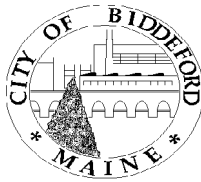


City of Biddeford
Personnel Committee
October 19, 2021 3:00 PM 205 Main Street

- 1. Call to Order**
- 2. Acceptance of Minutes**
 - 2.1. Acceptance of Minutes from 8-3-21
[8-3-21 Minutes.doc](#)
- 3. Discussion**
 - 3.1. Compensation Plan
[Attachment 2 9.21.21.suggested.action.compensation.docx](#)
[Attachment 1 9.21.21 2021.Position.Changes.\(with pay ranges\).docx](#)
[Attachment 15 8.3.21.Compensation.Study.Next.Step.memo.pdf](#)
[Attachment 14 6.29.21 Memo from Manager James Bennett.pdf](#)
[Attachment 12 6.29.21 FY22.payscale.2.25_.adjustment.pdf](#)
[Attachment 13 6.29.21 Position Changes w pay ranges.pdf](#)
[Attachment 11 6.29.21 FY22.equalized.steps.scale.pdf](#)
[Attachment 5 6.1.21.personnel.committee.memo.pdf](#)
[Attachment 6 6.1.21 analysis.wo.high&low.pdf](#)
[Attachment 7 6.1.21 reported.salaries.wo.high.low.pdf](#)
[Attachment 8 6.1.21 reported.salaries.pdf](#)
[Attachment 9 6.1.21 Suggested.revisions.FY21.payscale.pdf](#)
[Attachment 10 6.1.21 Current.fy21.payscale.pdf](#)
[Attachment 3 4.20.21.workinprogress.personnel.committee.xlsx](#)
[Attachment 4 4.20.21 FY21 Payscale.xlsx](#)
 - 3.2. MPERS Change
[mpers 10_19.pdf](#)
 - 3.3. Community Outreach and Inclusion Specialist
[Comm Job Brief.docx](#)
[Community Outreach and Inclusion Coordinator.docx](#)
 - 3.4. Vaccinations
[Vaccine Brief.docx](#)
- 4. Other Business**
- 5. Adjourn**



PERSONNEL COMMITTEE MEETING

Tuesday August 3, 2021
Human Resources Department

3 PM
Minutes

ITEM 1 Call to order

Chair Councilor Michael Ready called the meeting to order at 3:02 PM with Councilors Norman Belanger and William Emhiser present. Also present were James Bennett, City Manager, and Hillary Owens, Human Resources. Councilor Ashanti Williams was absent.

ITEM 2 Acceptance of Minutes

Minutes from prior meeting were not included in agenda packet.

ITEM 3 Discussion

Compensation Study Update

City Manager Bennett presented the history of the pay scale and explained the rationale for his recommendations for future changes to the pay scale. It was decided that the "Years of Service" would be removed from the pay scale. There was agreement of attending councilors that Option 2 from City Manager Bennett's memo, suggesting that the City continue to operate the same way, but with changes to avoid the current "pitfalls". City Manager Bennett will present his plan to avoid failures at a later meeting.

Next steps- City Manager Bennett will report to the Committee, in September, his recommendations for the pay steps. Also discussed was moving the review process to be due by January 1st to be able to work reviews into the budget process in a more useful manner.

ITEM 4 Other Business

No further discussion

ITEM 5 Adjourn

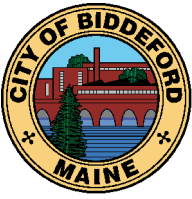
Motion to adjourn 3:49 PM

Personnel Committee Members:

Councilor Michael Ready, Chair

Councilor Norman Belanger
Councilor Ashanti Williams
Councilor William Emhiser

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:	September 14, 2021
RE:	Compensation Study

Over the last several months, the Committee has made a series of informal decisions. With a significant amount of the internal work complete, the request is for the Committee to formalize the following changes:

1. Change the identification of each level with various steps contained within to being identified simply by their respective range with the lowest and highest pay defined.
2. Add a new level 23 (\$95,749 to \$122,509 without FY22 COLA adjustment to scale)
3. Reclassify all of the positions as outlined below:

<i>Position</i>	<i>Old level</i>	<i>New level</i>
<i>Finance Director</i>	22	23
<i>Police Chief</i>	22	23
<i>Public Works Director</i>	22	23
<i>Chief Operating Officer</i>	22	23
<i>Fire Chief</i>	21	22
<i>Waste Water Treatment Plant Superintendent</i>	20	21
<i>Deputy Police Chief</i>	19	20
<i>Deputy Public Works Director</i>	19	20
<i>Director of Engineering</i>	19	20
<i>City Planner</i>	18	17
<i>Recreation Director</i>	18	19
<i>Assistant Fire Chief</i>	18	19
<i>Deputy Finance Director</i>	18	19
<i>Deputy Fire Chief</i>	17	18
<i>Operations Manager (PWD)</i>	15	17
<i>Deputy HR Director</i>	N/A	16

205 Main Street

Biddeford, ME 04005

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Diana Depaolo, Human Resource Director, 205 Main Street Biddeford, ME 04005, or call (207) 286-0593.

Staff Engineer

Deputy Assessor

Deputy City Clerk

Deputy Recreation Director

Payroll Specialist

Human Resources Specialist

	16
13	14
N/A	14
12	13
N/A	11
N/A	11

4. Formally change the process by:
 - a. All non-union merit adjustments recommendations completed by December 31 of each year.
 - b. Submitted budget includes the actual costs to pay for the merit pay to be effective July 1 of each year.
 - c. All acceptable performance receives the annual COLA adjustment; based on the annual adjustment to the payscale (effective July 1)
 - d. Submitted budget would include at least 40% of the total cost for COLA adjustments to be used for further merit adjustments based for individual performers.

FY22 Implementation

If the above items are supported, the following is the suggested implementation for this year.

5. Adjust all employees that had an acceptable performance review by the FY22 COLA (2.25%) as of July 1, 2020.
6. Adjust all impacted employees in the reclassification by the difference between the scales (1 level change is equal to 5%) effective July 1, 2020. If the employee did not get an acceptable performance review, they would not see an adjustment. Any new hires or any employee that had pay adjustments within the last year is not guaranteed this adjustment.
7. Establish a merit pool adjustment equal to 1% of all non-union wages for lateral adjustments for all non-union based on merit to be effective January 1, 2022.

Financial Impacts

The projected financial impact for FY22 (wages only) are estimated as follows:

- A. COLA wages: \$87,500
- B. Reclassification wages: \$50,000
- C. Merit adjustments: \$41,210

Position Placements

Suggested Changes effective FY22

Level 23 (\$95,749 to \$122,523)

*Finance Director
Police Chief
Public Works Director
Chief Operating Officer*

Level 22 (\$91,189 to \$116,689)

Fire Chief

Level 21 (\$86,630 to \$110,855)

*Assessor
Economic & Community Development Director
Waste Water Treatment Plant Superintendent*

Level 20 (\$82,298 to \$105,312)

Building Supervisor (includes schools)
Deputy Police Chief
Public Works Deputy Director
Director of Engineering*

Level 19 (\$78,183 to \$100,046)

*City Clerk (including GA)
Human Resources Director
Recreation Director
Assistant Fire Chief
Deputy Finance Director*

Level 18 (\$74,274 to \$95,044)

Deputy Director Econ & Com Development
Director of Code Enforcement (includes Emergency Management Director)
Information Technology Directorⁱ
Deputy Director of Engineer
Deputy Fire Chief*

Level 17 (\$70,560 to \$90,292)

*City Planner
Operations Manager (Public Works)*

Level 16 (\$67,032 to \$85,777)

*Staff Accountant
Comptroller
Deputy Human Resource Director
Staff Engineer*

Level 15 (\$63,681 to \$81,488)

Level 14 (\$60,497 to \$77,414)

*CDBG Administrator
Communications Coordinator
Economic Development Coordinator
Deputy Assessor*

Deputy City Clerk

Level 13 (\$57,472 to \$73,543)

GIS Coordinator
GA Supervisorⁱ
Tax Collectorⁱ
Deputy Code Enforcement Director
Recreation Deputy Director

Level 12 (\$54,598 to \$69,866)

*
Executive Assistant II
Office Manager

Level 11 (\$51,868 to \$66,373)

Property Lister
Public Access Managerⁱ
Community Development Coordinator
Human Resource Specialist
Payroll Specialist

Level 10 (\$49,275 to \$63,054)

Executive Assistant I
Code Enforcement Officer II
Surveyor
Engineering Tech
CALEA Planner

Level 9 (\$46,811 to \$59,901)

Administrative Assistant II
Code Enforcement Officer I
Recreation Program Coordinator II/Acting Rec Director*

Level 8 (\$44,471 to \$56,906)

Administrative Assistant I
GA Customer Service Clerk
Airport Managerⁱ
Public Access Technician II
Recreation Program Coordinator II
Management Analyst
Finance Clerk

Level 7 (\$42,471 to \$56,906)

Administrative Clerk II
Recreation Program Coordinator I
Public Access Technician I

Level 6 (\$40,135 to \$51,358)

Customer Service Clerk II
Administrative Clerk I

Level 5 (\$38,128 to \$48,790)

Customer Service Clerk I

Level 4 (\$36,222 to \$46,351)

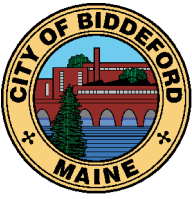
Facilities Maintenance III

Level 3 (\$34,411 to \$44,033)

Recreation III

Facilities Maintenance II
Level 2 (\$32,690 to \$41,831)
Recreation II

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:	July 30, 2021
RE:	Compensation Study Next Step

The next step in the compensation work involved a review of the placements (both employee classifications as well as individuals). As I reviewed the additional data submitted and listened to the concerns of staff, it caused me to review the actual movement of staff members within our process. This review brought to light an unintended outcome within the non-union compensation.

Given this new observation, it is appropriate to take a brief pause in the process for the benefit of the non-union employees, despite the desire to complete the review as soon as possible. During the brief pause, I am requesting that the Committee review this new observation and provide guidance.

With very rare exception, Maine municipalities pay their employees based on a time in grade system. All union employees in Biddeford are paid in this fashion. To illustrate, below are samples of the current pay scales for various unionized employees.

