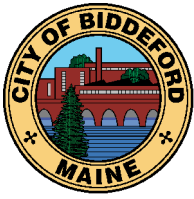


City of Biddeford
Personnel Committee
April 30, 2019 7:00 AM 205 Main Street

- 1. Call to Order**
- 2. Acceptance of Minutes**
- 3. Discussion**
 - 3.1. Leadership Academy
[4-30-2019 Leadership Academy-MEMO.docx](#)
 - 3.2. Pilot Summer Hours Program
[Pilot Summer Hours Program - MEMO.docx](#)
- 4. Other Business**
 - 4.1. Non-Union Personnel Policy Manual Updates:
 - a. Military Leave
 - b. Student Loan Payments
 - c. Part time Paid Time Off
 - d. Part time Benefits[Personnel Policy Manual-REVISIONS.pdf](#)
- 5. Unfinished Business/Future Agenda Items**
 - 5.1. Requested Documents:
 - 1) Insurance Information
 - 2) Workers' Compensation Summary
 - 3) City Vehicular Accident Summary[4-30-2019 Insurance Costs.xlsx](#)
[4-30-2019 Workers Comp Costs.pdf](#)
[4-30-2019 Vehicular Accident Report.pdf](#)
- 6. Adjourn**

City of Biddeford, Maine



The Office of
City Manager

James A. Bennett

Email: jbennett@biddefordmaine.org

MEMORANDUM

TO:	Personnel Committee
FROM:	James A. Bennett, City Manager
DATE:	April 26, 2019
RE:	Outline of 'Leadership Academy'

To assist in achieving two internal goals (succession planning and creating high performance team) it has been a priority of administrative leadership to create a 'leadership academy'. The vision is to launch the academy within the next 30 to 60 days. Contained within this communication is the general overview of the proposal.

General Overview

The program would include approximately eight sessions over an eight to ten month period. The sessions would cover a range of topics. The sessions would focus on two major areas; personal leadership development for the employee as well as the technical information to serve in a leadership role within the community. The tentative outline of the 2019 sessions is within this communication. The sessions would occur for most of the day and once a month.

The program would conclude with a requirement for each participant to apply their new knowledge by making a presentation to the management team. The presentations would focus on suggestions/recommendations the participant has to improve the goal of serving our community members. Additionally, there would be a celebration on that day.

The sessions would be led by internal qualified personnel, as well as outside professionals for topic areas in which staff does not have any expertise. For the first year, staff would use existing resources to achieve the results.

The City Manager would invite eight to twelve members of city staff to participate in the program. Prior to the invitations, the management team would be consulted for recommendations.

First Year Sessions

Session 1: Getting to Know Your Classmates; Getting to Know You

Participants will conclude the first session with a deeper understanding about themselves; from understanding where they get their energy, how they organize the information they receive, what criteria they use to make decisions and their preference for structuring their work. They will also learn more about their classmates. Developing trust with each other and among the group will be an important outcome so that the journey would not only include personal growth but growth as a class as well.

Session 2: Getting to Know the City; Getting to Know City Government

Dubbed ‘Biddeford 101’, participants will conclude this session with a deeper understand of the history of the community and what makes Biddeford a special place. They will also have the foundation of how city government works.

Session 3: Getting to Know the Money

This session is all about money; how the city gets its funds, how are the funds protected and where are the funds used. Participants will conclude the day understanding the budget and how it is developed. It will include how the property tax rate is set and the role of the Assessor.

Session 4: Getting to Know You as the Leader

Being part of municipal government leadership requires a different mindset and different set of skills. No single person or group of people have a majority of the authority to make decisions unilaterally. To be successful, the technical skills are not enough. Participants will discover their ‘why’ and how to help their teammates find their why. They will learn about inherit biases, appreciation of differences and how to foster an environment that will create high performing team.

Session 5: Personnel 101

Participants will learn the finer points of the art of supervisory responsibilities. How to conduct an effective performance evaluation, how to create an effective corrective action plan and leading in a union environment.

Session 6: Community Building 101

Great communities have one thing in common, the citizens on the community are proud to be part of the community. They have a love relationship with community. Participants will be discover how this relationship is developed, how it is fostered and how the teams they lead are important.

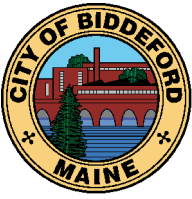
Session 7: Teach and Celebrate

In our wrap session, participants will be asked to present their ideas and suggestions on the improvements they believe will make Biddeford better. A core requirement to participate, every member will be expected to apply what they have learned and their personal expertise for the benefit of the community. In addition, a formal celebration of their journey will be part of the last session.

