

**MINUTES OF THE CHESHIRE TOWN COUNCIL PERSONNEL COMMITTEE
MEETING HELD ON TUESDAY, MARCH 5, 2019 AT 6:30 P.M. IN ROOM 115, TOWN
HALL, 84 SOUTH MAIN STREET, CHESHIRE CT 06410**

Present

Thomas Ruocco, Chairman; Sylvia Nichols and Peter Talbot;
Staff: Sean M. Kimball, Town Manager; Louis Zullo, Personnel Director.
Guests: Laura Brennan, Town Clerk; Kristen Augliera and Donna Tiriolo

1. ROLL CALL

The clerk called the roll and a quorum was determined to be present.

2. PLEDGE OF ALLEGIANCE

The group Pledged Allegiance to the Flag.

3. DISCUSSION RE: NON-UNION SALARY SURVEY

Mr. Zullo stated that the Town Council defeated (4-4) the Non-Union Salary Plan at the October 2018 meeting. At that time, Council suggested another salary survey. CCM was conducting a salary plan survey in October 2018. Cheshire responded to the survey. The results were distributed to towns in January 2019.

Towns that participated in the survey – Cheshire, Farmington, Glastonbury, New Milford, Newington, Newtown, North Haven, Simsbury, South Windsor, Trumbull, Vernon, Wallingford, Wethersfield, Windsor; Branford CT did not participate.

The Salary Survey-Fiscal Year 2018-2019 – included the following customized components - Municipal Position, Town Name, Work Week Hours, Years in Service, Years in Position, Salary Range Min, Salary Range Max and Actual Salary.

Positions Surveyed – Finance Director; Police Chief; Human Resources Director; Deputy Chief/Appointed Official; Parks and Recreation Director; Deputy Police Chief; Economic Development Director; Superintendent of WPCA; Chief Building Official; Tax Collector.

Mr. Zullo explained that for each job/category in the survey, the Cheshire minimums are below (about 75%) and the maximums are high (50%). There are some salary differences related to work weeks, hourly work positions, and some towns do not have minimum and maximum salary levels. When there is a zero, it indicates there is no job or it is vacant.

Going forward, some things will be reflected in the Town Manager's recommended budget for the salary plan. We are in the middle of a year, no new salary plan is being presented, seven (7) people are over their maximums, and Council can go back or wait until the next fiscal year to adjust these maximums. Two of these positions will be addressed in the Town Manager's budget.

Mr. Ruocco concurred with leaving everything until the start of the new fiscal year.

The next CCM survey will have results in January 2020. The 2018 survey is the one which will be used for comparisons. Mr. Zullo does not believe the issue is non-competitive salaries, but those senior employees at or above maximum.

Mr. Talbot asked about the minimum salary range and if this is the amount the person in the position is actually making. He commented on "Glastonbury, Finance Director" minimum of \$103,896 and maximum of \$140,236, with the person in the position for one year and already at maximum.

It was clarified by Mr. Zullo that the actual salaries are cited for positions in Cheshire...i.e. Finance Director. For the other towns the salaries are also actual amounts cited in the survey.

Town Manager Kimball stated that Council Chairman Oris wanted to see market data on the salaries for non-union employees in towns similar to Cheshire, and what the town is competing with to fill a position.

With these 2018 survey results, Mr. Zullo said Cheshire now has the data and information for means of comparison. Cheshire's minimum and maximum levels are not widely different...the gaps are wide.

The survey results will be distributed to the full Town Council.

4. DISCUSSION RE: PROPOSED AMENDMENTS TO TOWN HALL UNION JOB DESCRIPTIONS PER LABOR MANAGEMENT COMMITTEE

The members of the committee were Kirsten Augliera and Donna Tiriolo (officers of the bargaining unit) and management representatives Josh Medeiros and Deb Rutter.

Mr. Zullo explained the last three upgrades were in the Finance Department through the budget process. Many of the job descriptions included in the report have not been looked at in 25+ years. The contract negotiations with Town Hall Union wanted a job study, which would have cost \$25,000. Due to this cost, it was decided to move forward with a committee to undertake the study.

Job Descriptions – each employee read and reviewed their job description, made changes or amendments, discussed the job description changes with a supervisor and department head. When completed the job description went to Mr. Zullo and then to the committee.

In August 2018 all the job descriptions were put into a binder for the committee to start its work. The employee, supervisor and department head reviewed the amended job descriptions and recommendations for upgrades.