*Fire Department:
effective July 1, 2020*

	Start	1 year	<u>2 years</u>	<u>3 year</u>	<u>5-6</u> years	<u>8 years</u>	<u>10</u> years	<u>15</u> years	<u>20</u> years
Firefighter-Basic	\$19.88	\$20.54	\$21.65	\$22.09	\$22.53	\$22.97	\$23.42	\$24.08	\$24.96
Advance/CC	\$21.15	\$21.86	\$23.03	\$23.50	\$23.97	\$24.44	\$24.91	\$25.62	\$26.56
Paramedic	\$22.50	\$23.25	\$24.50	\$25.00	\$25.50	\$26.00	\$26.50	\$27.25	\$28.25

Police Patrol
Length of
Service

CALEA Certified

	7.1.18	1.1.19	7.1.19	1.1.20	7.1.20
Starting	\$24.82	\$25.19	\$25.82	\$26.47	\$27.13
After 1 yr.	\$25.62	\$26.01	\$26.66	\$27.33	\$28.01
After 2 yrs.	\$26.41	\$26.80	\$27.47	\$28.16	\$28.86
After 3 yrs.	\$27.22	\$27.63	\$28.32	\$29.03	\$29.75
After 6 yrs.	\$27.84	\$28.26	\$28.96	\$29.69	\$30.43
After 8 yrs.	\$28.82	\$29.25	\$29.98	\$30.73	\$31.50
After 10 yrs.	\$29.60	\$30.04	\$30.79	\$31.56	\$32.35
After 15 yrs.	\$30.82	\$31.28	\$32.06	\$32.86	\$33.69

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After 20 yrs.	\$31.43	\$31.90	\$32.70	\$33.51	\$34.35
After 25 yrs.	\$32.38	\$32.87	\$33.69	\$34.53	\$35.40

Public Works	<u>7/1/2018</u>	<u>7/1/2019</u>	<u>1/1/2020</u>	<u>7/1/2020</u>
<u>Equipment Operator I</u>				
0 - 4 years	23.25	23.72	24.19	24.79
5 - 7 years	23.72	24.19	24.67	25.29
8 - 9 years	23.95	24.43	24.91	25.54
10 - 14 years	24.41	24.90	25.40	26.03
15 - 24 years	24.65	25.14	25.64	26.28
>25 years	24.88	25.38	25.88	26.53

Time in grade creates a known and expected progression in additional pay based on seniority. Employees understand that there is a ‘contract’ between the City and themselves. You will be rewarded for being loyal to the organization by progressing through the appropriate level to a higher compensation beyond the normal ‘aging’ of the wages. ‘Aging’ is the process where the pay scale increases (usually annually) to keep wages competitive with the market place.

The original recommendation was to also use the time in grade basis for non-union employees. This was the foundation of the plan. During the Personnel Committee/Council deliberation and ultimate adoption, the non-union compensation became strictly a merit-based system. While years of service was used as guidance for the initial placement of new hires, it no longer had a valid role in compensation for non-union.

In reflecting back, the implementation of the new merit based compensation had two flaws. First, the pay scale was never changed. In fact, even as recent as the last Personnel Committee, I was still proceeding down the path of using a time in grade pay scale. Second, the allocation of funding annually was based on “time in grade” which resulted in little movement. These factors are the major root of the confusion and frustration that exists within the new system, *even while there is wide recognition that the new system is a vast improvement.*

It is my suggestion that one of two alternatives should be followed.

1. Adjust the pay scale and funding appropriation accordingly (consistent with the policy directive from 2016).
2. Modify the non-union compensation plan to either a “time in grade” system or a hybrid between the two.

Before outlining in detail these alternatives, let me provide more clarity on the unintended outcome of the current implementation. On the positive side, the current system has placed employees in a generally recognized system based on an objective measure of equity. While there will always be dissatisfaction, there is a general acceptance that the classification of jobs by levels is fair. I believe there is also a sense that employees with similar job responsibilities are placed in the same levels regardless of whether their department head is a favorite of the elected officials/administration or not. This was not the case prior to the change.

However, in reviewing the movement upwards in a given level (also known as steps in the current wage scale); there has been very little natural movement for employees. This realization, with no

expectation of the traditional time in grade progression, is the source of the frustration. It results in dissatisfaction and a sense that the non-union employees are still not being treated the same way as their fellow unionized employees.

There are three major contributors that resulted in the lack of moment. It took the City three years to fully implement the change in 2016. During that time, the focus was on getting all employees into the proper location. There was virtually no additional funds allocated beyond the COLA (aging of the pay scale). In the other years, the additional funds available for merit was insignificant compared to the normal gaining. As a result, the limited funding did not equate to a normal expected time in grade movement process. Obviously, COVID put a complete hold on any merit adjustment, further complicating the perception of no lateral movement along the level. Finally, many prior long-term employees were given increases in wages versus bonuses because of the impact on their retirement benefit (trying to maximize compensation). The bottom line is that non-union employees are essentially in the same relative place along a level as they were several years ago, regardless of their job performance. Stated differently, assuming a zero to 100 scale horizontally along a level, the employees relative number position remains (i.e. if they were located in the 45th position on the 100 scale when the process was first implemented, they remain in that same relative position).

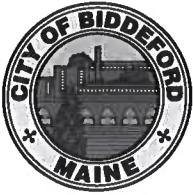
To adjust this outcome, I am suggesting one of three alternatives:

1. Switch back to the time in grade system. The advantage is that the compensation strategy is known to the employees and widely used within the market place. The disadvantage is that does not reward exceptional performers.
2. Continue with the current system but recognized that the merit portion of the annual appropriation needs to increase beyond the previous years. The merit amount will need to be in the ballpark of the funding needed to move one third of the entire non-union staff to the next step in a traditional time in grade system. With rare exception, most of the current city employees do a better than expected job. The funding will need to be at that level to recognize this fact. The advantage in this approach is that it continues to make performance the sole determination of movement. It should be noted that a revised pay scale is needed for this approach. (I have it completed it and it will be sent to you Monday when I return to the office after my vacation).
3. The third alternative is some hybrid of the two. The easier of the two would be to modify time in grade system with two adjustments. First, any performance that was not acceptable would result in no COLA adjustment for that year and further result in non-recognition of that year in the time in grade consideration. The second would be that all merit compensation is strictly awarded as a one-time bonus (based on the available funds).

I am not putting my hand on the scale for any of these approaches in a significant way. I am, however, recommending that one of the three adjustments should occur. However, if the committee was to force me to weigh in, I would suggest we try the second approach. This recommendation is made with significant weight being given towards the prior Council policy directive.

I return from vacation on Monday and will make myself available prior to our meeting on Tuesday if any member has any questions.

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:	June 25, 2021
RE:	June 29, 2021 Meeting

Please find the following comments regarding your upcoming meeting.

There are four main agenda items for Tuesday. Each is list below in no particular order with a brief explanation.

1. *Annual adjustment to non-union pay scales:* One of the items is the annual adjusting of the non-union pay scales. The recommendation is to adjust the pay scale by 2.25% for FY22. This action does not change any pay for any employee. It also is an independent action from the compensation study work. . This is a tradition item that is done in June annually.
2. *City Hall work hours:* One of the few actions that I took independently based on the emergency authority that was granted during the pandemic was to change city hall hours. Prior to the change, the hours for the public were offered 8 am to 5 pm, five days a week. The employees worked 40 hours, with an hour unpaid for lunch. The hours were changed to 8 am to 4 pm. The employees continued to work 40 hours with a 30 minute unpaid lunch. Each employee was responsible to work the additional 2.5 hours weekly, usually by being in work 30 minutes prior to opening or after closing. This has gone well. It is my recommendation that we continue the current hours permanently.
3. *Non-union employee bonus:* This item will grant a \$125.00 per month bonus to all non-union employees for each month an employee worked from February 2020 for a period of 18 months. This is a onetime bonus. This is exactly the same amount/process that was recently approved in the fire contract.
4. *Next level of review for compensation policy:* Included in the package is several documents. One set of documents involves the potential change to the pay scales based on the first phase of the compensation review. The committee agreed conceptually with two changes. First, it agreed to add a new step 23. Second, it agreed to change the program from a 10-step scale to a 9-step scale by eliminating the first step in the old plan. Your last agenda package included the example of this work.

The committee asked staff to redo the pay scale so that all steps would be equalized on a percentage basis. That has been done. You will note that your package has three 'revised' pay scales within your package. The first (labeled 'Suggested FY22 Pay scale no cola adjustment') is the same scale that was provided in the last committee meeting. The second (Suggested FY22 Pay scale w/equalized steps & levels) is as requested by the committee. It was built by taking the S23 level and equalizing the steps between the low and the high. Each lower level was then built by reducing the steps by 5%. The last (Comparison of FY22 to Equalized Scale negative numbers represent a decrease in step payment) is reflection of the net difference between the current pay scale (with the changes made at the last meeting)

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and new equalized level and step plan. A negative number shows that the new equalized pay scale is less than the original pay scale. With rare exception, the changes are within a few hundred dollars of the original. It suggests that the equalized pay scale could be easily adopted.

The final documents are the suggested level placement of all non-union employees. 'Appendix A – New' document shows the current placement of non-union employees. It is different from the one that appears in the current employee handbook because it includes any new positions that have been created/hired over the last few years. The second document (done in strikethrough format) shows the suggested changes to positions among the various levels. The changes are based on market driven data (as discussed at the last meeting) or relationship changes based on other positions changing (i.e. Police Chief and Deputy Police Chief). I have included for your reference what each pay scale represents. This is the current FY21 scale and does not include any adjustment that was done for the FY22 scale. I will go through each of the changes in detail on Tuesday.

As described at your last meeting on this topic, I am only looking for approval on a conceptual level. Based on such approval, the next steps in the process consists of two steps. First, any staff member that is concerned that the step is not accurate/fair based on the methodology used may present that information for a second review. Second, all positions will be place on the proper step in the corresponding levels. Once established, those would come back to the committee for final approval for the entire change to compensation. As part of that approval, it would include any implementation strategy, if necessary.

FY22 Salary Pay Scale

<i>Level</i>	<i>A</i> <i>2 yrs or less</i>	<i>B</i> <i>3 to 5 yrs</i>	<i>C</i> <i>6 to 8 yrs</i>	<i>D</i> <i>9 to 11 yrs</i>	<i>E</i> <i>12 to 14 yrs</i>	<i>F</i> <i>15 to 17 yrs</i>	<i>G</i> <i>18 to 21 yrs</i>	<i>H</i> <i>22 to 25 yrs</i>	<i>I</i> <i>over 25 yrs</i>	<i>J</i> <i>over 30 yrs</i>	<i>Level</i>
<i>S1</i>	\$30,792	\$31,754	\$32,717	\$34,064	\$35,411	\$36,181	\$36,950	\$38,394	\$39,837	\$40,634	<i>S1</i>
<i>S2</i>	\$32,413	\$33,426	\$34,438	\$35,857	\$37,275	\$38,085	\$38,895	\$40,415	\$41,934	\$42,773	<i>S2</i>
<i>S3</i>	\$34,119	\$35,185	\$36,251	\$37,744	\$39,236	\$40,089	\$40,942	\$42,542	\$44,141	\$45,024	<i>S3</i>
<i>S4</i>	\$35,914	\$37,037	\$38,159	\$39,730	\$41,301	\$42,199	\$43,097	\$44,781	\$46,464	\$47,393	<i>S4</i>
<i>S5</i>	\$37,805	\$38,986	\$40,167	\$41,821	\$43,475	\$44,420	\$45,365	\$47,138	\$48,910	\$49,888	<i>S5</i>
<i>S6</i>	\$39,794	\$41,038	\$42,281	\$44,022	\$45,763	\$46,758	\$47,753	\$49,618	\$51,484	\$52,513	<i>S6</i>
<i>S7</i>	\$41,889	\$43,198	\$44,507	\$46,339	\$48,172	\$49,219	\$50,266	\$52,230	\$54,193	\$55,277	<i>S7</i>
<i>S8</i>	\$44,093	\$45,471	\$46,849	\$48,778	\$50,707	\$51,810	\$52,912	\$54,979	\$57,046	\$58,187	<i>S8</i>
<i>S9</i>	\$46,414	\$47,864	\$49,315	\$51,346	\$53,376	\$54,536	\$55,697	\$57,873	\$60,048	\$61,249	<i>S9</i>
<i>S10</i>	\$48,857	\$50,384	\$51,910	\$54,048	\$56,185	\$57,407	\$58,628	\$60,918	\$63,209	\$64,473	<i>S10</i>
<i>S11</i>	\$51,428	\$53,035	\$54,643	\$56,893	\$59,143	\$60,428	\$61,714	\$64,125	\$66,535	\$67,866	<i>S11</i>
<i>S12</i>	\$54,135	\$55,827	\$57,518	\$59,887	\$62,255	\$63,609	\$64,962	\$67,500	\$70,037	\$71,438	<i>S12</i>
<i>S13</i>	\$56,984	\$58,765	\$60,546	\$63,039	\$65,532	\$66,957	\$68,381	\$71,052	\$73,723	\$75,198	<i>S13</i>
<i>S14</i>	\$59,983	\$61,858	\$63,732	\$66,357	\$68,981	\$70,481	\$71,980	\$74,792	\$77,604	\$79,156	<i>S14</i>
<i>S15</i>	\$63,140	\$65,114	\$67,087	\$69,849	\$72,612	\$74,190	\$75,769	\$78,728	\$81,688	\$83,322	<i>S15</i>
<i>S16</i>	\$66,464	\$68,541	\$70,618	\$73,525	\$76,433	\$78,095	\$79,756	\$82,872	\$85,987	\$87,707	<i>S16</i>
<i>S17</i>	\$69,962	\$72,148	\$74,334	\$77,395	\$80,456	\$82,205	\$83,954	\$87,234	\$90,513	\$92,323	<i>S17</i>
<i>S18</i>	\$73,644	\$75,945	\$78,247	\$81,469	\$84,691	\$86,532	\$88,373	\$91,825	\$95,277	\$97,182	<i>S18</i>
<i>S19</i>	\$77,520	\$79,942	\$82,365	\$85,756	\$89,148	\$91,086	\$93,024	\$96,658	\$100,291	\$102,297	<i>S19</i>
<i>S20</i>	\$81,600	\$84,150	\$86,700	\$90,270	\$93,840	\$95,880	\$97,920	\$101,745	\$105,570	\$107,681	<i>S20</i>
<i>S21</i>	\$85,895	\$88,579	\$91,263	\$95,021	\$98,779	\$100,926	\$103,074	\$107,100	\$111,126	\$113,349	<i>S21</i>
<i>S22</i>	\$90,415	\$93,241	\$96,066	\$100,022	\$103,978	\$106,238	\$108,499	\$112,737	\$116,975	\$119,314	<i>S22</i>

