 7,150	\$ 4,790	\$ 2,359	\$ 62,000	\$ (7,000)	1	\$ 62,225	\$ (7,225)	2	\$ 62,225	\$ (7,225)	2	\$ 62,225	\$ (7,225)	2	62150	\$ (7,150)
IT Systems Administrator	\$ 73,700	\$ 73,700	\$ -	\$ -	\$ -	\$ -	\$ 73,700	-	\$ -	\$ 73,700	-	\$ -	\$ 73,700	-	\$ 62,120	\$ 11,580	1	0	\$ 73,700
Library Director	\$ 66,500	\$ 79,613	\$ 13,113	\$ 8,785	\$ 4,327	\$ 82,838	\$ (16,338)	3	\$ 78,000	\$ (11,500)	5	\$ 78,000	\$ (11,500)	5	\$ 77,473	\$ (10,973)	6	79613	\$ (13,113)
Assistant Library Director	\$ -	\$ 54,080	\$ 30,093	\$ 30,093	\$ -														
Part-Time Library Aide -adult services - eliminate (24 hrs / wk)	\$23,987	\$ -				\$68,943.55	-\$44,956.99	\$4.00	\$75,043.80	-\$51,057.24	\$6.00	\$72,578.48	-\$48,591.92	\$9.00	\$70,789.16	-\$46,802.60	\$12.00	72188.61	-\$48202.05
Full-Time Library Aide	\$ 45,053	\$ 51,618	\$ 6,565	\$ 4,399	\$ 2,167	\$ 46,625	\$ (1,572)	2	\$ 54,114	\$ (9,062)	3	\$ 54,114	\$ (9,062)	3	\$ 54,114	\$ (9,062)	3	51618	\$ (6,565)
Full-Time Library Aide	\$ 47,798	\$ 51,618	\$ 3,820	\$ 2,559	\$ 1,260	\$ 46,625	\$ 1,173	2	\$ 54,114	\$ (6,316)	3	\$ 54,114	\$ (6,316)	3	\$ 54,114	\$ (6,316)	3	51618	\$ (3,820)
Recreation Director	\$ 61,000	\$ 75,102	\$ 14,102	\$ 9,449	\$ 4,654	\$ 80,798	\$ (19,798)	4	\$ 76,107	\$ (15,107)	5	\$ 68,402	\$ (7,402)	7	\$ 67,623	\$ (6,623)	9	75102	\$ (14,102)
Child Care Coordinator	\$ 46,675	\$ 48,149	\$ 1,474	\$ 988	\$ 486	\$ 47,884	\$ (1,209)	4	\$ 48,282	\$ (1,607)	5	\$ 48,282	\$ (1,607)	5	\$ 47,884	\$ (1,209)	8	48149	\$ (1,474)
Rec Admin Asst	\$ -	\$ -				\$ 32,339	\$ (32,339)	1	\$ 32,339	\$ (32,339)	1	\$ 33,850	\$ (33,850)	2	\$ 35,360	\$ (35,360)	3	32843	\$ (32,843)
Public Safety Director / Fire Chief	\$ 79,200	\$ 80,663	\$ 1,463	\$ 980	\$ 483	\$ 80,434	\$ (1,234)	3	\$ 81,120	\$ (1,920)	4	\$ 80,434	\$ (1,234)	7	\$ 81,120	\$ (1,920)	10	80663	\$ (1,463)
Assistant Fire Chief	\$ 60,000	\$ 67,226	\$ 7,226	\$ 4,841	\$ 2,384	\$ 64,355	\$ (4,355)	2	\$ 73,320	\$ (13,320)	3	\$ 64,002	\$ (4,002)	5	\$ 69,992	\$ (9,992)	8	67226	\$ (7,226)
Public Works Director	\$ 82,200	\$ 85,000	\$ 2,800	\$ 1,876	\$ 924	\$ 91,354	\$ (9,154)	3	\$ 91,354	\$ (9,154)	5	\$ 90,765	\$ (8,565)	8	\$ 90,176	\$ (7,976)	11	91157	\$ (8,957)
Foreman (others: Highway Foreman)	\$ 53,040	\$ 56,799	\$ 3,759	\$ 2,518	\$ 1,240	\$ 59,394	\$ (6,354)	2	\$ 55,300	\$ (2,260)	4	\$ 55,702	\$ (2,662)	7	\$ 56,533	\$ (3,493)	9	56799	\$ (3,759)
Light Equipment Operator	\$ 42,432	\$ 46,398	\$ 3,966	\$ 2,657	\$ 1,309	\$ 46,446	\$ (4,014)	4	\$ 47,091	\$ (4,659)	6	\$ 45,656	\$ (3,224)	8	\$ 45,656	\$ (3,224)	10	46398	\$ (3,966)
Light Equipment Operator	\$ 42,432	\$ 46,398	\$ 3,966	\$ 2,657	\$ 1,309	\$ 46,446	\$ (4,014)	4	\$ 47,091	\$ (4,659)	6	\$ 45,656	\$ (3,224)	8	\$ 45,656	\$ (3,224)	10	46398	\$ (3,966)
Light Equipment Operator	\$ 42,432	\$ 46,398	\$ 3,966	\$ 2,657	\$ 1,309	\$ 46,446	\$ (4,014)	4	\$ 47,091	\$ (4,659)	6	\$ 45,656	\$ (3,224)	8	\$ 45,656	\$ (3,224)	10	46398	\$ (3,966)
