

City of Biddeford
Personnel Committee
February 14, 2017 5:00 PM City Hall Council Chambers

- 1. Call to Order**
- 2. Discussion**
 - 2.1. Compensation Plan
 - 2.2. Staffing Levels
[20170206 Memo - Prep Materials for Feb 14 Personnel Mtg.pdf](#)
- 3. Adjourn**

Personnel Committee Agenda Item Report

Agenda Item No. 2016-599

Submitted by: Andrea Fagan

Submitting Department:

Meeting Date: February 14, 2017

SUBJECT

Compensation Plan

Recommendation:

ATTACHMENTS

-

Personnel Committee Agenda Item Report

Agenda Item No. 2016-600

Submitted by: Andrea Fagan

Submitting Department:

Meeting Date: February 14, 2017

SUBJECT

Staffing Levels

Recommendation:

ATTACHMENTS

- [20170206 Memo - Prep Materials for Feb 14 Personnel Mtg.pdf](#)

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:	February 6, 2017
RE:	Preparations Materials for February 14, 2017 Meeting

On Tuesday evening, you will be reviewing the recommended wage range for the balance of the non-union personnel *by job and not by specific person*. I have included in the package the recommendations and the supporting documentation for the recommendations. In this memo, I will recap the work to date and the remaining steps to complete the review process.

Compensation Study Recap

The committee has spent the last year reviewing the compensation practices for the community. To date, the committee has established:

- The competitive communities that are considered appropriate benchmarks for our employees;
- Informally established the desired general compensation policy for the city;
- A review of the fringe benefit package offered compared to the market communities;
- Recommended pay range for the department head positions;

There remain a few steps in order to complete the process and implement any changes. Those are:

- Establish the pay ranges for all other non-union positions;
- Formalize the compensation policy, i.e. clearly state the desired goal for the compensation in comparison with the market;
- Formalize the individual placement step for all non-union personnel according to their level;
- Develop the implementation strategy to move employees from current compensation to the designated placement;
- Determine the funding in FY17 and targeted funding in FY18 for implementation.

The draft interim report (issued on July 28, 2016) established the following communities as comparable: Auburn, Augusta, Brunswick, Falmouth, Gorham, Kennebunk, Lewiston, Old Orchard Beach, Saco, Scarborough, So. Portland, Waterville, Windham, and York (Table B, page 11).

The compensation policy that was used for the study established that the total package be considered in the middle of the market or on average.

The level recommendations for the department heads are contained in Appendix F (page 26). It also included an initial step recommendation. The step recommendations are still considered under review.

The review of the fringe benefit packages determined the following conclusions (a copy of the November 14, 2016 memo detailing the review is included):

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Biddeford, ME 04005

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Marcy Faucher, Human Resource Director, 205 Main Street Biddeford, ME 04005, or call (207) 286-0593.*

- Generally, the fringe benefit package that is offered to the employees is considered comparable (or at market) with the other communities with a couple of exceptions.
- Biddeford offers its employees the opportunity to 'cash in' vacation time. No other community offered their employees that opportunity to cash in as many vacation days as the City. Only one community offered this benefit and it was limited to 3 days annually.
- On average, Biddeford employees receive two additional vacation days per year when compared to other communities. This is not the case in every year of the vacation schedule but is generally considered an accurate portrayal of the benefit over the employee's career.
- At the time of the study, the city offered 100% pay out of unused sick leave to the non-salaried, non-union employees. The city has changed that practice to a new pay out that caps the max payout at 50% on a going forward basis.
- Until a recent change, long term employees received paid medical insurance benefit upon retirement. That has been changed to a set contribution to a retirement health savings account. No other community in the study offered either benefit.
- Generally, it was established that the above benefits contributed to an approximate 2.5% of additional compensation premium when compared to the market communities.