- Positions underlined have text changes only.
- Positions in bold are new position titles with text changes.
- Positions in bold and italics are new titles and proposed upgrades.

Mr. Zullo commented on the fact that these job descriptions that belong to the Town of Cheshire...and not a person. The committee looked at the job requirements such as making decisions, working independently, supervisory duties, environment of the job (i.e. working outside/inside), skills required and other factors. The report is the final recommendation to the Council.

In the final recommendation, Mr. Zullo noted that there were five (5) jobs with title changes, text changes and pay upgrades changes. These positions were Head Desk Attendant at Community Pool, Secretary Arts Place, Administrative Assistant Human Services, Assistant to Fire Chief, Program Supervisor Human Services.

The report will be submitted to the full Town Council for approval during the budget process.

Mr. Ruocco asked about the cost impact of these position upgrades.

According to Mr. Zullo the total cost is \$7,800 for the upgrades. He explained that the Town Hall union had a retirement in the Fire Department, two retirements as of July 31st (Tax Office and Assessor's Office) and two more retirements at the end of the year. The replacements in these jobs will come in at lower pay rates, and Town Hall union salaries will be less next year than the current year.

Upgrade Discussions – Mr. Zullo explained that the jobs were looked at; with an employee getting job certifications/taking related job courses, there are awards, i.e. 15 cents per hour. This relates to departments such as Tax Assessor, Tax Collector, Town Clerk.

Mr. Zullo said the job descriptions with title and text changes (bold)are recommended to be moved to the Town Council for approval. Jobs with text changes and/title changes (italics) will be discussed during the budget process.

For clarification, Mr. Talbot said the reason for the five (5) position upgrades is due to changes in jobs with additional duties that warrant an increase in salary.

Town Manager Kimball replied that was correct and it was the rationale used.

In reviewing the job description changes, Mr. Talbot said they are mostly clerical with outdated information which must be updated.

Ms. Nichols noted some of the changes are better grammar and strengthening of wording.

The committee was told by Mr. Zullo that the labor committee wanted one person to rewrite the job descriptions...and he rewrote the job descriptions.

Laura Brennan, Town Clerk, questioned why the Deputy Town Clerk position was not upgraded from TH7 to TH8. She stated this position is equal to that of the Assistant Assessor and Assistant Tax Collector (TH9), and deserves to be one grade higher. Ms. Brennan requested the committee approve upgrading the Deputy Town Clerk to a TH8 level. She said the Assistants in the Town Clerk's office are also in lower pay grades than other Assistants, and the Deputy Town Clerk has supervisory responsibilities.

Mr. Zullo stated the committee did not consider the Deputy Town Clerk and Assistant Assessor or Assistant Tax Collector to be in the same pay grade. All job descriptions and classification levels were reviewed; five (5) positions are recommended for upgrades; and the decisions of the committee were by consensus. He advised that the recommendations of the committee have been made and it is now up to the Town Council to approve them.

Chairman Ruocco stated he does not support upgrades of positions, and the entire matter will be brought to the Council for consideration.

Mr. Talbot talked about the Deputy Town Clerk job description actually reflecting the duties performed. This position has supervisory duties, and he questions whether other TH7 positions have supervisory duties.

Ms. Brennan said yes...the Deputy Town Clerk has supervisory duties, and performs all the work cited.

In that regard, Mr. Talbot said the Personnel Committee needs information on the ranges of TH7, TH8 and TH9, steps, and incumbent salaries. The problem is looking at two different departments and job descriptions, making it difficult for comparison. He noted the five positions cited are getting one upgrade to the next level.

At the next Town Council meeting, Mr. Kimball will take up the text changes to the job descriptions.

It was pointed out by Ms. Nichols that the Council decisions will be based on the job descriptions, and not the individual in the job.

Mr. Talbot asked staff to look at other towns with a Town Clerk and Deputy Town Clerk and the salary ranges.

MOTION by Mr. Talbot; seconded by Ms. Nichols.

MOVED that the Personnel Committee moves the text and title changes (bold and underlined) in the Labor Management Committee report to the full Town Council for consideration and approval.

VOTE The motion passed unanimously by those present.

5. **TOWN MANAGER GOALS AND OBJECTIVES**

Town Manager Kimball presented his 2018-2019 Goals and Objectives, and noted he will be presenting his 2019-2020 Goals and Objectives to the Council in a few months. Some of the goals and objectives were recently completed.