FY22 Hourly Pay Scale

	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	<i>F</i>	<i>G</i>	<i>H</i>	<i>I</i>	<i>J</i>	
<i>Level</i>	<i>2 yrs or less</i>	<i>3 to 5 yrs</i>	<i>6 to 8 yrs</i>	<i>9 to 11 yrs</i>	<i>12 to 14 yrs</i>	<i>15 to 17 yrs</i>	<i>18 to 21 yrs</i>	<i>22 to 25 yrs</i>	<i>over 25 yrs</i>	<i>over 30 yrs</i>	<i>Level</i>
<i>H1</i>	\$11.45	\$11.55	\$11.90	\$12.39	\$12.88	\$13.16	\$13.44	\$13.97	\$14.49	\$14.78	<i>H1</i>
<i>H2</i>	\$12.06	\$12.43	\$12.81	\$13.34	\$13.87	\$14.17	\$14.47	\$15.03	\$15.60	\$15.91	<i>H2</i>
<i>H3</i>	\$12.69	\$13.09	\$13.49	\$14.04	\$14.60	\$14.91	\$15.23	\$15.83	\$16.42	\$16.75	<i>H3</i>
<i>H4</i>	\$13.36	\$13.78	\$14.20	\$14.78	\$15.36	\$15.70	\$16.03	\$16.66	\$17.29	\$17.63	<i>H4</i>
<i>H5</i>	\$14.06	\$14.50	\$14.94	\$15.56	\$16.17	\$16.52	\$16.88	\$17.54	\$18.19	\$18.56	<i>H5</i>
<i>S1</i>	\$14.80	\$15.27	\$15.73	\$16.38	\$17.02	\$17.39	\$17.76	\$18.46	\$19.15	\$19.54	<i>S1</i>
<i>S2</i>	\$15.58	\$16.07	\$16.56	\$17.24	\$17.92	\$18.31	\$18.70	\$19.43	\$20.16	\$20.56	<i>S2</i>
<i>S3</i>	\$16.40	\$16.92	\$17.43	\$18.15	\$18.86	\$19.27	\$19.68	\$20.45	\$21.22	\$21.65	<i>S3</i>
<i>S4</i>	\$17.27	\$17.81	\$18.35	\$19.10	\$19.86	\$20.29	\$20.72	\$21.53	\$22.34	\$22.79	<i>S4</i>
<i>S5</i>	\$18.18	\$18.74	\$19.31	\$20.11	\$20.90	\$21.36	\$21.81	\$22.66	\$23.51	\$23.98	<i>S5</i>
<i>S6</i>	\$19.13	\$19.73	\$20.33	\$21.16	\$22.00	\$22.48	\$22.96	\$23.86	\$24.75	\$25.25	<i>S6</i>
<i>S7</i>	\$20.14	\$20.77	\$21.40	\$22.28	\$23.16	\$23.66	\$24.17	\$25.11	\$26.05	\$26.58	<i>S7</i>
<i>S8</i>	\$21.20	\$21.86	\$22.52	\$23.45	\$24.38	\$24.91	\$25.44	\$26.43	\$27.43	\$27.97	<i>S8</i>
<i>S9</i>	\$22.31	\$23.01	\$23.71	\$24.69	\$25.66	\$26.22	\$26.78	\$27.82	\$28.87	\$29.45	<i>S9</i>
<i>S10</i>	\$23.49	\$24.22	\$24.96	\$25.98	\$27.01	\$27.60	\$28.19	\$29.29	\$30.39	\$31.00	<i>S10</i>
<i>S11</i>	\$24.73	\$25.50	\$26.27	\$27.35	\$28.43	\$29.05	\$29.67	\$30.83	\$31.99	\$32.63	<i>S11</i>
<i>S12</i>	\$26.03	\$26.84	\$27.65	\$28.79	\$29.93	\$30.58	\$31.23	\$32.45	\$33.67	\$34.35	<i>S12</i>
<i>S13</i>	\$27.40	\$28.25	\$29.11	\$30.31	\$31.51	\$32.19	\$32.88	\$34.16	\$35.44	\$36.15	<i>S13</i>
<i>S14</i>	\$28.84	\$29.74	\$30.64	\$31.90	\$33.16	\$33.88	\$34.61	\$35.96	\$37.31	\$38.06	<i>S14</i>
<i>S15</i>	\$30.36	\$31.30	\$32.25	\$33.58	\$34.91	\$35.67	\$36.43	\$37.85	\$39.27	\$40.06	<i>S15</i>
<i>S16</i>	\$31.95	\$32.95	\$33.95	\$35.35	\$36.75	\$37.55	\$38.34	\$39.84	\$41.34	\$42.17	<i>S16</i>
<i>S17</i>	\$33.64	\$34.69	\$35.74	\$37.21	\$38.68	\$39.52	\$40.36	\$41.94	\$43.52	\$44.39	<i>S17</i>
<i>S18</i>	\$35.41	\$36.51	\$37.62	\$39.17	\$40.72	\$41.60	\$42.49	\$44.15	\$45.81	\$46.72	<i>S18</i>
<i>S19</i>	\$37.27	\$38.43	\$39.60	\$41.23	\$42.86	\$43.79	\$44.72	\$46.47	\$48.22	\$49.18	<i>S19</i>
<i>S20</i>	\$39.23	\$40.46	\$41.68	\$43.40	\$45.12	\$46.10	\$47.08	\$48.92	\$50.75	\$51.77	<i>S20</i>
<i>S21</i>	\$41.30	\$42.59	\$43.88	\$45.68	\$47.49	\$48.52	\$49.55	\$51.49	\$53.43	\$54.49	<i>S21</i>
<i>S22</i>	\$43.47	\$44.83	\$46.19	\$48.09	\$49.99	\$51.08	\$52.16	\$54.20	\$56.24	\$57.36	<i>S22</i>

Level 23 (\$95,749 to \$122,523)

*Finance Director
Police Chief
Public Works Director
Chief Operating Officer*

Level 22 (\$91,189 to \$116,689)

Fire Chief

Level 21 (\$86,630 to \$110,855)

*Assessor
Economic & Community Development Director
Waste Water Treatment Plant Superintendent*

Level 20 (\$82,298 to \$105,312)

Building Supervisor (includes schools)
Deputy Police Chief
Public Works Deputy Director
Director of Engineering*

Level 19 (\$78,183 to \$100,046)

*City Clerk (including GA)
Human Resources Director
Recreation Director
Assistant Fire Chief
Deputy Finance Director*

Level 18 (\$74,274 to \$95,044)

Deputy Director Econ & Com Development
Director of Code Enforcement (includes Emergency Management Director)
Information Technology Directorⁱ
Deputy Director of Engineer
Deputy Fire Chief*

Level 17 (\$70,560 to \$90,292)

*City Planner
Operations Manager (Public Works)*

Level 16 (\$67,032 to \$85,777)

*Staff Accountant
Comptroller
Deputy Human Resource Director
Staff Engineer*

Level 15 (\$63,681 to \$81,488)

Level 14 (\$60,497 to \$77,414)

*CDBG Administrator
Communications Coordinator
Economic Development Coordinator
Deputy Assessor
Deputy City Clerk*

Level 13 (\$57,472 to \$73,543)

*GIS Coordinator
GA Supervisorⁱ*

Tax Collectorⁱ
 Deputy Code Enforcement Director
 Recreation Deputy Director
Level 12 (\$54,598 to \$69,866)
 *
 Executive Assistant II
 Office Manager
Level 11 (\$51,868 to \$66,373)
 Property Lister
 Public Access Managerⁱ
 Community Development Coordinator
 Human Resource Specialist
Level 10 (\$49,275 to \$63,054)
 Executive Assistant I
 Code Enforcement Officer II
Surveyor
 Engineering Tech
 CALEA Planner
 Payroll Specialist
Level 9 (\$46,811 to \$59,901)
 Administrative Assistant II
 Code Enforcement Officer I
 Recreation Program Coordinator II/Acting Rec Director*
Level 8 (\$44,471 to \$56,906)
 Administrative Assistant I
 GA Customer Service Clerk
 Airport Managerⁱ
 Public Access Technician II
 Recreation Program Coordinator II
 Management Analyst
 Finance Clerk
Level 7 (\$42,471 to \$56,906)
 Administrative Clerk II
 Recreation Program Coordinator I
 Public Access Technician I
Level 6 (\$40,135 to \$51,358)
 Customer Service Clerk II
 Administrative Clerk I
Level 5 (\$38,128 to \$48,790)
 Customer Service Clerk I
Level 4 (\$36,222 to \$46,351)
 Facilities Maintenance III
Level 3 (\$34,411 to \$44,033)
 Recreation III
 Facilities Maintenance II
Level 2 (\$32,690 to \$41,831)
 Recreation II

Suggest FY22 Payscale
(no cola adjustment)