Non-Union, Non-Department Head Placement

Attached to this memo is the recommended placement for all non-union positions within the City. You should note a couple of specifics in the plan. Department head positions are noted by being in *italics*. Positions that include ' at the end of their name is a position that is not considered a department head in Biddeford. However, in some communities that same position may be a department head. Finally, several positions are included in the placement recommendations that are not ones that the city currently has. Those positions are included because they may become a reality at some point in the future. As such, it is appropriate to include the placements in the plan. They are identified with a * at the end of the position.

The initial placement for all positions was based on the 'relationship logic' as described on page 13 of the report. Essentially, a compensation system works best when the employees impacted by the plan feel that all employees are treated the same way within the system. Hence, each placement should have some relationship with the other placements within the system.

Once the initial placements were made, they were then tested against the market. In this case, base salary/wages in comparable positions in the market communities were obtained. In those incidents where the initial placements were outside of the market, they were adjusted. Included in the package under a separate cover is a summary of the market work for each position. As a reminder, the placement is for the level only for the position. The specific recommendation for the step placement has not been made. Specific step placement would occur next, should the committee agree with the placements.

Next Steps

As outlined above, there are a few outstanding steps that remain to complete the compensation work. Specifically,

1. Determine if the level placement recommendations are acceptable. If they are, a motion to that effect is in order for the committee. At this point, I do not believe that needs to be forwarded to the City Council until the process is complete.
2. Formally adopt a policy statement regarding compensation. The work that has been done to date is based on the following compensation strategy: The City of Biddeford expects new hires

to have twelve years of experience. Hence, the twelve year step (Step E) would be comparable to the average for all market communities (when eliminating the high and the low). I have included the compensation policy that was formally adopted by the City of Lewiston when they adopted a similar program. While not quite the same because wages adjustments are now strictly limited to performance, should the city decide to move forward with the compensation changes, a similar policy would be prepared for consideration by the Council. It is important to note that some other policy language would be eliminated as well. To illustrate as an example, the current longevity pay policy would no longer be applicable.

3. All employees would need a step placement. The last major work to complete the process would be to 'place' all employees covered by the new policy into the new system. Once that process is completed, a plan on how to implement the changes would be required.

On Tuesday evening, we are looking for the committee's endorsement of the placement (by levels) of the positions. Once completed, the formal placement of steps would occur. Staff would return with the placements at the next meeting of the committee. Given that all placements are resolved, that should conclude the work of the committee.

As always, please let me know if there is any additional information or concerns that I can address.

Non-Union Placement Recommendations
January 24, 2017

Level 22 (\$80,000 to \$105,570)

Finance Director
Police Chief
Public Works Director
Chief Operating Officer
Economic & Community Development Director

Level 21 (\$76,000 to \$100,292)

Assessor
Fire Chief

Level 20 (\$72,200 to \$95,277)

Building Supervisor (includes schools)
WWTP Superintendentⁱ

Level 19 (\$68,590 to \$90,513)

Director of Engineeringⁱ
City Clerk (including GA)
Human Resources Director
Deputy Police Chief
*Deputy Finance Director**

Level 18 (\$65,161 to \$85,987)

*Deputy Director Econ & Com Development**
Recreation Director
Director of Code Enforcement (includes Emergency Management Director)
Fleet Manager/Deputy PWD
Information Technology Directorⁱ

Level 17 (\$61,902 to \$81,688)

Assistant Fire Chief
Street Supervisor

Level 16 (\$58,807 to \$77,604)

Deputy Fire Chief
Staff Accountant
Comptroller

Level 15 (\$55,867 to \$73,723)

Engineer

Level 14 (\$53,074 to \$70,037)

CDBG Administratorⁱ

Level 13 (\$50,420 to \$66,535)

