



Memorandum

April 24, 2024

To: Board of Trustees

From: Anne Stephenson, Assistant Deputy Director
Michael Stoddard, Executive Director

Re: Proposed Adjustments to the Efficiency Maine Trust Salary Schedule

Proposed Motion

Move that the Board approve the revised Staff Salary Schedule presented in Confidential Appendix A to this memo.

Background

This memo requests Board approval of the proposed Staff Salary Schedule in Confidential Appendix A of this memo. Staff has discussed this proposal, and the proposed revisions to the salary schedule, with the Board's Governance Committee. This proposal does not seek or require amendments to the budget to accommodate the new position titles and salary ranges.

The Efficiency Maine Trust Act (35-A §10101 et seq.) provides that "The Board shall establish the rate and amount of compensation of the Director and all other employees of the Trust." §10103(3). In December 2012, the Board adopted a formal Staff Salary Schedule to set the rates of compensation for all employees of the Trust. This schedule has been updated twice – once in April 2015 and again in February 2018 (see Confidential Appendix B). Those updates added positions which were not part of the original schedule and adjusted some salary ranges commensurate with industry and Maine standards. Each year, the scale is automatically adjusted to reflect changes in the cost of living (COLA). Also, each year employees receive performance reviews and are eligible for merit increases based on their performance evaluation score.

As the organization has grown in recent years, Staff has observed that it would be helpful to introduce more low- to mid-career positions in the Staff Salary Schedule. The management team, with support from Board officers, also saw value in delegating some administrative and supervisory duties of the Executive Director and Deputy Director, to additional new positions. In both cases, the solution has involved adding new positions.

In late 2023, Staff undertook research to evaluate position titles and salaries at peer organizations, including efficiency administrators (e.g., Efficiency Vermont and Energy Trust of Oregon) and quasi- and state agencies in Maine. For positions that the Trust Staff have been seeking to add to our existing schedule, this research provided useful comparisons as to position titles and salary ranges. We also reviewed salary ranges for all positions to see if past cost-of-living adjustments undertaken since 2018 were in sync with industry norms.

Staff proposes adding several positions to the current salary schedule, as outlined below. Not all positions will be used (filled) in the near term, but would be available to appropriately place current Staff as they develop professionally or as new individuals are hired when the need arises. Although our research found that the Trust's Staff current salary ranges are largely aligned with industry norms, some of the Trust's ranges were slightly lower than industry standards and, in those cases, were adjusted in the proposed Staff Salary Schedule in Appendix A.

Proposed Adjustments

To provide options to add new positions at various levels and to give current staff a clearer sense of job development and career growth, Staff propose the following revisions to the EMT Staff Salary Schedule (see also Confidential Appendix A):

1. Senior Management

- a. Deputy Director: Originally, there was no "Deputy Director" position in the Salary Schedule. Once the organization grew to a size that a deputy director function was warranted, the Deputy Director position was handled as a salary adder to the Program Director position. Peter Eglinton, originally hired to fill the Program Director position, was eventually assigned to serve as the Deputy Director and currently fills both roles. Staff propose to create an official Deputy Director category to provide flexibility if the organization determines it would be advantageous to have both a Deputy Director and a Program Director. For the foreseeable future, there is no plan to fill the Program Director position with a separate hire.
- b. Assistant Deputy Director: We propose to formally add this new position. We have effectively adjusted duties of two existing staff to fulfill the role of assisting the Deputy Director, which has proved to bring significant value and efficiency as the Trust's work and Staff have expanded. The two existing staff are part-time staffers, Emily Cushman and Anne Stephenson, currently in the salary category of their previous positions (Program Manager 3 and Senior Communications Manager, respectively).
- c. Salary Range: The proposed salary range for the new Assistant Deputy Director position aligns with the ranges of more senior positions in the other divisions. Current salaries of staff who hold these positions would remain unchanged.