Light Equipment Operator	\$ 43,701	\$ 46,398	\$ 2,697	\$ 1,807	\$ 890	\$ 46,446	\$ (2,746)	4	\$ 47,091	\$ (3,390)	6	\$ 45,656	\$ (1,955)	8	\$ 45,656	\$ (1,955)	10	46398	\$ (2,697)
Light Equipment Operator	\$ 44,554	\$ 46,398	\$ 1,844	\$ 1,236	\$ 609	\$ 46,446	\$ (1,893)	4	\$ 47,091	\$ (2,538)	6	\$ 45,656	\$ (1,102)	8	\$ 45,656	\$ (1,102)	10	46398	\$ (1,844)
Light Equipment Operator	\$ 44,554	\$ 46,398	\$ 1,844	\$ 1,236	\$ 609	\$ 46,446	\$ (1,893)	4	\$ 47,091	\$ (2,538)	6	\$ 45,656	\$ (1,102)	8	\$ 45,656	\$ (1,102)	10	46398	\$ (1,844)
Mechanic	\$ 58,885	\$ 58,885	\$ -	\$ -	\$ -	\$ 53,890	\$ 4,994	2	\$ 53,890	\$ 4,994	2	\$ 53,225	\$ 5,660	4	\$ 53,225	\$ 5,660	4	53669	\$ 5,216
Administrative Assistant to Public Works	\$ 11,138	\$ 11,138	\$ -	\$ -	\$ -	\$ 38,172	\$ (27,034)	1	\$ 44,429	\$ (33,291)	2	\$ 44,138	\$ (33,000)	3	\$ 44,138	\$ (33,000)	3	42246	\$ (31,108)
Transfer Station Director	\$ 69,000	\$ 69,000	\$ -	\$ -	\$ -	\$ 63,918	\$ 5,082	1	\$ 61,589	\$ 7,411	3	\$ 59,270	\$ 9,730	4	\$ 58,531	\$ 10,469	6	61592	\$ 7,408
Administrative Assistant for TS Director	\$ 41,600	\$ 47,000	\$ 5,400	\$ 3,618	\$ 1,782	#NUM!	#NUM!	-	#NUM!	#NUM!	-	\$ 42,328	\$ (728)	1	\$ 42,328	\$ (728)	1	42328	\$ (728)
Full Time Transfer Station Attendant (others: avg)	\$ 35,360	\$ 45,311	\$ 9,951	\$ 6,667	\$ 3,284	\$ 48,609	\$ (13,249)	2	\$ 48,214	\$ (12,854)	3	\$ 40,830	\$ (5,470)	5	\$ 39,342	\$ (3,982)	7	45885	\$ (10,525)
Full Time Transfer Station Attendant	\$ 35,880	\$ 45,885	\$ 10,005	\$ 6,703	\$ 3,302	\$ 48,609	\$ (12,729)	2	\$ 48,214	\$ (12,334)	3	\$ 40,830	\$ (4,950)	5	\$ 39,342	\$ (3,462)	7	45885	\$ (10,005)
Full Time Transfer Station Attendant	\$ 36,400	\$ 46,459	\$ 10,059	\$ 6,739	\$ 3,319	\$ 48,609	\$ (12,209)	2	\$ 48,214	\$ (11,814)	3	\$ 40,830	\$ (4,430)	5	\$ 39,342	\$ (2,942)	7	45885	\$ (9,485)
Building & Grounds Director (others: Dir Park & Fac/Parks Superintendent)	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ 68,723	\$ 6,277	1	\$ 68,723	\$ 6,277	1	\$ 68,723	\$ 6,277	1	\$ 68,723	\$ 6,277	1	68723	\$ 6,277
Parks & Facilities Supervisor (others: Park Specialist, Parks & Rec Maintenance Supervisor)	\$ 63,877	\$ 63,877	\$ 0	\$ 0	\$ 0	\$ 52,907	\$ 10,970	2	\$ 54,076	\$ 9,801	3	\$ 49,390	\$ 14,487	4	\$ 54,076	\$ 9,801	5	52124	\$ 11,752
Full Time Building & Grounds Laborer	\$ 39,520	\$ 48,110	\$ 8,590	\$ 5,756	\$ 2,835	\$ 48,786	\$ (9,266)	2	\$ 48,786	\$ (9,266)	2	\$ 46,758	\$ (7,238)	3	\$ 43,701	\$ (4,181)	5	48110	\$ (8,590)
Full Time Building & Grounds Laborer	\$ 38,480	\$ 48,110	\$ 9,630	\$ 6,452	\$ 3,178	\$ 48,786	\$ (10,306)	2	\$ 48,786	\$ (10,306)	2	\$ 46,758	\$ (8,278)	3	\$ 43,701	\$ (5,221)	5	48110	\$ (9,630)
<b>Totals</b>	<b>\$ 2,297,430</b>	<b>\$ 2,586,538</b>	<b>\$ 289,108</b>	<b>\$ 227,155</b>	<b>\$ 61,954</b>														
<b>% Change</b>		<b>112.58%</b>	<b>12.58%</b>	<b>9.89%</b>	<b>2.70%</b>														