	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	<i>F</i>	<i>G</i>	<i>H</i>	<i>I</i>	
<i>Level</i>	<i>0 to 3 yrs</i>	<i>4 to 6 yrs</i>	<i>7 to 9 yrs</i>	<i>10 to 12 yrs</i>	<i>13 to 16 yrs</i>	<i>16 to 20 yrs</i>	<i>21 to 25 yrs</i>	<i>over 25 yrs</i>	<i>over 30 yrs</i>	<i>Level</i>
<i>S1</i>	\$31,056	\$31,997	\$33,314	\$34,632	\$35,384	\$36,137	\$37,549	\$38,961	\$39,740	<i>S1</i>
<i>S2</i>	\$32,690	\$33,681	\$35,067	\$36,454	\$37,247	\$38,039	\$39,525	\$41,011	\$41,831	<i>S2</i>
<i>S3</i>	\$34,411	\$35,453	\$36,913	\$38,373	\$39,207	\$40,041	\$41,605	\$43,170	\$44,033	<i>S3</i>
<i>S4</i>	\$36,222	\$37,319	\$38,856	\$40,393	\$41,271	\$42,149	\$43,795	\$45,442	\$46,351	<i>S4</i>
<i>S5</i>	\$38,128	\$39,283	\$40,901	\$42,519	\$43,443	\$44,367	\$46,100	\$47,833	\$48,790	<i>S5</i>
<i>S6</i>	\$40,135	\$41,351	\$43,054	\$44,756	\$45,729	\$46,702	\$48,527	\$50,351	\$51,358	<i>S6</i>
<i>S7</i>	\$42,247	\$43,527	\$45,320	\$47,112	\$48,136	\$49,160	\$51,081	\$53,001	\$54,061	<i>S7</i>
<i>S8</i>	\$44,471	\$45,818	\$47,705	\$49,592	\$50,670	\$51,748	\$53,769	\$55,790	\$56,906	<i>S8</i>
<i>S9</i>	\$46,811	\$48,230	\$50,216	\$52,202	\$53,336	\$54,471	\$56,599	\$58,727	\$59,901	<i>S9</i>
<i>S10</i>	\$49,275	\$50,768	\$52,859	\$54,949	\$56,144	\$57,338	\$59,578	\$61,818	\$63,054	<i>S10</i>
<i>S11</i>	\$51,868	\$53,440	\$55,641	\$57,841	\$59,099	\$60,356	\$62,714	\$65,071	\$66,373	<i>S11</i>
<i>S12</i>	\$54,598	\$56,253	\$58,569	\$60,885	\$62,209	\$63,533	\$66,014	\$68,496	\$69,866	<i>S12</i>
<i>S13</i>	\$57,472	\$59,213	\$61,652	\$64,090	\$65,483	\$66,876	\$69,489	\$72,101	\$73,543	<i>S13</i>
<i>S14</i>	\$60,497	\$62,330	\$64,897	\$67,463	\$68,930	\$70,396	\$73,146	\$75,896	\$77,414	<i>S14</i>
<i>S15</i>	\$63,681	\$65,611	\$68,312	\$71,014	\$72,557	\$74,101	\$76,996	\$79,890	\$81,488	<i>S15</i>
<i>S16</i>	\$67,032	\$69,064	\$71,907	\$74,751	\$76,376	\$78,001	\$81,048	\$84,095	\$85,777	<i>S16</i>
<i>S17</i>	\$70,560	\$72,699	\$75,692	\$78,686	\$80,396	\$82,107	\$85,314	\$88,521	\$90,292	<i>S17</i>
<i>S18</i>	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044	<i>S18</i>
<i>S19</i>	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046	<i>S19</i>
<i>S20</i>	\$82,298	\$84,792	\$88,284	\$91,775	\$93,770	\$95,765	\$99,506	\$103,247	\$105,312	<i>S20</i>
<i>S21</i>	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	<i>S21</i>
<i>S22</i>	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	<i>S22</i>
<i>S23</i>	\$95,749	\$98,650	\$102,712	\$106,774	\$109,095	\$111,417	\$115,769	\$120,121	\$122,523	<i>S23</i>

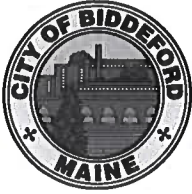
Suggested FY22 Payscale w/equalized steps levels
(no cola adjustment included)

	A	B	C	D	E	F	G	H	I	
<i>Level</i>	<i>0 to 3 yrs</i>	<i>4 to 6 yrs</i>	<i>7 to 9 yrs</i>	<i>10 to 12 yrs</i>	<i>13 to 16 yrs</i>	<i>16 to 20 yrs</i>	<i>21 to 25 yrs</i>	<i>over 25 yrs</i>	<i>over 30 yrs</i>	<i>Level</i>
S1	\$30,978	\$32,060	\$33,142	\$34,225	\$35,307	\$36,389	\$37,471	\$38,553	\$39,636	S1
S2	\$32,608	\$33,747	\$34,887	\$36,026	\$37,165	\$38,304	\$39,443	\$40,583	\$41,722	S2
S3	\$34,325	\$35,524	\$36,723	\$37,922	\$39,121	\$40,320	\$41,519	\$42,718	\$43,918	S3
S4	\$36,131	\$37,393	\$38,656	\$39,918	\$41,180	\$42,442	\$43,705	\$44,967	\$46,229	S4
S5	\$38,033	\$39,361	\$40,690	\$42,019	\$43,347	\$44,676	\$46,005	\$47,333	\$48,662	S5
S6	\$40,034	\$41,433	\$42,832	\$44,230	\$45,629	\$47,028	\$48,426	\$49,825	\$51,223	S6
S7	\$42,142	\$43,614	\$45,086	\$46,558	\$48,030	\$49,503	\$50,975	\$52,447	\$53,919	S7
S8	\$44,359	\$45,909	\$47,459	\$49,009	\$50,558	\$52,108	\$53,658	\$55,207	\$56,757	S8
S9	\$46,694	\$48,325	\$49,957	\$51,588	\$53,219	\$54,851	\$56,482	\$58,113	\$59,744	S9
S10	\$49,152	\$50,869	\$52,586	\$54,303	\$56,020	\$57,737	\$59,455	\$61,172	\$62,889	S10
S11	\$51,739	\$53,546	\$55,354	\$57,161	\$58,969	\$60,776	\$62,584	\$64,391	\$66,199	S11
S12	\$54,462	\$56,364	\$58,267	\$60,170	\$62,072	\$63,975	\$65,878	\$67,780	\$69,683	S12
S13	\$57,328	\$59,331	\$61,334	\$63,337	\$65,339	\$67,342	\$69,345	\$71,348	\$73,350	S13
S14	\$60,346	\$62,454	\$64,562	\$66,670	\$68,778	\$70,886	\$72,995	\$75,103	\$77,211	S14
S15	\$63,522	\$65,741	\$67,960	\$70,179	\$72,398	\$74,617	\$76,836	\$79,056	\$81,275	S15
S16	\$66,865	\$69,201	\$71,537	\$73,873	\$76,209	\$78,545	\$80,880	\$83,216	\$85,552	S16
S17	\$70,384	\$72,843	\$75,302	\$77,761	\$80,220	\$82,678	\$85,137	\$87,596	\$90,055	S17
S18	\$74,088	\$76,677	\$79,265	\$81,853	\$84,442	\$87,030	\$89,618	\$92,207	\$94,795	S18
S19	\$77,988	\$80,712	\$83,437	\$86,161	\$88,886	\$91,610	\$94,335	\$97,060	\$99,784	S19
S20	\$82,092	\$84,960	\$87,828	\$90,696	\$93,564	\$96,432	\$99,300	\$102,168	\$105,036	S20
S21	\$86,413	\$89,432	\$92,451	\$95,470	\$98,489	\$101,507	\$104,526	\$107,545	\$110,564	S21
S22	\$90,961	\$94,139	\$97,317	\$100,494	\$103,672	\$106,850	\$110,028	\$113,205	\$116,383	S22
S23	\$95,749	\$99,094	\$102,439	\$105,784	\$109,129	\$112,474	\$115,819	\$119,164	\$122,509	S23

Comparison of FY22 to Equalized Scale
(negative numbers represents decrease in step payment)

	A	B	C	D	E	F	G	H	I	
<i>Level</i>	<i>0 to 3 yrs</i>	<i>4 to 6 yrs</i>	<i>7 to 9 yrs</i>	<i>10 to 12 yrs</i>	<i>13 to 16 yrs</i>	<i>16 to 20 yrs</i>	<i>21 to 25 yrs</i>	<i>over 25 yrs</i>	<i>over 30 yrs</i>	<i>Level</i>
S1	-\$78	-\$64	\$172	\$407	\$78	-\$252	\$78	\$407	\$104	S1
S2	-\$82	\$67	-\$181	-\$428	-\$82	\$265	-\$82	-\$429	-\$110	S2
S3	-\$86	\$70	-\$190	-\$451	-\$86	\$279	-\$86	-\$451	-\$115	S3
S4	-\$91	\$74	-\$200	-\$475	-\$91	\$294	-\$91	-\$475	-\$121	S4
S5	-\$95	\$78	-\$211	-\$500	-\$95	\$309	-\$95	-\$500	-\$128	S5
S6	-\$100	\$82	-\$222	-\$526	-\$100	\$325	-\$100	-\$526	-\$135	S6
S7	-\$106	\$86	-\$234	-\$554	-\$106	\$342	-\$106	-\$554	-\$142	S7
S8	-\$111	\$91	-\$246	-\$583	-\$111	\$360	-\$111	-\$583	-\$149	S8
S9	-\$117	\$96	-\$259	-\$614	-\$117	\$379	-\$117	-\$614	-\$157	S9
S10	-\$123	\$101	-\$273	-\$646	-\$123	\$399	-\$123	-\$646	-\$165	S10
S11	-\$130	\$106	-\$287	-\$680	-\$130	\$420	-\$130	-\$680	-\$174	S11
S12	-\$136	\$112	-\$302	-\$716	-\$137	\$442	-\$137	-\$716	-\$183	S12
S13	-\$144	\$118	-\$318	-\$753	-\$144	\$466	-\$144	-\$753	-\$193	S13
S14	-\$151	\$124	-\$335	-\$793	-\$151	\$490	-\$151	-\$793	-\$203	S14
S15	-\$159	\$130	-\$352	-\$835	-\$159	\$516	-\$159	-\$835	-\$214	S15
S16	-\$168	\$137	-\$371	-\$879	-\$168	\$543	-\$168	-\$879	-\$225	S16
S17	-\$176	\$144	-\$390	-\$925	-\$177	\$572	-\$177	-\$925	-\$237	S17
S18	-\$186	\$152	-\$411	-\$974	-\$186	\$602	-\$186	-\$974	-\$249	S18
S19	-\$195	\$160	-\$432	-\$1,025	-\$196	\$634	-\$196	-\$1,025	-\$262	S19
S20	-\$206	\$168	-\$455	-\$1,079	-\$206	\$667	-\$206	-\$1,079	-\$276	S20
S21	-\$217	\$177	-\$479	-\$1,136	-\$217	\$702	-\$217	-\$1,136	-\$290	S21
S22	-\$228	\$186	-\$504	-\$1,195	-\$228	\$739	-\$228	-\$1,196	-\$306	S22
S23	\$0	\$444	-\$274	-\$991	\$33	\$1,057	\$50	-\$957	-\$15	S23

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:	May 27, 2021
RE:	2021 Compensation Review: Phase I

In April, the Committee supported a detailed review of the current compensation policy. As envisioned currently, the review would include three separate reviews as outlined below:

- *Phase I:* review of comparable market salaries based strictly on the salaries paid to department heads.
- *Phase II:* review of all non-department head positions (non-union) based on preliminary changes in phase I
- *Phase III:* quality check of all positions, based on preliminary changes in the first two phases.
- *Phase IV:* this would be the implementation plan to actually make the changes that were considered in the three review stages. All adjustments would become finalized at this point and not prior.