2. Program Division

- a. Program Specialist 1 and 2: We propose formally adding two levels of Program Specialist position, which has previously used the salary scale for Research and Data Analysts. The salary ranges for levels 1 and 2 are a smaller range than some other positions because they are meant as entry- or mid-level starting positions within the organization and are expected to progress more quickly than other positions.
- b. Salary Range: The proposed salary ranges for the new positions align with the current Research and Data Analyst level that has been used to place program specialists. Current salaries would remain unchanged.

3. Strategic Initiatives Division

- a. Director of Strategic Initiatives: This role and title is currently held by Ian Burnes, but the actual position does not formally exist in the current Staff Salary Schedule. As a work-around, we have been using the salary scale for a “Program Manager 3.” Staff proposes to formally add the Director position, to reflect its important role in strategic guidance and supervisory duties as the Trust’s analytical and regulatory affairs work has grown.
- b. Strategic Initiatives Manager 3: Staff proposes adding this senior-level peer to the titles of Program Manager 3 and Communications Manager 3, to reflect a higher level of experience and skill in regulatory affairs and evaluation, measurement, and verification.
- c. Research and Data Analyst 1 and 2: This change divides a now broad position and pay range into more distinct steps to allow for a clearer path for growth and professional development for entry- and mid-level professionals in this department.
- d. Salary Range: Staff proposes expanding slightly the salary range of the Director position in this Division to match the Program Division and Finance Division and to reflect industry norms. As a result, the top end of the Director range would increase by \$7,000. No current salaries will be affected by the shift in range.

4. Communications/Public Information and Outreach Division

- a. Communications Manager 1, 2, and 3: Staff proposes dividing the Communications Manager position and its current broad pay scale into three separate levels to better reflect a mid-level position in the department, and to create a clearer path for growth and professional development for individual employees.
- b. Communications Specialist: This position is a peer to the Program Specialist position and is meant as an entry-level position in the department. Unlike the Program Specialist position, Staff does not see a need to create two tiers for the Communications Specialist position.
- c. Sales & Marketing Assistant Position: We propose removing this position, added in 2018, from the Salary Scale as we have found the intended duties of this role to be covered by other positions and by the program delivery teams and trade allies.
- d. Salary Range: We propose expanding the salary range across the Communications Division positions to reflect industry norms and the increased experience and specialization of the current team and future potential hires. This division conducts more tasks in-house (e.g., website management, advertising) than in past years when many of those duties were assigned to subcontractors. No current salaries will be affected by the shift in range.

5. Finance and Administration Division

- a. Human Resources Manager: Currently, our Grants Administrator, Joy Adamson, fulfills the role of Human Resources Coordinator. The growth in federal grants and other compliance work, as well as the expansion in our Staff, may eventually warrant a dedicated manager. No changes are anticipated at this time.
- b. Finance Specialists 1 and 2: These are new positions that would assist the Finance and Administration Division and could focus on loan compliance and help oversee the implementation of lending through the Efficiency Maine Green Bank. Staff anticipates

Green Bank activity may require filling one of these positions in FY2025 and could look to recruit someone with experience as a loan officer or similar position.

- c. Senior Accountant 1, Senior Accountant 2, and Controller: Currently the Senior Accountant position is a broad job category that encompasses a wide salary scale and multiple positions. Staff proposes dividing it into three categories.
- d. Assistant Director of Finance and Administration: There are no immediate plans to fill this role, but this position may become useful to accommodate growth in management responsibilities as the team grows and manages more complex projects.
- e. Office Manager “adder”: Staff envisions office management as a set of responsibilities, associated with a stipend, that could be added to whomever on the team was fulfilling that role.
- f. Salary Range: We propose adjusting the salary ranges in the Division to reflect current norms and the higher rates expected by qualified candidates in this field. All current staff in the division are within the salary ranges listed, so they will not be impacted by the adjustment.

Budgetary Impact

The salaries of all Staff members fall within the proposed new salary ranges, so individuals will not receive raises based solely on the Board’s approval of the new ranges. Expanding the salary range for some positions should allow staff to grow in their positions, and hopefully retain our current talent and attract new candidates. The Trust anticipates hiring a Program Specialist this spring as well as other positions (Program Manager, Finance Specialist, and Research and Data Analyst) in FY2025.