Deputy Assessor*
 Deputy Rec Director*
 GIS Coordinator
 GA Supervisorⁱ
 Tax Collectorⁱ
 Deputy Code Enforcement Director
Level 12 (\$47,899 to \$63,209)
 Deputy City Clerkⁱ
 Executive Assistant II
 Office Manager
Level 11 (\$45,504 to \$60,048)
 Property Lister
 Recreation 50+ Coordinator
 Public Access Managerⁱ
Level 10 (\$43,229 to \$57,046)
 Executive Assistant I
 Code Enforcement Officer II
 Surveyor
 Engineering Aide
Level 9 (\$41,067 to \$54,194)
 Administrative Assistant II
 Code Enforcement Officer I
Level 8 (\$39,014 to \$51,484)
 Administrative Assistant I
 GA Customer Service Clerk
 Airport Managerⁱ
 Public Access Technician II
Level 7 (\$37,063 to \$48,910)
 Recreation Program Coordinator
 Public Access Technician I
Level 6 (\$35,210 to \$46,464)
 Customer Service Clerk II
 Administrative Clerk
Level 5 (\$33,450 to \$44,141)
 Customer Service Clerk I
Level 4 (\$31,777 to \$41,934)
 Facilities Maintenance III
Level 3 (\$30,188 to \$39,837)
 Recreation III
 Facilities Maintenance II

Level 2 (\$28,679 to \$37,845)

Recreation II

Facilities Maintenance I

Level 1 (\$27,235 to \$35,953)

Recreation I

ⁱis not at a department head level

*not a position that is currently funded or under consideration

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:	November 14, 2016
RE:	Benefit Analysis

On Thursday, you received a spreadsheet that compared the non-union benefits. This memo is to further provide the writer's opinion on the 'value' that should be assigned to the different between the City's offerings and the market place communities.

- **Health Insurance:** In January, employees will be required to pay 20% of the cost of health insurance (up 5%). The analysis was based on the 20% and using the HMO plan. The City offers more expensive premium plans. I am recommending that you cease to offer the same cost sharing arrangement on the premium plans. Instead, I am recommending that employees that desire the higher quality plan could still take that option, but that the City's share of the premium would be limited to the dollar amount offered on the HMO plan. Hence, the comparison is based on that assumption as well
 - Quality of plan: the majority of the communities have an equal plan; four are less, one is better (Sanford)
 - Employee share: communities either have a set percentage for the employee contribution regardless of choice or one set for just the employee and another for additional coverage. Six communities with consistent rates are better. For reference, 5% difference in payment costs the employees \$1550.30 annually. Only one requires a higher payment. The blended rates will depend on what coverage the employee selects
- **Dental:** seven communities offer some contribution to dental, ranging from \$325 to \$1,200 of benefit
- **Vision:** all communities offer a better vision plan, albeit only valued at \$100 per year.
- **LT Disability:** exempt employees receive LT disability coverage, hourly does not. No other community offers that benefit. The average annual cost per employee is \$234.74.
- **ST Disability:** Only 3 communities offer it and all at higher rate than City's (currently \$100 per week benefit). The average annual cost per employee is \$81.01.
- **Retirement:** The communities either offer the MePERS (old Maine State Retirement), a contribution to a deferred compensation plan or choice of either. Only two do not offer MePERS. The retirement plans under MePERS is identical. Six of the communities offer a higher contribution than our 6% on the 457 plan, one offers less.
- **Vacation:** The vacation schedules varied greatly. The analysis was done over the 25 year life of an employee. Two communities offered more days over the 25 years (10 and 17 total days),

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which amounted to less than one extra day per year. The rest were less but again no more than an average of two per year.

- *Cash In Provisions:* A significant advantage was the ability of employees to cash in up to two weeks a year (based on specific criteria). Only one community offered this benefit and that was limited to three days per year. The economic benefit to the employee could be up to 3.8% annually in compensation.
- *Holidays:* Two communities offered slightly more than the City's 12.5 paid holidays (0.50 days). Twelve offered less, usually a half day.
- *Floating holidays/personal time:* Only one community offered more than the City's 2.5 days. All others offered less, including no floating holidays.
- *Sick leave:* most offered the 12 days per year; two offered 15, one offered 10.
 - *Cash payment at separation:* no community offered 100% pay out at separation, and the highest at 50%. Most had a cap that was less than the highest allowance. All offered a vesting period (we currently vest employees on day 1), usually after 10 years. *This does not apply to management (separation pay for grandfathered employees). Mgt gets 5 days per year paid into RHS.*
- *Health Benefits at retirement:* only one other community offers retiree health benefits for non-union and that is only for super long term employees. That has been closed out. We offer it only to those hired prior to 1997. Current employees are receiving \$780 match contribution towards RHS annually.