Conclusion

This is a high level review of the proposal. We look forward to any suggestions that the Committee might have in order to improve upon the plan.

City of Biddeford, Maine



The Office of
City Manager

James A. Bennett

Email: jbennett@biddefordmaine.org

MEMORANDUM

TO:	Personnel Committee
FROM:	James A. Bennett, City Manager
DATE:	April 26, 2019
RE:	PILOT Program: Summer Work Hours

The challenge of attracting and retaining great employees continues to be difficult. Like other employers at all levels, the City continues to find ways to make our workplace one of choice. In the last year or so, we have encourage activities that have little to no cost in order to foster that goal. The most recent example was the bring your child to work day.

Many of the City Hall employees devote close to 50 hours every week in City Hall. It is not uncommon for our members to arrive between 7:00 AM and 7:30 and often leave significantly past our 5:00 PM closing time. This is particularly true of the management team members.

There are some communities (including Saco) that adjust their work hours during the summer to give the employees Friday afternoon off. With the various options that are available to receive most of our services electronically, there would be little if any inconvenience for citizens.

I would like permission to present a detailed proposal to adjust the work schedule beginning the week after Memorial Day until the week of Labor Day that City Hall and other non-union officers would be closed effective noon on Friday. Our hourly employees would still have to work a 40 hour work week and would not receive any 'free' compensation.

If approved, we would evaluate the program to determine if it could continue for the next year.

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Non-Union Adjustments: All non-union adjustments to wages shall be strictly based on performance. Performance shall be measured by performance reviews and other appropriate measures deemed appropriate.

EMPLOYMENT DEFINITIONS

Full Time Employment: Full-Time Employment is an appointment to a regularly budgeted position to work a standard workweek of thirty (30) hours or more per week on a continuous and indefinite basis.

Part Time Employment: Part-Time Employment is an appointment to a regularly budgeted position to generally work less than the standard workweek, but on a continuing and indefinite basis, as above.

Employees working less than thirty hours will not be offered health insurance as a benefit.

Temporary Employment: Temporary Full-Time Employment is an appointment to work a standard workweek or less, on a regular basis but for a definite limited time period. Extensions of temporary employment may be granted by the City Manager. Temporary employees are paid for hours worked and are fully covered by employment laws such as the Maine Human Rights Act, the Workers' Compensation Act and the labor laws in Title 26 of the Maine Revised Statutes.

If an employee is hired as a temporary employee, and is then maintained as a regular employee, the hire date shall be the date the employee is hired as a permanent regular employee, and not the date the employee began in a temporary capacity.

Seasonal Employment: Seasonal Employment is an appointment to a position that generally has a duration coinciding with one or more of the four seasons and the position terminates with the end of one of the applicable seasons. Such employees are paid for hours actually worked and receive no other benefits except those mandated, including Worker's Compensation and Unemployment Compensation.

Project Employment: Project Employment is an appointment to work on a particular or special project of limited time duration. Project employees may work a standard workweek or less, shall be paid for hours actually worked and receive no other benefits except those mandated, including Worker's Compensation and Unemployment Compensation. Project employees are hired with the understanding that their employment with the City of Biddeford will be terminated upon completion of the project for which they were hired.

Student/Intern Employment: Students participate in internships in order to fulfill requirements in their program of study. Each study program determines the rules under which the student can complete the internship. From time to time, the City of Biddeford has worked with local schools to assist students with completing internships.

Contract Employment: An independent contractor is a "person who performs services for another under contract, but who is not under the essential control or superintendence of the other person while performing those services." An independent contractor may not assert a workers' compensation claim against the person for whom the contractor was working at the time of injury. The Workers' Compensation Act provides that only employees may assert claims under the Act against employers.

Volunteers: Volunteer work occurs when non-employees choose to donate or volunteer their time free of charge to the City. Normally, volunteers are not entitled to receive any pay or other benefits. Volunteers, however, are eligible for legal defense and indemnification by the City for most claims arising out of their volunteer work for the City.

Specific Provisions

- A. The purpose of exempt employee administrative leave time is not to prevent salaried employees from working more than the normally scheduled hours. Salaried employees are expected to work the time needed to perform their duties.
- B. Exempt employee administrative leave time will not be paid at the time of separation.
- C. Exempt employee administrative leave time is based on actual time worked. Any time taken off beyond will be taken from the employees leave accruals.
- D. Exempt employee administrative leave time does not include travel time to and from meetings, events or emergencies.
- E. The City Manager may make special arrangements/adjustments, beyond the approved provisions.

Any questions that have not been covered in this policy should be directed to the Human Resource's Department.