Contained within is the first set of recommendations (Phase I) for making changes to the current compensation policy. It should be noted that the data and analysis is included.

The Recommendation (Phase I)

1. Eliminate the first step in the pay plan; making the pay plan a nine step plan instead of ten step plan.
2. Reclassify the intended years of historical (and positive performance) step criteria as follows:

STEP (OLD)	STEP (NEW)	OLD YEARS	NEW YEARS
A		0-2	ELIMINATED
B	A	3-5	0-3
C	B	6-8	4-6
D	C	9-11	7-9
E	D	12-14	10-12
F	E	15-17	13-16
G	F	18-21	16-20
H	G	22-25	21-25
I	H	26-30	26-30
J	I	OVER 30	OVER 30

205 Main Street

Biddeford, ME 04005

Phone: 207.284.9313

Fax 207.571.0678

The City of Biddeford is an equal opportunity provider. To file a complaint, write to

Diana Depaolo, Human Resource Director, 205 Main Street Biddeford, ME 04005, or call (207) 286-0593.

3. Add a new level S23 to the pay scale. The new level would be an additional five percent (5%) over S22. All payscales have a 5% differential between them.
4. Reclassify the following positions:
 - a. Finance Director (move from S22 to S23)
 - b. Fire Chief (move from S21 to S22)
 - c. Police Chief (move from S22 to S23)
 - d. Public Works Director (move from S22 to S23)
 - e. Recreation Director (move from S18 to S19)

With the exception of the Public Works Director, the level change is based on the market comparable. The PW Director suggestion is to recognize that Biddeford's position requires the oversight of the WWTP.

5. Move all incumbents in the positions to the next complete step on the scale.

The Methodology

The reported incumbent salaries were used to develop benchmarks for comparison against the adopted Biddeford pay scales. The specific benchmarks are 1st, 2nd, and 3rd quartiles, along with the highest. For each position, the lowest and highest pay was eliminated. This data was used to develop the recommendations.

Tuesday's Meeting

On Tuesday, it is my intention to review all of this in detail with a goal of having members obtaining understanding of the information. In addition, I plan to review the next steps and suggested time frames with the committee.

Data Included

The following spreadsheets are included:

1. Reported Salaries: Includes the benchmarks for each position and the current pay scale for the position.
2. Reported Salaries with elimination of lowest and highest reported salary.
3. Analysis (Without Highest and Lowest): the data reports the dollar and percentage difference between the market salaries and current payscale for each position.
4. The FY21 pay scale.
5. The suggested FY21 payscale.

Analysis (Without Highest and Lowest)

	1st Q	2nd Q	3rd Q	Highest
Assessor	\$ 87,828	\$ 92,700	\$ 103,741	\$ 109,400
City Clerk*	\$ 77,625	\$ 80,267	\$ 92,903	\$ 101,030
Code Enforcemnt Officer	\$ 76,763	\$ 80,000	\$ 86,800	\$ 90,898
Finance Director	\$ 100,797	\$ 105,600	\$ 110,904	\$ 119,722
Fire Chief	\$ 96,263	\$ 100,935	\$ 108,597	\$ 111,363
HR Director	\$ 81,199	\$ 87,315	\$ 93,998	\$ 102,336
DECD Director*	\$ 97,939	\$ 100,191	\$ 102,140	\$ 103,231
Police Chief	\$ 100,639	\$ 106,090	\$ 116,708	\$ 120,287
Public Works Director	\$ 94,095	\$ 105,482	\$ 111,670	\$ 117,000
Recreation Director	\$ 80,872	\$ 89,265	\$ 95,957	\$ 103,604

Level	Salary Range									
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044

	Biddeford's Scale \$ Difference to Market			% Differenc		
Assessor	\$1,426.83	\$4,955.29	\$1,002.17	1.62%	5.35%	0.97%
City Clerk*	\$2,927.49	\$7,867.40	\$1,627.46	3.77%	9.80%	1.75%
Code Enforcemnt Officer	(\$238.39)	\$3,727.20	\$3,004.18	-0.31%	4.66%	3.46%
Finance Director	(\$6,844.92)	(\$2,804.65)	(\$648.30)	-6.79%	-2.66%	-0.58%
Fire Chief	(\$7,007.67)	(\$3,279.21)	(\$3,853.63)	-7.28%	-3.25%	-3.55%
HR Director	(\$646.42)	\$819.40	\$532.59	-0.80%	0.94%	0.57%
DECD Director*	(\$8,683.92)	(\$2,535.71)	\$2,603.17	-8.87%	-2.53%	2.55%
Police Chief	(\$6,686.04)	(\$3,294.96)	(\$6,452.03)	-6.64%	-3.11%	-5.53%
Public Works Director	(\$142.04)	(\$2,686.46)	(\$1,414.03)	-0.15%	-2.55%	-1.27%
Recreation Director	(\$4,347.14)	(\$5,537.30)	(\$6,152.82)	-5.38%	-6.20%	-6.41%

Reported Salaries (Analysis Eliminates Highest and Lowest)

Raw Data	Auburn	Augusta	Brunswick	Falmouth	Gorham	Kennebunk	Lewiston	OOB	Saco	Sanford	Scarboroug	So. Portland	Waterville	Westbrook	Windham	York
Assessor	\$86,963	\$88,693				\$92,700	\$109,400	\$96,296	\$98,867		\$85,868	\$108,615	\$91,915		\$86,410	\$129,800
City Clerk	\$78,039	\$77,625	\$96,841	\$82,000	\$65,400	\$70,000	\$101,030		\$76,069	\$72,800	\$84,510		\$82,400	\$95,701	\$78,533	\$107,487
Code Enforcemnt Officer		\$76,500	\$90,898	\$77,553	\$70,000	\$80,000	\$93,366		\$84,600		\$66,500		\$68,900	\$81,058		\$89,000
Finance Director	\$106,121	\$53,770	\$99,395	\$108,500	\$104,066	\$104,338	\$123,435	\$87,927	\$101,615	\$100,525	\$115,274	\$119,722	\$76,939	\$110,282	\$105,078	\$112,772
Fire Chief	\$96,564	\$108,597	\$102,000	\$97,975	\$94,869	\$101,259	\$110,858	\$92,934	\$108,041	\$98,356	\$115,711	\$111,363	\$80,267	\$100,610	\$96,162	\$20,000
HR Director	\$84,957	\$122,948	\$72,613	N/A	\$79,014	\$83,384	N	\$69,264	N	\$89,672	\$89,918	\$102,336	\$70,013		\$96,161	\$93,277
DECD Director	\$103,231	\$115,190	\$90,880		\$97,188		\$101,049		\$100,191			\$94,790				
Police Chief	\$107,426	\$119,184	\$107,120	\$103,000	\$97,721	\$103,520	\$116,708	\$96,512	\$105,060	\$98,357	\$120,287	\$107,328	\$100,724	\$100,610	\$75,310	\$130,743
Public Works Director		\$92,000	\$87,386				\$105,963	\$79,000	107890	96,189	\$111,030	\$117,000	\$90,002	\$113,589	\$105,000	\$124,007
Recreation Director	\$82,000	79107	\$90,525	\$88,629	\$85,903	\$84,500	\$71,000	\$70,230	\$95,957	\$89,900	98800	103604	90000	\$80,000	\$83,488	\$110,282

Sorted Lowest to Highest

Assessor	\$85,868	\$86,410	\$86,963	\$88,693	\$91,915	\$92,700	\$96,296	\$98,867	\$108,615	\$109,400	\$129,800					
City Clerk	\$65,400	\$70,000	\$72,800	\$76,069	\$77,625	\$78,039	\$78,533	\$82,000	\$82,400	\$84,510	\$95,701	\$96,841	\$101,030	\$107,487		
Code Enforcemnt Officer	\$66,500	\$68,900	\$70,000	\$76,500	\$77,553	\$80,000	\$81,058	\$84,600	\$89,000	\$90,898	\$93,366					
Finance Director	\$53,770	\$76,939	\$87,927	\$99,395	\$100,525	\$101,615	\$104,066	\$104,338	\$105,078	\$106,121	\$108,500	\$110,282	\$112,772	\$115,274	\$119,722	\$123,435
Fire Chief	\$20,000	\$80,267	\$92,934	\$94,869	\$96,162	\$96,564	\$97,975	\$98,356	\$100,610	\$101,259	\$102,000	\$108,041	\$108,597	\$110,858	\$111,363	\$115,711
HR Director	\$69,264	\$70,013	\$72,613	\$79,014	\$83,384	\$84,957	\$89,672	\$89,918	\$93,277	\$96,161	\$102,336	\$122,948		N/A		
DECD Director	\$90,880	\$94,790	\$97,188	\$100,191	\$101,049	\$103,231	\$115,190									
Police Chief	\$75,310	\$96,512	\$97,721	\$98,357	\$100,610	\$100,724	\$103,000	\$103,520	\$105,060	\$107,120	\$107,328	\$107,426	\$116,708	\$119,184	\$120,287	\$130,743
Public Works Director	\$79,000	\$87,386	\$90,002	\$92,000	96,189	\$105,000	\$105,963	107890	\$111,030	\$113,589	\$117,000	\$124,007				
Recreation Director	\$82,000	\$70,230	\$71,000	79107	\$80,000	\$83,488	\$84,500	\$85,903	\$88,629	\$89,900	90000	\$90,525	\$95,957	98800	103604	\$110,282

	1st Q	2nd Q	3rd Q	Highest	Level	Salary Range										
Assessor	\$ 87,828	\$ 92,700	\$ 103,741	\$ 109,400	S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	
City Clerk*	\$ 77,625	\$ 80,267	\$ 92,903	\$ 101,030	S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046	
Code Enforcemnt Officer	\$ 76,763	\$ 80,000	\$ 86,800	\$ 90,898	S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044	
Finance Director	\$ 100,797	\$ 105,600	\$ 110,904	\$ 119,722	S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	
Fire Chief	\$ 96,263	\$ 100,935	\$ 108,597	\$ 111,363	S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	
HR Director	\$ 81,199	\$ 87,315	\$ 93,998	\$ 102,336	S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046	
DECD Director*	\$ 97,939	\$ 100,191	\$ 102,140	\$ 103,231	S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	
Police Chief	\$ 100,639	\$ 106,090	\$ 116,708	\$ 120,287	S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	
Public Works Director	\$ 94,095	\$ 105,482	\$ 111,670	\$ 117,000	S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	
Recreation Director	\$ 80,872	\$ 89,265	\$ 95,957	\$ 103,604	S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044	