Part Time Hourly Wages						Tier 1	Tier 2	Tier 3	Tier 4										
Part-Time Library Aide	\$14.32	\$ 15.21				\$15.00	-\$0.68	\$1.00	\$15.32	-\$1.00	\$2.00	\$15.32	-\$1.00	\$2.00	15.21	-0.89			
Part-Time Library Aide	\$14.32																		
Part-Time Library Aide -adult services - eliminate (24 hrs / wk)	\$19.22	\$ 19.22				\$15.00	\$4.22	\$1.00	\$18.11	\$1.12	\$2.00	\$18.11	\$1.12	\$2.00	17.07	2.15			
Part-Time Transfer Station Attendant	\$16.00	\$17.00				#NUM!	#NUM!	\$0.00	\$15.79	\$0.21	\$1.00	\$16.43	-\$0.42	\$2.00	\$15.79	\$0.21	\$3.00	16.11	-0.11
Part-Time Transfer Station Attendant	\$16.50	\$17.00				#NUM!	#NUM!	\$0.00	\$15.79	\$0.71	\$1.00	\$16.43	\$0.08	\$2.00	\$16.43	\$0.08	\$2.00	16.11	0.39
Part-Time Transfer Station Attendant (seniority retiring)	\$22.36	\$17.00				#NUM!	#NUM!	\$0.00	\$15.79	\$6.57	\$1.00	\$16.43	\$5.94	\$2.00	\$17.06	\$5.30	\$1.00	16.11	6.25
Saturday Transfer Station Attendant Per Diem (per hour)	\$1.00					\$0.00	\$1.00	\$0.00	\$0.00	\$1.00	\$0.00	\$0.00	\$1.00	\$0.00	\$ -	\$1.00	\$0.00	\$ -	\$1.00
Sunday Transfer Station Attendant Per Diem (per hour)	\$1.50					\$0.00	\$1.50	\$0.00	\$0.00	\$1.50	\$0.00	\$0.00							