Summary: the non-union benefits are generally comparable with other communities. Differences are generally such that does not change the compensation comparison with the exception of three areas.

First, the ability to cash in vacation allows employees to take less vacation time in order to increase the annual wages up to 3.8%. On average, we offer about 2 more vacation days than the other communities (although that is not the case in every year of the vacation schedule).

Second, for the non-exempt employees, the pay out of unused sick leave is a better benefit than other communities. The pay out at 100% is not matched by any other community. Most cap the sick leave payout at an amount less than the maximum allowable accumulation. Also, having no vesting period is also a benefit that is not matched.

Finally, the new RHS payment to replace the retiree health benefit is unmatched by other communities. It is a substantial decrease in long term liability under the old health benefit for employees.

Assuming the Council adjusts the sick leave to some benefit more in line with the other communities, one could conclude about a 2.5% adjustment to the wage consideration because of the other premium benefits outlined in this memo.

NON-UNION EMPLOYEES COMPENSATION POLICY

The following is the administrative policy covering professional, technical, administrative and supervisory employees, which are not otherwise covered by a labor union.

1. **PURPOSE.** The purpose of the administrative policy is to establish a standard for the administration of compensation for employees. It shall be the policy of the City of Lewiston:
 - 1.1 To provide a compensation package that will attract and hold above-average employees.
 - 1.2 To compensate employees equitably, based on market (as defined in the June 2002 report), and commensurate with the skills required for the respective position.
 - 1.3 To conduct annual performance evaluations and compensate employees accordingly, effective January 1, 1996.
1. **PROGRAM.** Attached to this policy are the FY03 pay scales, including the minimum and maximum ranges, for all class grades covered by the plan.
1. **ADMINISTRATION.** The various provisions of the pay plan shall be administered in accordance to the following:
 - 3.1 **New Employees.** New employees compensation will be determined by placing them on the pay scale at the appropriate level based on the job. They will be placed at the appropriate step based on relative experience as is outlined in Section 3.5 below. All initial placement decisions will be reviewed and recommended by the Director of Human Resources and approved by the City Administrator.
 - 3.2 **Promotions and Supervisory Appointments.** An employee promoted shall be placed at the appropriate pay level for the new position and placed at the appropriate step, based on relative experience as is outlined in Section 3.5. The exact adjustment shall be recommended by the Director of Human Resources and approved by the City Administrator.
 - 3.3 **Transfers.** No adjustment to an employee's salary shall be made when an employee moves laterally in the same class grade.
 - 3.4 **Demotions.** In the event of a demotion, the employee's wage rate will be altered, if necessary, to coincide with the new assigned class grade in accordance to the City's Personnel Policy entitled Classification and Pay Plan. The exact adjustment shall be recommended by the Director of Human Resources and approved by the City Administrator.
 - 3.5 **Step Placement.** Each step within the pay plan will represent a specific number of years of service, including credit for prior work experience. The steps, once established, may only be changed the by City Council (current steps are attached). Steps represent the accumulation of a number of years of service, i.e. the third step would equate to a person who had entered their fifth year of service as of the effective date, but not yet obtained required years of service to be included in the next step.
 - 3.5.1 **Effective Date.** The effective date that employees will be credited with one additional year of service will be July 1 of the given year, regardless