The City reserves the right to modify or discontinue this policy at any time for any reason.

HOLIDAYS

Twelve and one half (12 1/2) paid holidays will be designated by the City Manager:

New Years Day	Columbus Day
Martin Luther King Birthday	Veterans Day
Presidents' Day	Thanksgiving Day
Patriot's Day	Day after Thanksgiving
Memorial Day	Christmas Eve ½ Day
Independence Day	Christmas Day
Labor Day	

- A. Because of the nature of the position, certain employees are required to work during a holiday. These employees will receive holiday pay in addition to regular wages for time worked.
- B. If a regular holiday falls on a Sunday, the following Monday is considered a holiday; if the regular holiday falls on a Saturday, the proceeding Friday is considered a holiday, unless otherwise regulated by law.
- C. All employees on leave of absence without pay shall not be entitled to holiday pay.
- D. For the purpose of overtime payment and compensatory time accruals, Holiday pay is to be considered a normal day's wages.
- E. To receive holiday pay, the employee must work the full scheduled day before and after the holiday or have approved/scheduled time off. An unplanned absence, such as calling in sick, unless accompanied by a physician's statement, forfeits the employees' right to holiday payment.

VACATION

A. Each non-union, regular full time ~~and part-time~~ employee shall earn vacation pay on the following basis:

- a. 2 weeks after one year of service but less than five years
- b. 3 weeks after 5 years of service but less than 10 years of service
- c. 4 weeks after 10 years of service but less than 15 years of service
- d. 5 weeks after 15 years of service

B. Each non-union, part time employee working more than fifteen hours but less than thirty hours per week shall earn vacation pay on the following basis:

- a. 1 week after one year of service but less than five years
- ~~d-b.~~ 2 weeks after 5 years of service

~~B-C.~~ Vacation time shall accrue to coincide with the employee's anniversary date at the rate established in the table above. Vacation time is not earned until the full year has been worked.

~~C-D.~~ Vacations shall be granted at such time or times as shall be mutually agreeable to the City and the employee, at the discretion of the Department Head. Vacation time will be available for use by the employee as it is earned. In cases of conflict, vacations shall be granted according to seniority in that department.

~~D-E.~~ Unless requested by the City under an emergency situation, an employee shall not be allowed to work and be paid double his usual wage during a vacation period.

~~E-F.~~ An employee, who is entitled to four weeks or more vacation, is also entitled to compensation for the weeks in excess of three weeks in lieu of vacation time off. Compensation shall not exceed two weeks in any calendar year. The employee may request this compensation option to their Department Head. Requests for compensation must be submitted two weeks in advance and only one request may be submitted per accruable year. This privilege is extended at the sole discretion of the City Manager and shall be based on job performance, the financial condition of the city at the time of the request and other factors deemed to be fundamental to the legitimate business needs of the City. Employees hired after July 1, 2008 are not eligible for compensation in lieu of vacation time off.

~~F-G.~~ Requests to carry forward unused vacation time must be approved by the City Manager and must be submitted at least two (2) weeks prior to the end of the employee's anniversary year. Vacation that is carried forward will be used hour-for-hour, however; the actual dollar value of the unused (carried) vacation time, paid under section E or G of this policy, shall coincide with the employee's hourly wage in effect upon the date the unused time is carried forward.

~~G-H.~~ An employee, upon terminating employment, shall receive payment for his accumulated vacation leave. In the event of the employee's death, his designated beneficiary shall receive the same monetary value of any remaining accumulated vacation leave; if no such beneficiary is filed in writing with the City, it shall be paid to the employee's surviving spouse and if no surviving spouse to his estate.

SICK LEAVE

Sick leave is available to all regular and part-time employees as follows:

A. Hourly employees:

1. Sick leave shall accrue at the rate of one workday for each full calendar month of service, accumulative to a maximum of 120 working days. For the purposes of this section, the first month of an employee's service shall be counted as a full month of service if employment begins on or

The City reserves the right to modify or discontinue this policy at any time for any reason.

ADMINISTRATIVE LEAVE

The City Manager, on occasion, may excuse employees from duty for short periods of time with pay and without charge to leave time. Examples would be extreme weather conditions, disaster and days of national mourning or celebration. Employees who are on paid or unpaid leave will not be entitled to the administrative leave credit and will be charged with the appropriate leave time.

In the event of extreme weather conditions or for updates on workplace closings employees should call 207-571-1600.

BEREAVEMENT LEAVE

In the event of death in the immediate family of a regular or part-time employee, the employee shall be granted three days' leave of absence to make arrangements or to attend funeral services.