In reviewing the information, Mr. Kimball asked for Council priorities within each goal and objective, i.e. one goal which should be achieved, and identifying objectives as short or long term. Mr. Kimball noted that many things come up which are not on the lists. He cited the issue with recreation fees as an example...how to rank this among his other priorities at the expense of other goals and objectives.

Mr. Talbot stated that goals #1 and #2 are top priorities, with #3, #4, #5 of lower priority.

Goal #3 Town Services – Mr. Kimball sees the fee structure issue under #3 and tied in with the general discussion about shared services; creation of a shared department responsible, on town-wide basis, for facility grounds & maintenance, athletic field reservations and usage, building use/security & access management, capital project management & oversight. This should be explored between the Council and BOE; there are ways to streamline some town services; the fee issue is symptomatic of other issues to be discussed regarding joining forces.

Ms. Nichols commented on it being financially prudent to have some shared services, smoothing out, and having common solutions.

It was stated by Mr. Talbot that this is also part of financial stability.

The idea of a citizens survey was discussed, the timing and cost of this survey and responses.

The committee was told by Mr. Kimball that the Town of Simsbury conducted a citizen survey in 2009 with a follow-up survey with additional questions. The town hired a company which called home and cell phones; conducted a 10 minute survey with citizens; survey cost was \$20,000; 500 responses were received with useful data.

Ms. Nichols noted the value of the cost must be worthwhile, and it could be done for less cost.

Mr. Talbot commented on having something that is statistically valid.

The Town of Farmington conducts a survey every two years, and Mr. Kimball explained it goes back to their strategic plan. When the town's budget initiative is presented with more than one identified strategic plan goal being accomplished, that initiative gets higher priority of getting into the budget.

Goal #2/Objective #2 Town Manager Business Visitation Program – Mr. Kimball stated he plans to start this program.

Ms. Nichols stated this program engages people, will not take too much of the Town Manager's time, but has the ability to positively affect the town listening to people.

There was a discussion about the new web site being up and active to provide access for correct information, link to the new web site, a split board about what is going on in town, community forum announcements, etc. Mr. Ruocco stated the Town Manager should not interact on the town's facebook page. Ms. Nichols expressed appreciation to Mr. Kimball for all the information to Council on things happening or issues ongoing in Cheshire.

Goal #5 Major Projects & Initiatives – Objective #1 through #4 involve all aspects of the capital budget.

For each Goal and Objective, the Personnel Committee and Town Manager identified priorities therein.

Goal #1 Financial Stability

Objectives and Priority

Work with the Finance Department - #2

Successfully hold a bond sale - #3

Publish Operating Budget - #4

Recommended revisions to the Fund Balance Policy - #5

Recommend a fiscally responsible FY 2020 Town Budget - #1

Goal #2 Economic Development

Objectives and Priority

Support the advancement of economic development - #1

Implement a Town Manager's Business Visitation Program - #2

Celebrate Cheshire's 325th Anniversary in 2019 - #3

Goal #3 Town Services

Objectives and Priority

Pursue and Implement shared service opportunities with BOE - #1

Conduct extensive town-wide citizen survey - #5

Resolve issues with recently implemented building permitting system – #2 (short term)

Identify upgrades and enhancements to Community Pool – #4
Conduct a market-reference survey for Town positions – done
Provide opportunities for enhanced employee engagement - #3

Goal #4 Communication, Engagement & Transparency

Objectives & Priorities

Solicit community input regarding potential uses and amenities-Chapman Property - #4
Increase the Town's presence on social media - #3
Maintain an open and transparent atmosphere with elected & appointed boards - #1
Complete upgrades to the Town's website - #2

Goal #5 Major Projects & Initiatives

Objectives & Priorities

Capital Project Management (4 objectives cited) - #2
Work to insure successful rollout of automated trash collection - #3
Conduct EMS evaluation - #1
Conduct extensive fiscal impact analysis & evaluation of BOE Facilities Master Plan - #4

Before adjournment, Mr. Talbot requested Town Manager Kimball to send out the goals and objectives list to the full Town Council in time for the March 13th meeting. At the March 13th meeting, the Town Council will approve the Town Manager's Goals and Objectives.

MOTION by Ms. Nichols; seconded by Mr. Talbot

MOVED that the Personnel Committee forwards the Town Manager's Goals and Objectives FY 2018-2019 and priorities stated therein to the full Town Council for approval.

6. ADJOURNMENT

MOTION by Ms. Nichols; seconded by Mr. Talbot

MOVED to adjourn the meeting at 8:12 p.m.

VOTE The motion passed unanimously by those present.

Attest:

Marilyn W. Milton, Clerk