	A	B	C	D	E	F	G	H	I	J	K
1		<b>2020 Benefit Package Comparison</b>									
2		<b>Paid Time Off</b>									
3	Account Name	Holidays / Year	Vacation Days / Year After 1 Year of Employment	Vacation Days / Year After 5 Years of Employment	Vacation Days / Year After 10 Years of Employment	Vacation Days / Year After 15 Years of Employment	Vacation Days / Year After 20 Years of Employment	Sick Days/ Year	Number of Sick Days Permitted to Accumulate	Maximum Number of Sick Days Paid Upon Separation	Maximum Number of Sick Days Paid Upon Retirement
4	Gray	12.5	10	15	20	20	20	12	Unlimited	45	45
5	Windham	12	10	10	15	20	20	12	90	45	45
6	Falmouth	12	12	15	18	21	25	10	130	65	65
7	Yarmouth	13	10	15	20	20	25	12	60	20	20
8	Freeport	12	10	10	15	20	25	12	120	60	60
9	Auburn	12	12	15	15	20	20	12	145	75	75
10	Gorham	12	10	15	20	20	20	12	180	90	90
11	Scarborough	12	12	15	18	21	24	12	120	120	120
12	Westbrook	12	10	15	20	20	20	12	30	30	30
13	Portland	12	10	15	20	20	25	12	Unlimited	45	90
14	South Portland	11	10	15	15	20	25	15	120	60	60
15	Cumberland	12	10	15	20	20	20	12	40	0	40
16	York	12	10	18	24	24	24	12	90	45	45
17	Kennebunk	13	10	15	20	20	20	12	60	30	30
18	Standish	13	10	15	20	20	20	12	120	0	60
19	Wells	11	10	10	15	20	20	12	120	60	60
20	Brewer	12	10	10	15	20	20	15	120	0	30
21	Topsham	12	10	15	20	25	25	12	120	0	0
22	Buxton	12	10	15	20	20	20	7	30	0	15
23	Bath	12	10	10	15	20	25	12	120	0	0
24	Waterboro	13	10	15	15	20	25	12	180	90	90
25	Ellsworth	12	10	30	35	35	35	12	60	30	30
26	Caribou	12	10	15	17	20	25	12	120	0	0
27	Berwick	11	10	15	20	20	20	12	21	7	7
28	Old Town	13	10	10	15	20	25	12	90	45	45
29	Winslow	12	10	15	15	20	20	18	180	90	90