- A. "immediate family" is defined as spouse, parents, children, brother, sister, parents-in-law, grandparents, grandchildren, stepparents, stepchildren and step grandchildren, or any other relative living in the same household of the employee.
- B. If an employee is on vacation, the vacation leave will not apply if the deceased is his mother, father, spouse, children or stepchildren. The employee will not receive any additional days off; and shall be credited for any vacation days used during the bereavement leave.
- C. One workday may be granted with pay to employees at the sole discretion of the City Manager and/or Department Head for attendance at funerals.

MILITARY LEAVE

The City will grant military leave as necessary in compliance with all applicable state and federal regulations.

Short Training Periods (Eligibility: Regular full-time employees): Employees who are members of the organized military reserves and who are required to perform field duty will be granted military leave, in addition to vacation leave, but such military leave for reserve service shall not exceed eighty hours~~two (2) weeks~~ in any calendar year. For any such period of reserve service leave, the City will pay the employee the difference between gross total service pay for such field duty and the employee's regular pay, the sum of both payments are to equal the regular compensation of the employee had he been in the City service during the period of leave. The employee using Military Leave shall submit a written request for leave to their Department Head at least two weeks in advance of the training period and furnish the Human Resources Department with an official statement of reserve service pay received. All employee benefits will continue during short training periods.

Long-Term Active Duty (Eligibility: Regular full-time employees): Employees required to interrupt their active employment specifically for the purpose of entering active military service are entitled, upon return to active employment with the City, to reinstatement to their former position and certain other benefits in accordance with applicable federal and state law. The cumulative length of an employee's military leave of absence from employment with the City may not exceed five years, unless the employee, through no fault of his own, is unable to obtain release within the five year limit. The following will apply:

- A. At least two weeks before the start of active duty leave, the employee should submit a written request to their Department Head who forwards it to the Human Resources Department. A copy of the activation order, or other appropriate document, should accompany the request.
- B. For a period not to exceed one year from start of leave, the City will pay the employee the difference between total service pay for such active duty and the employee's regular pay, the sum of both payments to equal the regular compensation of the employees had he or she been in the City service during the period of leave. The employee using Military Leave shall furnish the Human Resources Department with an official statement of reserve service pay within 48 hours of receiving it or will forfeit this additional payment from the City for that pay period.~~received.~~
- C. Length of service continues to accrue during active military leaves of absence. If active employment is not re-established, length of service is calculated with respect to the last day worked.
- D. Unless otherwise specifically provided for by union contract, the following benefits and accruals will continue for a period not to exceed one year: group life insurance, medical, dental, long-term disability, holiday pay, and vacation/sick accruals. During the one year period, employees will be expected to continue making the employee share of contributions to the City for any applicable benefits, unless coverage is voluntarily waived by the employee. If health and dental insurance is maintained until the end of the one year period, employees and their dependents will be provided an opportunity to elect the continuation health care coverage similar to that offered under COBRA for up to 18 months.

Re-employment: A leave of absence for long-term active duty guarantees re-employment. The following will apply:

- A. Employees must apply for re-employment within the applicable time as provided by statute.
- B. Employees who are released from active duty but remain hospitalized for up to one year subsequent to release from active duty, must apply for re-employment within 90 days of hospital release.
- C. Employees return to active employment at a pay level and status equal to that which they would have attained had they not entered military service.

The City reserves the right to modify or discontinue this policy at any time and for any reason it considers sufficient. Questions related to military leaves of absence, but not provided for in this policy should be referred to the Human Resources Department. To the extent that any individual has any greater rights under applicable federal or state law, those laws will be followed.

The City makes it a policy not to discriminate in any way against employees who are members of the military. The employee's job will not be in jeopardy if a military leave of absence is requested or taken.

MATERNITY LEAVE OF ABSENCE

Maternity leave is leave granted an employee for the period of disability related to pregnancy and childbirth. The time taken as maternity leave is considered an off-the-job disability until the employee's physician releases her for work. Maternity leave is in addition to the provisions of leave as outlined in the Family and Medical Leave information.

Paid Leave: Maternity leave will be charged to the employee's accrued sick, vacation and compensatory leave time accruals. The City will continue its contributions toward the employee's health insurance

STUDENT LOAN REPAYMENT

Effective July 1, 2019, as an incentive to have Biddeford be an employer of choice, the City will offer a limited student loan repayment program.