Reported Salaries

Raw Data	Auburn	Augusta	Brunswick	Falmouth	Gorham	Kennebunk	Lewiston	OOB	Saco	Sanford	Scarborough	So. Portland	Waterville	Westbrook	Windham	York
Assessor	\$86,963	\$88,693				\$92,700	\$109,400	\$96,296	\$98,867		\$85,868	\$108,615	\$91,915		\$86,410	\$129,800
City Clerk	\$78,039	\$77,625	\$96,841	\$82,000	\$65,400	\$70,000	\$101,030		\$76,069	\$72,800	\$84,510		\$82,400	\$95,701	\$78,533	\$107,487
Code Enforcemnt Officer		\$76,500	\$90,898	\$77,553	\$70,000	\$80,000	\$93,366		\$84,600		\$66,500		\$68,900	\$81,058		\$89,000
Finance Director	\$106,121	\$53,770	\$99,395	\$108,500	\$104,066	\$104,338	\$123,435	\$87,927	\$101,615	\$100,525	\$115,274	\$119,722	\$76,939	\$110,282	\$105,078	\$112,772
Fire Chief	\$96,564	\$108,597	\$102,000	\$97,975	\$94,869	\$101,259	\$110,858	\$92,934	\$108,041	\$98,356	\$115,711	\$111,363	\$80,267	\$100,610	\$96,162	\$20,000
HR Director	\$84,957	\$122,948	\$72,613	N/A	\$79,014	\$83,384	N	\$69,264	N	\$89,672	\$89,918	\$102,336	\$70,013		\$96,161	\$93,277
DECD Director	\$103,231	\$115,190	\$90,880		\$97,188		\$101,049		\$100,191			\$94,790				
Police Chief	\$107,426	\$119,184	\$107,120	\$103,000	\$97,721	\$103,520	\$116,708	\$96,512	\$105,060	\$98,357	\$120,287	\$107,328 *	\$100,724	\$100,610	\$75,310	\$130,743
Public Works Director		\$92,000	\$87,386				\$105,963	\$79,000	107890	96,189	\$111,030	\$117,000	\$90,002	\$113,589	\$105,000	\$124,007
Recreation Director	\$82,000	79107	\$90,525	\$88,629	\$85,903	\$84,500	\$71,000	\$70,230	\$95,957	\$89,900	98800	103604	90000	\$80,000	\$83,488	\$110,282

Sorted Lowest to Highest

Assessor	\$85,868	\$86,410	\$86,963	\$88,693	\$91,915	\$92,700	\$96,296	\$98,867	\$108,615	\$109,400	\$129,800					
City Clerk	\$65,400	\$70,000	\$72,800	\$76,069	\$77,625	\$78,039	\$78,533	\$82,000	\$82,400	\$84,510	\$95,701	\$96,841	\$101,030	\$107,487		
Code Enforcemnt Officer	\$66,500	\$68,900	\$70,000	\$76,500	\$77,553	\$80,000	\$81,058	\$84,600	\$89,000	\$90,898	\$93,366					
Finance Director	\$53,770	\$76,939	\$87,927	\$99,395	\$100,525	\$101,615	\$104,066	\$104,338	\$105,078	\$106,121	\$108,500	\$110,282	\$112,772	\$115,274	\$119,722	\$123,435
Fire Chief	\$20,000	\$80,267	\$92,934	\$94,869	\$96,162	\$96,564	\$97,975	\$98,356	\$100,610	\$101,259	\$102,000	\$108,041	\$108,597	\$110,858	\$111,363	\$115,711
HR Director	\$69,264	\$70,013	\$72,613	\$79,014	\$83,384	\$84,957	\$89,672	\$89,918	\$93,277	\$96,161	\$102,336	\$122,948		N/A		
DECD Director	\$90,880	\$94,790	\$97,188	\$100,191	\$101,049	\$103,231	\$115,190									
Police Chief	\$75,310	\$96,512	\$97,721	\$98,357	\$100,610	\$100,724	\$103,000	\$103,520	\$105,060	\$107,120	\$107,328	\$107,426	\$116,708	\$119,184	\$120,287	\$130,743
Public Works Director	\$79,000	\$87,386	\$90,002	\$92,000	96,189	\$105,000	\$105,963	107890	\$111,030	\$113,589	\$117,000	\$124,007				
Recreation Director	\$82,000	\$70,230	\$71,000	79107	\$80,000	\$83,488	\$84,500	\$85,903	\$88,629	\$89,900	90000	\$90,525	\$95,957	98800	103604	\$110,282

	1st Q	2nd Q	3rd Q	Highest
Assessor	\$ 87,828	\$ 92,700	\$ 103,741	\$ 129,800
City Clerk*	\$ 76,458	\$ 80,267	\$ 92,903	\$ 107,487
Code Enforcemnt Officer	\$ 73,250	\$ 80,000	\$ 86,800	\$ 93,366
Finance Director	\$ 100,243	\$ 104,708	\$ 110,904	\$ 123,435
Fire Chief	\$ 95,839	\$ 99,483	\$ 108,180	\$ 115,711
HR Director	\$ 77,414	\$ 87,315	\$ 93,998	\$ 122,948
DECD Director*	\$ 95,989	\$ 100,191	\$ 102,140	\$ 115,190
Police Chief	\$ 100,047	\$ 104,290	\$ 109,747	\$ 130,743
Public Works Director	\$ 91,501	\$ 105,482	\$ 111,670	\$ 124,007
Recreation Director	\$ 81,500	\$ 87,266	\$ 91,883	\$ 110,282

Level	Salary Range									
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044

Suggested Revisions to FY21 Pay Scale

	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	<i>F</i>	<i>G</i>	<i>H</i>	<i>I</i>	<i>J</i>
<i>Level</i>	<u>0 to 3 yrs</u>	<u>4 to 6 yrs</u>	<u>7 to 9 yrs</u>	<u>10 to 12 yrs</u>	<u>13 to 16 yrs</u>	<u>16 to 20 yrs</u>	<u>21 to 25 yrs</u>	<u>over 25 yrs</u>	<u>over 30 yrs</u>	<i>Level</i>
<i>S1</i>	\$31,056	\$31,997	\$33,314	\$34,632	\$35,384	\$36,137	\$37,549	\$38,961	\$39,740	<i>S1</i>
<i>S2</i>	\$32,690	\$33,681	\$35,067	\$36,454	\$37,247	\$38,039	\$39,525	\$41,011	\$41,831	<i>S2</i>
<i>S3</i>	\$34,411	\$35,453	\$36,913	\$38,373	\$39,207	\$40,041	\$41,605	\$43,170	\$44,033	<i>S3</i>
<i>S4</i>	\$36,222	\$37,319	\$38,856	\$40,393	\$41,271	\$42,149	\$43,795	\$45,442	\$46,351	<i>S4</i>
<i>S5</i>	\$38,128	\$39,283	\$40,901	\$42,519	\$43,443	\$44,367	\$46,100	\$47,833	\$48,790	<i>S5</i>
<i>S6</i>	\$40,135	\$41,351	\$43,054	\$44,756	\$45,729	\$46,702	\$48,527	\$50,351	\$51,358	<i>S6</i>
<i>S7</i>	\$42,247	\$43,527	\$45,320	\$47,112	\$48,136	\$49,160	\$51,081	\$53,001	\$54,061	<i>S7</i>
<i>S8</i>	\$44,471	\$45,818	\$47,705	\$49,592	\$50,670	\$51,748	\$53,769	\$55,790	\$56,906	<i>S8</i>
<i>S9</i>	\$46,811	\$48,230	\$50,216	\$52,202	\$53,336	\$54,471	\$56,599	\$58,727	\$59,901	<i>S9</i>
<i>S10</i>	\$49,275	\$50,768	\$52,859	\$54,949	\$56,144	\$57,338	\$59,578	\$61,818	\$63,054	<i>S10</i>
<i>S11</i>	\$51,868	\$53,440	\$55,641	\$57,841	\$59,099	\$60,356	\$62,714	\$65,071	\$66,373	<i>S11</i>
<i>S12</i>	\$54,598	\$56,253	\$58,569	\$60,885	\$62,209	\$63,533	\$66,014	\$68,496	\$69,866	<i>S12</i>
<i>S13</i>	\$57,472	\$59,213	\$61,652	\$64,090	\$65,483	\$66,876	\$69,489	\$72,101	\$73,543	<i>S13</i>
<i>S14</i>	\$60,497	\$62,330	\$64,897	\$67,463	\$68,930	\$70,396	\$73,146	\$75,896	\$77,414	<i>S14</i>
<i>S15</i>	\$63,681	\$65,611	\$68,312	\$71,014	\$72,557	\$74,101	\$76,996	\$79,890	\$81,488	<i>S15</i>
<i>S16</i>	\$67,032	\$69,064	\$71,907	\$74,751	\$76,376	\$78,001	\$81,048	\$84,095	\$85,777	<i>S16</i>
<i>S17</i>	\$70,560	\$72,699	\$75,692	\$78,686	\$80,396	\$82,107	\$85,314	\$88,521	\$90,292	<i>S17</i>
<i>S18</i>	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044	<i>S18</i>
<i>S19</i>	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046	<i>S19</i>
<i>S20</i>	\$82,298	\$84,792	\$88,284	\$91,775	\$93,770	\$95,765	\$99,506	\$103,247	\$105,312	<i>S20</i>
<i>S21</i>	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	<i>S21</i>
<i>S22</i>	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	<i>S22</i>
S23	\$95,749	\$98,650	\$102,712	\$106,774	\$109,095	\$111,417	\$115,769	\$120,121	\$122,523	S23

Current FY21 Pay Scale

<i>Level</i>	<i>A</i> <i>2 yrs or less</i>	<i>B</i> <i>3 to 5 yrs</i>	<i>C</i> <i>6 to 8 yrs</i>	<i>D</i> <i>9 to 11 yrs</i>	<i>E</i> <i>12 to 14 yrs</i>	<i>F</i> <i>15 to 17 yrs</i>	<i>G</i> <i>18 to 21 yrs</i>	<i>H</i> <i>22 to 25 yrs</i>	<i>I</i> <i>over 25 yrs</i>	<i>J</i> <i>over 30 yrs</i>	<i>Level</i>
S1	\$30,114	\$31,056	\$31,997	\$33,314	\$34,632	\$35,384	\$36,137	\$37,549	\$38,961	\$39,740	S1
S2	\$31,699	\$32,690	\$33,681	\$35,067	\$36,454	\$37,247	\$38,039	\$39,525	\$41,011	\$41,831	S2
S3	\$33,368	\$34,411	\$35,453	\$36,913	\$38,373	\$39,207	\$40,041	\$41,605	\$43,170	\$44,033	S3
S4	\$35,124	\$36,222	\$37,319	\$38,856	\$40,393	\$41,271	\$42,149	\$43,795	\$45,442	\$46,351	S4
S5	\$36,973	\$38,128	\$39,283	\$40,901	\$42,519	\$43,443	\$44,367	\$46,100	\$47,833	\$48,790	S5
S6	\$38,919	\$40,135	\$41,351	\$43,054	\$44,756	\$45,729	\$46,702	\$48,527	\$50,351	\$51,358	S6
S7	\$40,967	\$42,247	\$43,527	\$45,320	\$47,112	\$48,136	\$49,160	\$51,081	\$53,001	\$54,061	S7
S8	\$43,123	\$44,471	\$45,818	\$47,705	\$49,592	\$50,670	\$51,748	\$53,769	\$55,790	\$56,906	S8
S9	\$45,393	\$46,811	\$48,230	\$50,216	\$52,202	\$53,336	\$54,471	\$56,599	\$58,727	\$59,901	S9
S10	\$47,782	\$49,275	\$50,768	\$52,859	\$54,949	\$56,144	\$57,338	\$59,578	\$61,818	\$63,054	S10
S11	\$50,297	\$51,868	\$53,440	\$55,641	\$57,841	\$59,099	\$60,356	\$62,714	\$65,071	\$66,373	S11
S12	\$52,944	\$54,598	\$56,253	\$58,569	\$60,885	\$62,209	\$63,533	\$66,014	\$68,496	\$69,866	S12
S13	\$55,730	\$57,472	\$59,213	\$61,652	\$64,090	\$65,483	\$66,876	\$69,489	\$72,101	\$73,543	S13
S14	\$58,664	\$60,497	\$62,330	\$64,897	\$67,463	\$68,930	\$70,396	\$73,146	\$75,896	\$77,414	S14
S15	\$61,751	\$63,681	\$65,611	\$68,312	\$71,014	\$72,557	\$74,101	\$76,996	\$79,890	\$81,488	S15
S16	\$65,001	\$67,032	\$69,064	\$71,907	\$74,751	\$76,376	\$78,001	\$81,048	\$84,095	\$85,777	S16
S17	\$68,422	\$70,560	\$72,699	\$75,692	\$78,686	\$80,396	\$82,107	\$85,314	\$88,521	\$90,292	S17
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804	\$93,180	\$95,044	S18
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531	\$98,084	\$100,046	S19
S20	\$79,804	\$82,298	\$84,792	\$88,284	\$91,775	\$93,770	\$95,765	\$99,506	\$103,247	\$105,312	S20
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743	\$108,681	\$110,855	S21
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256	\$114,401	\$116,689	S22