	A	L
1		
2		<b>Insurance/Retirement</b>
3	Account Name	Insurance Benefits Offered
4	Gray	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance
5	Windham	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance
6	Falmouth	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
7	Yarmouth	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
8	Freeport	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance
9	Auburn	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
10	Gorham	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance
11	Scarborough	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
12	Westbrook	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Long-Term Disability; Life Insurance
13	Portland	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
14	South Portland	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
15	Cumberland	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
16	York	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance
17	Kennebunk	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance
18	Standish	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
19	Wells	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
20	Brewer	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Life Insurance
21	Topsham	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance
22	Buxton	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
23	Bath	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance
24	Waterboro	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
25	Ellsworth	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
26	Caribou	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Long-Term Disability; Life Insurance
27	Berwick	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance
28	Old Town	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Long-Term Disability; Life Insurance
29	Winslow	Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term Disability; Life Insurance

	A	M	N	O	P	Q
1						
2		Insurance/Retirement	Insurance/Retirement	Insurance/Retirement	Insurance/Retirement	Insurance/Retirement
3	Account Name	Health Insurance Premium Paid by Employer: Single	Health Insurance Premium Paid by Employer: Family	Dental Insurance Premium Paid by Employer: Single	Dental Insurance Premium Paid by Employer: Family	Retirement Plans Offered
4	Gray	80%	80%	0%	0%	Social Security; 457
5	Windham	90%	75%	100%	100%	MaineStart; MainePers; 457
6	Falmouth	85%	85%	0%	0%	MainePERS; Social Security; 401; 457
7	Yarmouth	85%	85%	100%	0%	MainePERS; 457
8	Freeport	90%	75%	100%	0%	MainePERS; Social Security; 401; 457; IRA
9	Auburn	85%	85%	0%	0%	MainePERS; Social Security; 401; 457; IRA
10	Gorham	90%	90%	0%	0%	Social Security; 457; IRA
11	Scarborough	82%	73%	50%	15%	MainePERS; Social Security; 401; 457; IRA
12	Westbrook	88%	88%	90%	90%	MainePERS; Social Security; 401; 457; IRA
13	Portland	85%	70%			MainePERS; 401; 457; IRA
14	South Portland	98%	82%	0%	0%	MainePERS; Social Security; 401; 457; IRA
15	Cumberland	85%	82%	0%	0%	MainePERS; Social Security; 457; IRA
16	York	87%	13%	0%	100%	MainePERS; Social Security; 401; 457
17	Kennebunk	82%	82%	50%	50%	MainePERS; Social Security; 401; 457
18	Standish	100%	50%	75%	50%	401; 457; IRA
19	Wells	80%	80%	0%	0%	MainePERS; Social Security; 401; 457
20	Brewer	80%	80%	0%	0%	MainePERS; Social Security; 401; 457
21	Topsham	85%	85%	85%	85%	MainePERS; Social Security; 457
22	Buxton	90%	50%	90%	50%	Social Security; 457
23	Bath	85%	85%	15%	15%	MainePERS
24	Waterboro	100%	73%	100%	73%	MainePERS; Social Security; 401; 457
25	Ellsworth	93%	93%	0%	0%	MainePERS; 457; IRA
26	Caribou	80%	80%	0%	0%	MainePERS; Social Security; 457
27	Berwick	100%	75%	100%	75%	MainePERS; Social Security; 457
28	Old Town	82%	82%	82%	82%	MainePERS; 457
29	Winslow	100%	60%	100%	0%	Social Security; 457

	A	R
1		
2		
3	Account Name	Employer Match
4	Gray	6% - 9% based on longevity
5	Windham	6% - 10% based on plan
6	Falmouth	8%
7	Yarmouth	7%
8	Freeport	10.6% for MePERS; 10% for ICMA
9	Auburn	6%
10	Gorham	7.50%
11	Scarborough	6% - 10% depending upon plan
12	Westbrook	6%
13	Portland	7.5% for MePERS; 7.35% for ICMA
14	South Portland	7.5% for MePERS; 7% for ICMA
15	Cumberland	8%
16	York	6%
17	Kennebunk	6.50%
18	Standish	6%
19	Wells	7%
20	Brewer	10%
21	Topsham	6%
22	Buxton	6%
23	Bath	11.4% Public Safety, 8.9% all others
24	Waterboro	7.60%
25	Ellsworth	9%
26	Caribou	3.50%
27	Berwick	6.50%
28	Old Town	7%
29	Winslow	10.6% for MePERS; 9% for ICMA

## 2020 Benefit Package Comparison - Comparable Towns and Ne

Paid Time Off							
Account Name	Holidays / Year	Vacation Days / Year After 1 Year of Employment	Vacation Days / Year After 5 Years of Employment	Vacation Days / Year After 10 Years of Employment	Vacation Days / Year After 15 Years of Employment	Vacation Days / Year After 20 Years of Employment	Sick Days / Year
Gray	12.5	10	15	20	20	20	12
Windham	12	10	10	15	20	20	12
Falmouth	12	12	15	18	21	25	10
Yarmouth	13	10	15	20	20	25	12
Freeport	12	10	10	15	20	25	12
Cumberland	12	10	15	20	20	20	12
Standish	13	10	15	20	20	20	12
Topsham	12	10	15	20	25	25	12
Buxton	12	10	15	20	20	20	7
Bath	12	10	10	15	20	25	12
Waterboro	13	10	15	15	20	25	12
<b>Average</b>	12	10	14	18	21	23	11

[Redacted Title]		
Number of Sick Days Permitted to Accumulate	Maximum Number of Sick Days Paid Upon Separation	Maximum Number of Sick Days Paid Upon Retirement
Unlimited	45	45
90	45	45
130	65	65
60	20	20
120	60	60
40	0	40
<hr/>		
120	0	60
120	0	0
30	0	15
120	0	0
180	90	90
120 MEDIAN	20 MEDIAN	45 MEDIAN
960 hours	160 hours	360 hours
		40 AVERAGE
		320 hours

## Insurance/Retirement

### Insurance Benefits Offered

Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D  
Health Insurance-Single; Health Insurance-Family; Dental Insurance-Single; Dental Insurance-Family; Short-Term D