- 1 of the anniversary date, unless the anniversary date occurs after February but prior to July 1.
- 3.5.2 **Placement Criteria.** The following criteria shall be used as a general guide to determine the initial placement of all personnel in the plan.
- 3.5.2.1 Time in current position in the city was given direct credit on a 1 to 1 ratio.
 - 3.5.2.2 Time in a similar community, in a similar job was also given a 1 to 1 ratio.
 - 3.5.2.3 Time in a position once removed from the current position, in Lewiston, was generally given a credit for a 1 to 1 ratio.
 - 3.5.2.4 Time in a position once removed from the current position, in a similar community, was generally given a credit of 1 to 1.
 - 3.5.2.5 Time in a position, twice removed, from the current position, but still some form of management, in Lewiston, was generally given credit for 1 year for every 3 years of actual service.
 - 3.5.2.6 Time in a position, twice removed, from the current position, in a larger or similar community, was generally given a 3 to 1 credit.
 - 3.5.2.7 Time in a similar position, but in a smaller community, was generally given 2 years for every 3 years of service.
 - 3.5.2.8 Any other appropriate historical information that might be appropriate can be factored in.

3.5.3 **Placement Decisions.** Placement decisions made by the City Administrator are final, subject to the provisions found in Section 6.

2. **COST-OF-LIVING ADJUSTMENTS (COLA).** COLA increases, if granted, shall be effective on a date determined by the City Council to all employees assigned to the pay plan. The amount of the increase, if any, shall be determined annually by the City Council. COLA increases will be implemented by "aging" the pay scale by the voted COLA.
3. **MERIT INCREASES.** The City Council may, on a yearly basis, allow employees assigned to the pay plan an increase based on performance. Such performance must be evaluated by the employee's immediate supervisor during the preceding twelve (12) months recommending no increase or an amount not to exceed that which has been authorized by the City Council. However, at no time may an increase exceed the maximum rate of a class grade. Such increase, if granted, shall generally be effective on the first (1st) payroll in January unless a supervisor determines that some other date would assist to improve an employee's performance. (Such other date shall be after January 1st but before the end of the fiscal year.) In the absence of a completed performance evaluation, the immediate supervisor's increase, if granted, shall also be withheld until the employee's performance evaluation is completed indicating the level of increase. Exceptions to this may be allowed on a case-by-case basis by the Director of Human Resources, i.e., newly appointed employees or supervisors.
4. **RECLASSIFICATION AND APPEALS PROCEDURE.** An employee whose job functions and/or level of skill that has been significantly altered as a result of a change in job duties may request consideration for reclassification according to the following procedure:

- 6.1 The initial request will be submitted to the employee's department head.
- 6.2 The department head will evaluate the request and recommend approval or disapproval to the City Administrator.
- 6.3 The City Administrator will refer the request to the Director of Human Resources for evaluation and recommend approval or disapproval to the City Administrator.
- 6.4 The City Administrator will then either approve or disapprove the request.
- 6.5 The City Administrator shall notify the City Council of any approved reclassifications.
- 6.6 This process may also be used for any employee that would like to appeal a decision regarding the implementation of this policy.

NOTE: The procedure for department heads requesting consideration for reclassification shall begin at 6.3.

5. **IMPLEMENTATION.** The implementation of this policy shall be as follows:

- 7.1 **Initial Implementation.** The City Administrator is instructed to implement the changes that are necessary in the first year (FY03) by using only those funds that have been budgeted for the COLA adjustments, on an equitable pro-rate basis.
- 7.2 **Future Years.** It is recognized that in order to fully implement the program, additional funds would be necessary beyond a reasonable COLA annually. It is also further recognized that the current financial ability of the community to generate additional funds, now and in the future, is limited without additional development in the community. Therefore, it is the intent of this policy to utilize only the revenue generated by new valuation to fund the 'gap' between the intended compensation and the actual compensation being received by those employees that are covered by this policy. The Council will review the current financial conditions and the economic development results to establish annually the level of commitment for this purpose.

8. **REPEAL OF CONFLICTING RESOLUTIONS OR STATEMENTS.** All resolutions or statements in conflict with the provisions of this policy are hereby repealed.

9. **SAVINGS CLAUSE.** If any section, sentence, clause or phrase of this policy is held, for any reason to be inoperative, void or invalid, the validity of the remaining portion of this resolution shall not be affected. It being the intention of the City Council in adopting this resolution that no portion thereof, or provision herein, shall become inoperative or fail by reason of the invalidity of any other portion or provision and, the City Council does hereby declare that it would have severally passed and adopted the provisions contained herein separately and apart one from the other.