Raw Data

	Auburn	Augusta	Brunswick	Falmouth	Gorham
Assessor	\$86,963	\$88,693			
City Clerk	\$78,039	\$77,625	\$96,841	\$82,000	\$65,400
Code Enforcemnt Officer		\$76,500	\$90,898	\$77,553	\$70,000
Finance Director	\$106,121	\$53,770	\$99,395	\$108,500	\$104,066
Fire Chief	\$96,564	\$108,597	\$102,000	\$97,975	\$94,869
HR Director	\$84,957	\$122,948	\$72,613	N/A	\$79,014
DECD Director	\$103,231	\$115,190	\$90,880		\$97,188
Police Chief	\$107,426	\$119,184	\$107,120	\$103,000	\$97,721
Public Works Director		\$92,000	\$87,386		
Recreation Director	\$82,000		\$90,525	\$88,629	\$85,903

Sorted Lowest to Highest

Assessor	\$85,868	\$86,410	\$86,963	\$88,693	\$91,915
City Clerk	\$65,400	\$70,000	\$72,800	\$76,069	\$77,625
Code Enforcemnt Officer	\$66,500	\$68,900	\$70,000	\$76,500	\$77,553
Finance Director	\$53,770	\$76,939	\$87,927	\$99,395	\$100,525
Fire Chief	\$20,000	\$80,267	\$92,934	\$94,869	\$96,162
HR Director	\$69,264	\$70,013	\$72,613	\$79,014	\$83,384
DECD Director	\$103,231	\$90,880	\$94,790	\$97,188	\$100,191
Police Chief	\$75,310	\$96,512	\$97,721	\$98,357	\$100,610
Public Works Director	\$79,000	\$87,386	\$90,002	\$92,000	96,189
Recreation Director	\$70,230	\$80,000	\$82,000	\$83,488	\$84,500

	1st Q	2nd Q	3rd Q	Highest
Assessor	\$ 78,533	\$ 92,700	\$ 103,741	\$ 129,800
City Clerk*	\$ 74,435	\$ 80,267	\$ 92,903	\$ 107,487
Code Enforcemnt Officer	\$ 77,553	\$ 77,553	\$ 84,600	\$ 93,366
Finance Director	\$ 96,464	\$ 104,708	\$ 110,904	\$ 123,435
Fire Chief	\$ 84,564	\$ 99,483	\$ 108,180	\$ 115,711
HR Director	\$ 84,170	\$ 87,315	\$ 93,998	\$ 122,948
DECD Director*	\$ 98,039	\$ 100,191	\$ 102,140	\$ 115,190
Police Chief	\$ 97,117	\$ 104,290	\$ 109,747	\$ 130,743
Public Works Director	\$ 84,500	\$ 105,000	\$ 112,310	\$ 124,007
Recreation Director	\$ 82,372	\$ 85,202	\$ 90,051	\$ 110,282

Kennebunk	Lewiston	OOB	Saco	Sanford	Scarborough	So. Portland	Waterville	Westbrook
\$92,700	\$109,400	\$96,296	\$98,867		\$85,868	\$108,615	\$91,915	
\$70,000	\$101,030		\$76,069	\$72,800	\$84,510		\$82,400	\$95,701
\$80,000	\$93,366		\$84,600		\$66,500		\$68,900	
\$104,338	\$123,435	\$87,927	\$101,615	\$100,525	\$115,274	\$119,722	\$76,939	\$110,282
\$101,259	\$110,858	\$92,934	\$108,041	\$98,356	\$115,711	\$111,363	\$80,267	\$100,610
\$83,384	N	\$69,264	N	\$89,672	\$89,918	\$102,336	\$70,013	
	\$101,049		\$100,191			\$94,790		
\$103,520	\$116,708	\$96,512	\$105,060	\$98,357	\$120,287	\$107,328 *	\$100,724	\$100,610
	\$105,963	\$79,000		96,189	\$111,030	\$117,000	\$90,002	\$113,589
\$84,500	Vacant	\$70,230	\$95,957	Vacant				\$80,000

\$92,700	\$96,296	\$98,867	\$108,615	\$109,400	\$129,800			
\$78,039	\$78,533	\$82,000	\$82,400	\$84,510	\$95,701	\$96,841	\$101,030	\$107,487
\$80,000	\$84,600	\$90,898	\$93,366					
\$101,615	\$104,066	\$104,338	\$105,078	\$106,121	\$108,500	\$110,282	\$112,772	\$115,274
\$96,564	\$97,975	\$98,356	\$100,610	\$101,259	\$102,000	\$108,041	\$108,597	\$110,858
\$84,957	\$89,672	\$89,918	\$93,277	\$96,161	\$102,336	\$122,948		
\$101,049	\$115,190							
\$100,724	\$103,000	\$103,520	\$105,060	\$107,120	\$107,328	\$107,426	\$116,708	\$119,184
\$105,000	\$105,963	\$111,030	\$113,589	\$117,000	\$124,007			
\$85,903	\$88,629	\$90,525	\$95,957	\$110,282				

Level	Salary Range							
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743
S19	\$75,814	\$78,183	\$80,552	\$83,869	\$87,186	\$89,082	\$90,977	\$94,531
S21	\$84,005	\$86,630	\$89,255	\$92,930	\$96,605	\$98,705	\$100,805	\$104,743
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256
S22	\$88,426	\$91,189	\$93,952	\$97,821	\$101,690	\$103,900	\$106,111	\$110,256
S18	\$72,023	\$74,274	\$76,525	\$79,676	\$82,827	\$84,627	\$86,428	\$89,804

Windham	York
\$86,410	\$129,800
\$78,533	\$107,487
\$105,078	\$112,772
\$96,162	\$20,000
\$96,161	\$93,277
\$75,310	\$130,743
\$105,000	\$124,007
\$83,488	\$110,282

\$119,722	\$123,435
\$111,363	\$115,711
\$120,287	\$130,743

\$108,681	\$110,855
\$98,084	\$100,046
\$93,180	\$95,044
\$114,401	\$116,689
\$108,681	\$110,855
\$98,084	\$100,046
\$108,681	\$110,855
\$114,401	\$116,689
\$114,401	\$116,689
\$93,180	\$95,044

FY 21 PAYSCALE

Level/	2 yrs or less	3 to 5 yrs	6 to 8 yrs	9 to 11 yrs	12 to 14 yrs	15 to 17 yrs
S1	\$30,114.45	\$31,055.52	\$31,996.60	\$33,314.11	\$34,631.62	\$35,384.48
S2	\$31,699.42	\$32,690.03	\$33,680.63	\$35,067.48	\$36,454.33	\$37,246.82
S3	\$33,367.81	\$34,410.55	\$35,453.30	\$36,913.14	\$38,372.98	\$39,207.18
S4	\$35,124.01	\$36,221.64	\$37,319.26	\$38,855.94	\$40,392.61	\$41,270.71
S5	\$36,972.64	\$38,128.04	\$39,283.43	\$40,900.99	\$42,518.54	\$43,442.85
S6	\$38,918.57	\$40,134.78	\$41,350.98	\$43,053.67	\$44,756.36	\$45,729.32
S7	\$40,966.92	\$42,247.13	\$43,527.35	\$45,319.65	\$47,111.95	\$48,136.13
S8	\$43,123.07	\$44,470.67	\$45,818.26	\$47,704.90	\$49,591.53	\$50,669.61
S9	\$45,392.71	\$46,811.23	\$48,229.75	\$50,215.68	\$52,201.61	\$53,336.43
S10	\$47,781.80	\$49,274.98	\$50,768.16	\$52,858.61	\$54,949.06	\$56,143.61
S11	\$50,296.63	\$51,868.40	\$53,440.17	\$55,640.64	\$57,841.12	\$59,098.54
S12	\$52,943.82	\$54,598.31	\$56,252.81	\$58,569.10	\$60,885.39	\$62,208.99
S13	\$55,730.33	\$57,471.91	\$59,213.48	\$61,651.68	\$64,089.88	\$65,483.14
S14	\$58,663.51	\$60,496.74	\$62,329.98	\$64,896.51	\$67,463.04	\$68,929.62
S15	\$61,751.06	\$63,680.78	\$65,610.50	\$68,312.11	\$71,013.72	\$72,557.50
S16	\$65,001.12	\$67,032.40	\$69,063.69	\$71,907.49	\$74,751.29	\$76,376.31
S17	\$68,422.23	\$70,560.42	\$72,698.62	\$75,692.09	\$78,685.56	\$80,396.12
S18	\$72,023.40	\$74,274.13	\$76,524.86	\$79,675.89	\$82,826.91	\$84,627.50
S19	\$75,814.11	\$78,183.30	\$80,552.49	\$83,869.35	\$87,186.22	\$89,081.57
S20	\$79,804.32	\$82,298.21	\$84,792.09	\$88,283.53	\$91,774.97	\$93,770.08
S21	\$84,004.55	\$86,629.69	\$89,254.83	\$92,930.03	\$96,605.23	\$98,705.34
S22	\$88,425.84	\$91,189.15	\$93,952.46	\$97,821.09	\$101,689.72	\$103,900.36

18 to 21 yrs	22 to 25 yrs	over 25 yrs	over 30 yrs	Level
\$36,137.34	\$37,548.95	\$38,960.57	\$39,739.78	S1
\$38,039.30	\$39,525.21	\$41,011.12	\$41,831.35	S2
\$40,041.37	\$41,605.49	\$43,169.60	\$44,033.00	S3
\$42,148.81	\$43,795.25	\$45,441.69	\$46,350.52	S4
\$44,367.17	\$46,100.26	\$47,833.36	\$48,790.02	S5
\$46,702.28	\$48,526.59	\$50,350.90	\$51,357.92	S6
\$49,160.30	\$51,080.62	\$53,000.95	\$54,060.97	S7
\$51,747.68	\$53,769.08	\$55,790.47	\$56,906.28	S8
\$54,471.25	\$56,599.03	\$58,726.81	\$59,901.35	S9
\$57,338.15	\$59,577.93	\$61,817.70	\$63,054.05	S10
\$60,355.95	\$62,713.61	\$65,071.26	\$66,372.69	S11
\$63,532.58	\$66,014.32	\$68,496.06	\$69,865.98	S12
\$66,876.40	\$69,488.76	\$72,101.12	\$73,543.14	S13
\$70,396.21	\$73,146.06	\$75,895.92	\$77,413.83	S14
\$74,101.28	\$76,995.86	\$79,890.44	\$81,488.25	S15
\$78,001.34	\$81,048.27	\$84,095.20	\$85,777.10	S16
\$82,106.68	\$85,313.97	\$88,521.26	\$90,291.69	S17
\$86,428.08	\$89,804.18	\$93,180.27	\$95,043.88	S18
\$90,976.93	\$94,530.71	\$98,084.50	\$100,046.19	S19
\$95,765.19	\$99,506.01	\$103,246.84	\$105,311.78	S20
\$100,805.46	\$104,743.17	\$108,680.88	\$110,854.50	S21
\$106,111.01	\$110,255.97	\$114,400.93	\$116,688.95	S22



Personnel Committee

Meeting Date: Tuesday, October 19, 2021

Meeting Time: 3pm

Agenda Item No: 2

Item Description: MPERS Provisions

Submitted by: Diana DePaolo

Supporting Information/Documentation:

Proposed legislation

Sample wording for adopting the provisions

Executive Summary:

MPERS Board has adopted legislative changes allowing an opportunity for employees who previously opted out of MPERS to again have an opportunity to sign up through post tax contributions. The Council must vote to make this change. This is time sensitive because the new election opportunity for those employees working for the City more than five years is by November 1st, 2021.