Insurance/Retirement		
Insurance/Retirement	Insurance/Retirement	Insurance/Retirement
Health Insurance Premium Paid by Employer: Single	Health Insurance Premium Paid by Employer: Family	Dental Insurance Premium Paid by Employer: Single
80%	80%	0%
90%	75%	100%
85%	85%	0%
85%	85%	100%
90%	75%	100%
85%	82%	0%
100%	50%	75%
85%	85%	85%
90%	50%	90%
85%	85%	15%
100%	73%	100%

Insurance/Retirement	
Insurance/Retirement	Insurance/Retirement
Dental Insurance Premium Paid by Employer: Family	Retirement Plans Offered
0%	Social Security; 457
100%	MaineStart; MainePers; 457
0%	MainePERS; Social Security; 401; 457
0%	MainePERS; 457
0%	MainePERS; Social Security; 401; 457; IRA
0%	MainePERS; Social Security; 457; IRA
50%	401; 457; IRA
85%	MainePERS; Social Security; 457
50%	Social Security; 457
15%	MainePERS
73%	MainePERS; Social Security; 401; 457



Employer Match

6% - 9% based on longevity

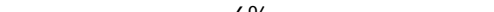
6% - 10% based on plan

8%

7%

10.6% for MePERS; 10% for ICMA

8%



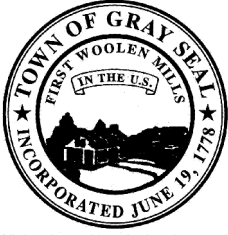
6%

6%

6%

11.4% Public Safety, 8.9% all others

7.60%



## TOWN OF GRAY

Henry Pennell Municipal Complex  
24 Main St, Gray Maine 04039  
www.graymaine.org

OFFICE OF THE TOWN MANAGER

Nate Rudy, Town Manager  
nrudy@graymaine.org  
(207) 657-3339

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January 7, 2022

TO: Gray Town Council  
RE: Sick and Personal Time Policy revision draft language

The Town Council set a goal for the Town Manager to review and make recommendations to Council to update the current sick time accrual and/or payout provision. I have reviewed the current sick time policy against current employment practices, and in this memo recommend revisions that will both bring the current policies into alignment with current standard practice and accomplish a Council goal to reduce unfunded financial liability exposure for sick time payouts upon separation from employment in good standing, as recommended by the Town's auditing firm.

Pursuant to these goals, I recommend the following revisions to the Sick and Personal Time provisions of the Town Personnel Policy. I also note that, while payouts for accumulated sick time are not common practice in the private sector, it is a widely used incentive for employee longevity in the municipal sector. I have attached two spreadsheets prepared to use as references in your current discussion.

### Deletion of these clauses in Sick Time Section 7.F:

~~When an employee has accrued nine hundred sixty (960) hours of sick time, the Town Manager may elect to purchase a disability plan on behalf of the employee, in lieu of allowing the employee to continue accruing sick time. If the same employee utilizes their sick time below the accrual level of four hundred eighty (480) hours, the Town will cancel any disability plans purchased on the employee's behalf and allow the employee to accrue sick time in the manner subject to their employment classification.~~

~~Each employee in Groups I & II, upon separation from employment in good standing, shall be entitled to pay equal to one half of that employee's accumulated sick time, not to exceed forty-five (45) days, provided that the employee has worked for the Town for a period of at least five years. An employee who is not in good standing upon separation from employment is not entitled to pay for accumulated sick time.~~

### Addition of these clauses in Sick Time Section 7.F:

#### *Accrual Cap*

Accrual of sick time will not exceed 960 hours.

*Donation*

Regular full-time employees and regular part-time employees may choose to donate up to twenty-four (24) hours to another full- or part-time employee of the Town of Gray in a fiscal year.

*Payout for Accumulated Sick Time*

Employees in Groups I & II, having achieved at least ten (10) years of full-time service to the Town of Gray as of January 1, 2021, will be entitled to pay equal to one half of that employee's accumulated sick time, not to exceed three hundred and twenty (320) hours upon retirement.