- 1) All employees are eligible for up to five (5) years of student loan repayment incentive. Each employee is allowed only one five (5) year incentive during their career. Upon notification by the employee to the City and proper documentation to demonstrate compliance with the requirements, the City will make monthly payments directly to the loan provider for the amount of the loan for sixty (60) consecutive months. The payments shall not exceed one hundred fifty dollars (\$150.00) even if the monthly amount due exceeds that amount.
- 2) Any employee elected to receive this benefit pledges at least ten (10) years of service to the community. If the employee leaves prior to the conclusion of their tenth year, the employee shall pay back to the City ten percent (10%) of the funds paid by the city for each complete year (or part thereof) that employee did not meet the ten-year requirement. For illustration only, if an employee worked 7.5 years for the city, they would owe twenty percent ($10 - 8 = 2 \times 10\% = 20\%$) of the funds paid on their behalf. The City is explicitly authorized to collect those funds upon notice by the employee of separation via the remaining pay unless the employee has otherwise covered the cost.

EMPLOYEE HEALTH INSURANCE

FY2018

Health Insurance (FD/Non-Union) per year per employee (January - December)	Single	\$9,649
	EE/Spouse	\$15,745
	EE/Child(ren)	\$21,645
	Family	\$21,645
Health Insurance (PD) per year per employee (July - June)	Single	\$8,916
	EE/Spouse	
	EE/Child(ren)	\$19,080
	Family	\$24,372
Health Insurance (PW) per year per employee (July - June)	Single	\$9,372
	EE/Spouse	
	EE/Child(ren)	\$20,148
	Family	\$24,540

OTHER INSURANCES

FY2017

General Liability	City	\$27,595
	School	\$14,821
		<u>\$42,416</u>
Property/Inland Marine/Crime/Boiler	City	\$52,505
	School	\$81,596
		<u>\$134,101</u>
Pollution Liability		\$15,075
Law Enforcement Liability		\$48,382
Workers Comp (Calendar Year)		<u>2017</u>
	City	\$477,828
	School	\$177,289
		<u>\$655,117</u>

FY2019

\$10,325

\$16,847

\$23,160

\$23,160

\$9,180

\$19,656

\$25,104

\$9,744

\$20,952

\$25,524

FY2018

FY2019

\$27,591

\$27,907

\$14,821

\$14,955

\$42,412

\$42,862

\$52,988

\$56,246

\$84,977

\$87,879

\$137,965

\$144,125

\$15,075

\$15,075

\$23,978

\$28,346

2018

2019

\$521,170

\$550,814

\$150,126

\$162,261

\$671,296

\$713,075

As of: 03/07/2019 · Activity Period: 01/01/2016 - 12/31/2018

[illegible]

As of Date: 03/07/2019	Group By: Fund Year	LOB, WC	Report Categories: Report Categories: AGIMODPRN
From Date: 01/01/2016	2nd Group By: None	Examiner:	Open / Closed: Open and Closed
Thru Date: 12/31/2018	Include Info Claims: N	Claim Type: Lost time	Incurred Range From: -999,999,999.00
Select By: Loss Dates		Cause of Injury:	Incurred Range To: 999,999,999.00

Vehicle Accidents 2018

Date	Dept.	Unit #	Description	Insurance	City paid
1/17/2018	Public Works	63	Backed into a telephone pole while plowing on Breakwater Ave.	\$1,420.00	no cost
1/17/2018	Public Works	85	Hit a parked car while plowing a parking lot on Water Street	\$3,498.95	no cost
1/18/2018	Public Works	34	Sidewalk tractor was hit by a car on West St.	no cost	no cost
1/23/2018	Public Works	9	Hit a parked car with the mrror while plowing James Street	\$496.41	no cost
2/8/2018	Public Works	18	Grader stalled on top of the hill on Prospect Street rolled down and hit a parked car	\$6,931.09	no cost
2/9/2018	Public Works	63	Hit a mirror on a parked car on Golden Ave.	no cost	no cost
3/13/2018	Public Works	15	Hit a parked car with the wing of the loader while backing up on Marshall Ave.	\$2,654.20	no cost
3/13/2018	Fire Dept.	304	Backed into Saco Rescue while plowing the driveway damage to pickup	\$2,960.00	\$1,000.00
3/13/2018	Fire Dept.		Damage to the Saco Rescue from above accident	\$6,611.00	no cost
4/3/2018	Fire Dept.	334	Hit telephone wires with the light tower pulled wires down damaging the light tower	\$16,385.00	\$1,000.00
9/42018	School Dept.	413	Was hit by a car that ran the stop sign on Washington St.	\$1,745.00	no cost
9/14/2018	School Dept.	413	Hit a mirror on a parked car on Maple Street.	\$1,178.49	no cost
12/10/2018	Police Dept.	114	Was hit by a car on Pool Rd.	\$5,595.00	no cost