Detailed Review:

There is legislation being passed by MPERS board to allow employees who have declined MPERS in the past to have another opportunity to sign up. For those employees who have worked for the City for over 5 years they would have one opportunity to sign up, by November 1st of this year. For employees who have worked for the City less than five years, they will have an opportunity to sign up during open enrollments annually for their first five years. This ability to change the one time election requirement is through making these particular employees' contributions *after tax* contributions.

After the MainePERS Board of Trustees have adopted the proposed changes to Rule Chapter 803 at their meeting on September 9, 2021, employers can take action to adopt this provision for their non-participating, MainePERS eligible employees. According to our records, you exclude employees who work less than full-time from participating in your MainePERS plan.

August 18, 2021

To: PLD Consolidated Plan Employers with Social Security Section 218 Agreements

Subject: Important, Time-Sensitive Legislative Changes to the Participating Local District (PLD)
Consolidated Plan – PLD Employers Must Take Prompt Action for the Provision to Apply to
Employees

Dear PLD Employer:

This letter contains important information for your Chief Administrative Officer and members of your governing body. You will have to act quickly if you would like to give your employees who have declined MainePERS membership another opportunity to join the MainePERS PLD Consolidated Plan.

MainePERS sent an eBlast communication to PLD employers on August 11 that explains two laws that were enacted during the recent legislative session that make changes to the one-time election requirement. Under this requirement, which comes from federal law, an election by an employee with optional membership to join or not join MainePERS is irreversible for as long as the employee is with the same employer. One of the newly enacted statutes, specifically PL 2021, c. 286, applies to you and creates an exception to the one-time election requirement that does not conflict with federal law. It does this by making employee contributions after-tax for employees joining the plan under the law. **That means that if this law is adopted into your plan, you will have to withhold and report employee contributions as pre-tax or after-tax depending upon how the employee entered the plan.**

The new law will become part of your plan only if adopted through rulemaking by the MainePERS Board of Trustees and by you through formal action of your governing body and an amendment of your participation agreement with MainePERS. The Board of Trustees is expected to consider adopting the new law on September 9, 2021.

The provisions of the new law permit any PLD employee who has declined membership in the Plan to have another opportunity to join the Plan prospectively effective November 1, 2021. PLD employers will need to take action before November 1, 2021 for the provision to apply to their employees who have been employed in an eligible position for 5 or more years. It also allows PLD employees to have an annual open enrollment opportunity during their first five years of employment beginning in 2022. Employee contributions for those who join the Plan under this provision are paid with after-tax dollars.

As stated above, the provisions of this new law must be formally adopted by the MainePERS Board of Trustees through its rulemaking process prior to being fully implemented. Additional information on this process was provided to employers in the August 11 eBlast communication and is available on our website at www.mainebers.org. We are providing you with this information now so you have time to decide whether to adopt the provision for your employees and for your governing body to take any necessary action to adopt the provision before the November 1, 2021 deadline. Suggested language to be used in the certified action is enclosed for your convenience should you decide to adopt this provision

for your employees.

Please contact Deanna Doyle at Deanna.Doyle@mainepers.org or by phone at 1-800-451-9800 if you have questions about this new provision or how to adopt it for your employees.

Sincerely,



Deanna Doyle, PLD Plan Administrator and Business Unit Leader
Service Programs Division

ERCORR

**City of Biddeford's Council to adopt the provisions of
5 M.R.S. § 18252-C (PL 2021, Chapter 286)**

To see if the City of Biddeford will vote to adopt the provisions of 5 M.R.S. § 18252-C (PL 2021, Chapter 286) as allowed by MainePERS Rule Chapter 803.

The City of Biddeford agrees:

- 1) To adopt the provisions of 5 M.R.S. §18252-C as enacted by PL 2021, Chapter 286 as allowed by MainePERS Rule Chapter 803 for its non-participating employees with optional membership who previously declined to participate in MainePERS ("eligible employees") and to comply with the following requirements:
 - a. To offer by November 1, 2021 the opportunity to join MainePERS prospectively to all its eligible employees who have been employed for 5 years or more, to advise these employees that this will be their only opportunity to join, and to provide MainePERS with documentation of each eligible employee's election; and
 - b. Beginning in 2022, to annually offer eligible employees who have been employed for less than 5 years, and in 2022 eligible employees who had reached 5 years of employment between November 1, 2021 and November 1, 2022, the opportunity to join MainePERS on a prospective basis during an open enrollment period from September 1st through November 1st and to provide MainePERS with documentation of each election made by eligible employees under this provision; and
 - c. To withhold employee contributions for employees who join under this provision after all taxes have been withheld, and to remit them to MainePERS as after-tax contributions.
- 2) To authorize *James Bennett* to sign the Amended Agreement between the Employer and the Maine Public Employees Retirement System.

Article approved as written.



Personnel Committee

Meeting Date: Tuesday, October 19, 2021

Meeting Time: 3pm

Agenda Item No: 3

Item Description: Community Outreach and Inclusion Specialist job description

Submitted by: Diana DePaolo

Supporting Information/Documentation:

Job Description

Executive Summary:

The council approved a new position for our Communications Department. A job description for this new position has been created. We would like the Committee's feedback on this to ensure that it is aligned with the council's intention when creating the position.

Detailed Review:

Funding Source:

n/a

Staff Recommendation:

n/a

Community Outreach and Inclusion Specialist

The City of Biddeford, dubbed as Maine's most resurgent community, has an amazing opportunity for a newly-created Community Outreach and Inclusion Specialist position in our evolving Communications Division. The City of Biddeford has experienced an economic revival centered on a nationally-recognized creative community in our downtown. Once expected to dwindle in population, a growing Biddeford is now the youngest community in Maine and is continuing to transform as new residents and entrepreneurs are attracted to the community.

The City of Biddeford is looking for a competent, highly motivated, and community-minded individual to serve as the Community Outreach and Inclusion Specialist. Under the general direction of the City Manager, the Community Outreach and Inclusion Specialist will advise and support City departments in their community engagement efforts. This individual will coordinate initiatives designed to promote direct, on-the-ground outreach to residents and increase community involvement in decision-making. They will facilitate two-way communication between government and residents, acting as the organization's liaison with various constituents and organizations.

- Creates innovative opportunities for facilitating two-way dialogue with the community, including residents, businesses and local organizations.
- Ensures that diverse perspectives are sought out and considered as a part of decision-making processes. Assist in capturing feedback about the diverse needs of the community and ensure that feedback is incorporated into city policies and practices.
- Collaborate with community organizations to tap into existing community networks to improve government outreach
- Develop innovative strategies to reach segments of the population that are traditionally underserved, including but not limited to residents of color, immigrant populations, non-English speakers, low-income populations, youth, and populations that do not have access to the internet. Develop new outreach strategies and materials that are specific to these populations.
- Serves on the City's Diversity, Equity and Inclusion staff committee.
- Collaborates with Communications staff to develop messaging and review materials, websites and other communications to ensure that messages are effective for all members of the community
- Recommends, develops, implements and supports community engagement programs and community events consistent with the interests of the community while maximizing the use of City facilities, parks, staff and other resources.

- Generates ideas to engage citizens, businesses and other organizations through events and activities and assists in managing these efforts on site during events as part of the City's community engagement efforts.
- Leads such engagement programs as citizen engagement forums and community programs related to citizen engagement.
- Through on-the-ground outreach, discover and document community happenings and collaborate with the Communications Coordinator to tell the story to the general public
- Come up with innovative ways to harness the power of existing engaged and excited volunteers in our varied city committees, boards and commissions
- Skills: creativity, out-of-the-box thinking, sensitivity to cultural diversity, photography/videography not required but a plus



Personnel Committee

Meeting Date: Tuesday, October 19, 2021

Meeting Time: 3pm

Agenda Item No: 4

Item Description: Employee Vaccine Mandate Discussion

Submitted by: Diana DePaolo

Supporting Information/Documentation:

Executive Summary:

Vaccine mandates are an important topic right now, especially with the White House offering them recently. There are pros and cons to mandates. If the City is forced into mandating its employees to get vaccinated it would come from an emergency OSHA ruling.

Detailed Review:

The U.S. Equal Employment Opportunity Commission (EEOC) has approved mandatory COVID-19 vaccination policies in the workplace, so employers are well within their legal rights to mandate them. Mandating the vaccine could mean a healthier workplace, with less likelihood of employees contracting or passing on Covid, and for those who do contract it far less symptoms and complications. This is important as well for the bottom line concerning our insurances. For an employee who ends up hospitalized and intubated, the cost is extremely high. This would have an effect on our group health insurance experience rating. If there is a valid workers compensation claim it would also be incredibly detrimental to our rate.

Alternatively, if the City were to mandate a vaccine we would risk losing employees. Particularly as the only City I am aware of at this time with a mandate is Portland, where they also offer to allow you to test weekly in lieu of a vaccine. Losing staff who are trained and already employed is costly and bad for morale. We are also likely to be challenged legally if we implement a mandate.

If City Employees are to fall under a mandate it will come through an OSHA rule, explained below:

According to the federal OSHA website: "Maine operates an OSHA-approved State Plan covering only state and local government workers. Private sector employers and their workers are covered by federal OSHA. Contact: Maine Department of Labor". OSHA has the authority to quickly issue a rule, known as an emergency temporary standard, if it can show that workers are exposed to a grave danger and that the rule is necessary to address that danger. The rule must also be feasible for employers to enforce.

Such a standard would pre-empt existing rules by state governments, except in states that have their own OSHA-approved workplace agencies — about half the states in the country. States with their own programs (for Maine that is MDOL) have 30 days to adopt a standard that is at least as effective, and that must cover state and local government employees, such as teachers. Federal OSHA rules do not cover state and local government employees.

Funding Source:

n/a

Staff Recommendation:

n/a