Employees in Groups I & II having achieved at least ten (10) years of full-time service to the Town of Gray as of January 1, 2021, upon termination to seek other employment; and, employees in Groups I & II having achieved at least five (5) years of full-time service upon retirement; will be entitled to pay equal to one half of that employee's accumulated sick time, up to one hundred sixty (160) hours.

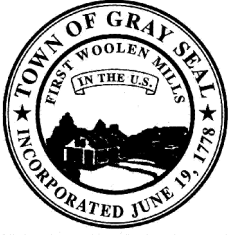
An employee who is not in good standing upon separation from employment for any reason will receive no payout of accumulated sick time.

*Annual Payment for Accumulated Sick Time*

As of January 1, 2021, full-time and part-time employees will receive for accumulated earned sick leave at the end of each fiscal year (June 30), a \$100 payment if excess of 100 hours; a \$200 payment if more than 200 hours; a \$400 payment if more than 500 hours; and, a \$600 payment if more than 750 hours.

Deletion of this clause in Personal Time Section 7.G:

Any employee in Groups I or II who has a balance of two hundred forty (240) hours of sick time on their anniversary date shall be eligible for eight (8) hours of personal time. Any employee in Groups I or II who has a balance of four hundred eighty (480) hours of sick time on their anniversary date shall be eligible for sixteen (16) hours of personal time. Any employee in Groups I or II who has a balance of seven hundred twenty hours (720) of sick time on their anniversary date shall be eligible for twenty-four (24) hours of personal time. ~~Any employee in Groups I or II who has a balance of nine hundred sixty (960) hours of sick time on their anniversary date shall be eligible for thirty two (32) hours of personal time.~~ Personal time must be used in the year it accrues; it is not carried forward past their anniversary date from year to year and will not be paid out to the employee upon termination



## TOWN OF GRAY

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OFFICE OF THE TOWN MANAGER

Nate Rudy, Town Manager  
nrudy@graymaine.org  
(207) 657-3339

---

January 7, 2022

TO: Gray Town Council  
RE: Recommended Contingency Fund use provisions for the Fiscal Policy

I recommend that the following language be added to the Town of Gray Fiscal Policy:

### **Use of, and Accountability for, Departmental Contingency Funds**

In addition to the annual base budget the Town Council may approve Contingency Funds as may be proposed by the Town Manager, to supplement departmental budget line items and to provide for emergencies, urgencies, and other unexpected expenses that are not accounted for in line-item budget development. Contingency Funds should be limited to an amount that provides for business continuity without overburdening the tax base.

During the regular conduct of Town business, the Town Council authorizes the Town Manager in his/her/their sole discretion to determine when use of the Contingency Fund is necessary and appropriate.

The Town Manager will require Department Heads to submit a written request along with justification for use of Contingency Funds prior to non-emergency expenditures being approved. In the event of an emergency expenditure, the Town Manager will require Department Heads to submit accounting and justification for the use of Contingency Funds.

Thurs – Jan 13<sup>th</sup> – 4-6pm:

-Council Items: (4-4:45pm) – hard stop for Mo

- Gray Historical Society Lease (Mo)
- Facilities Study – GHS Building (Mo)

-Town Manager Items: (4:45-6pm)

- COLA raises status/other salary adjustments
- Education Fund requests
- Employee Sick Time proposal (accumulation/carryover)
- Contingency fund policy
- Guidance on overall increase

Mon – Jan 31<sup>st</sup> – 4-6pm:

-Council Items: (4-4:30pm)

- Senior Tax Assistance Ordinance changes & impact to funding

-Manager Items: (4:30-6pm)

- Reorganization of Clerks Department/Town Clerk posting
- Planning Dept resources discussion

Thurs – Feb 10<sup>th</sup> – 4-6pm:

-Presentation of initial budget (4-5:15pm)

- TIF funds – balances for each/remaining years
- Status of existing Bonds
- Projected new revenue from Commercial Solar Arrays – Nate adv (12/21) that Legis has exempted commercial solar arrays from assessment in error when addressing residential arrays
- ARPA spreadsheet – dedicated expenditures/remaining

-Assessing: (5:15-5:30pm)

-Administration Review: (5:30-6pm)

- Health insurance increase
- Elections
- Utilities
- Telephone – VOI vs hard lines – any changes?
- Manager's contingency fund

Mon – Feb 14<sup>th</sup> – 4-6pm

-Building & Grounds:

- Operations
- Facilities Study proposed changes
- Pennell septic system – evaluation/plan options
- Fencing update – added to CIP
- Electric Charging station – status
- Electric Vehicle conversion plan
- Science Building status
- Contingency Fund status
- Libby Hill Trails
- CIP

**-Recreation Dept (overlap with Build & Ground): (Mo)**

- Wilkies Boat Ramp status
- Pennell Playground status
- Trail extension (Cumby's)

Thurs – Feb 24<sup>th</sup> – 4-6pm:

**-Recreation Dept: (4-5pm)**

- Recreation Dept Operations
- Enterprise/Sub D fund status
- Childcare program update
- MyRec software - update
- CIP requests (1) BB court lights (2) skateboard park fund (3) other?

**-Communication/Information Dept: (5-6pm)**

- Status franchise fees/contract renewal
- Proposal for addt'l resources
- Broadband funding
- Town Brand
- CIP – equipment needs

Thurs – Mar 3<sup>rd</sup> – 4-6pm:

**-Transfer Station Dept: (4-4:30pm)**

- Operations – increases in contracts
- Gate installation/sticker price

**-Library: (4:30-4:45pm)**

- Operations – fee changes

**-Committee/Board requests: (4:45-5pm)**

- Community Economic Development
- Blueberry Festival
- Open Space
- Other

**-Planning Dept/Code Enforcement: (5-6pm)**

- Operations/technology/resource changes
- Code Enforcement Resources
  - permits not granted yet – construction underway
  - missing permits – signs installed (example)
  - driveway standards
- Pocket Park status
- Watershed Studies – status
- Stormwater Modeling
- Illumination tool
- Yellow book appraisals/environmental study – tennis court conversion
- Project Canopy grant
- Recreation Economy for Rural Communities Planning Assistance grant
- Planning fund

Tues – Mar 8<sup>th</sup> – 4-6pm

-Public Safety Dept: (4-5pm)

- Operations / new contract / staffing status
- Emergency Operations Plan status/costs
- Radio Tower/hardware funding status
- Public Safety Strategic Plan – addt'l asks

-Public Works Dept: (5-6pm)

- Operations
- Winter/Summer Roads/Addt'l Garage – changes only
- Striping budget – Special striping (Hancock, testing options, bridge striping, etc.)
- Short Shaker Rd project status – trees
- Main St stormwater – emergency stormwater funding
- Paving study – long term plan/status – crack fill analysis – is it an option (Dan)
- Libby Hill Rd/sidewalks/ MSAD15 emergency exit/Hannaford ext/crosswalk project
- Traffic calming measures funding
- Existing sidewalks maintenance funding
- Flashing 'slow down' or 'speed' signs mounted on poles (Anne)

Thurs – Mar 17<sup>th</sup> – 4-6pm

-Public Works Dept:

- Agenda leftover from previous meeting

-Community Service:

-Law Enforcement:

-Follow up:

-CIP Miscellaneous:

- CIP payment
- Land Acquisition Fund payment
- Other?
- Addt'l funding for Senior programs

Tues – Mar 22<sup>nd</sup> – 4-6pm

-Follow up:

-State Revenue Sharing projections

-LD1 status & discussion

-School Budget update/timeline

-County Budget

-Council Discussion on overall budget:

- Individual suggestions for changes/straw poll each
- Review final numbers for overall budget
- MIL Rate discussion

-Identify separate questions for Warrant Articles

-Identify items to be included in budget presentation

-Identify items to be included in draft budget flyer

Tues – Mar 29<sup>th</sup> – 4-6pm – TC 4/5 meeting agenda posted – presentation for packet due

Budget Agendas:

Amended: 12/22/2021

-Final Follow up:

-Finalize budget presentation – for packet

-Review budget flyer draft & finalize

Tues – April 5<sup>th</sup> – TC Meeting – 7pm – Budget Presentation & Public Hearing – feedback from residents

-Discuss any feedback from residents

-Finalize Warrant article wording

Tues – April 19<sup>th</sup> – TC Meeting – 7pm – appr Warrant Articles

Tues – May 3<sup>rd</sup> – TC Meeting – 7pm – appr Municipal Warrant