FY03 PAY SCALES

	0 Years	2 Years	5 Years	8 Years	11 Years	14 Years	17 Years	20 Years
Grade Level 1	\$ 10.05	\$ 10.30	\$ 10.90	\$ 11.50	\$ 12.10	\$ 12.70	\$ 13.30	\$ 13.90
Grade Level 2	\$ 11.55	\$ 11.85	\$ 12.54	\$ 13.23	\$ 13.93	\$14.62	\$ 15.31	\$ 16.00
Grade Level 3	\$ 12.66	\$ 12.99	\$ 13.75	\$ 14.51	\$ 15.26	\$ 16.02	\$ 16.78	\$ 17.54
Grade Level 4	\$ 13.78	\$ 14.13	\$ 14.95	\$ 15.78	\$ 16.60	\$ 17.43	\$ 18.25	\$ 19.08
Grade Level 5	\$ 16.22	\$ 16.63	\$ 17.56	\$ 18.50	\$ 19.44	\$ 20.38	\$ 21.32	\$ 22.26
Grade Level 6	\$ 17.60	\$ 18.05	\$ 19.10	\$ 20.16	\$ 21.21	\$ 22.26	\$ 23.32	\$ 24.37
Grade Level 7	\$ 20.07	\$ 20.58	\$ 21.79	\$ 22.99	\$ 24.19	\$ 25.39	\$ 26.59	\$ 27.79
Grade Level 8	\$ 22.70	\$ 23.28	\$ 24.64	\$ 25.99	\$ 27.35	\$ 28.71	\$ 30.07	\$ 31.43
Grade Level 9	\$ 24.17	\$ 24.79	\$ 26.24	\$ 27.69	\$ 29.14	\$ 30.58	\$ 32.03	\$ 33.48
Grade Level 10	\$ 25.40	\$ 26.05	\$ 27.57	\$ 29.09	\$ 30.61	\$ 32.12	\$ 33.64	\$ 35.16

Grade Level 11	\$ 26.69	\$ 27.38	\$ 28.97	\$ 30.57	\$ 32.16	\$ 33.76	\$ 35.36	\$ 36.95
Grade Level 12	\$ 28.84	\$ 29.57	\$ 31.26	\$ 32.96	\$ 34.65	\$ 36.34	\$ 38.04	\$ 39.73
Grade Level 13	\$ 29.92	\$ 30.69	\$ 32.48	\$ 34.27	\$ 36.06	\$ 37.85	\$ 39.64	\$ 41.43

	0 Years	2 Years	5 Years	8 Years	11 Years	14 Years	17 Years	20 Years
Grade Level 1	\$19,592	\$20,095	\$21,264	\$22,434	\$23,604	\$24,774	\$25,943	\$27,113
Grade Level 2	\$22,525	\$23,103	\$24,453	\$25,804	\$27,155	\$28,506	\$29,856	\$31,207
Grade Level 3	\$24,694	\$25,327	\$26,807	\$28,286	\$29,766	\$31,246	\$32,725	\$34,205
Grade Level 4	\$26,863	\$27,552	\$29,160	\$30,769	\$32,377	\$33,985	\$35,594	\$37,202
Grade Level 5	\$31,634	\$32,419	\$34,250	\$36,081	\$37,912	\$39,744	\$41,575	\$43,406
Grade Level 6	\$34,317	\$35,197	\$37,251	\$39,305	\$41,359	\$43,413	\$45,467	\$47,521
Grade Level 7	\$39,137	\$40,141	\$42,484	\$44,826	\$47,169	\$49,512	\$51,855	\$54,197

Grade Level 8	\$44,256	\$45,390	\$48,040	\$50,689	\$53,339	\$55,988	\$58,637	\$61,287
Grade Level 9	\$47,141	\$48,350	\$51,172	\$53,994	\$56,816	\$59,639	\$62,461	\$65,283
Grade Level 10	\$49,522	\$50,792	\$53,755	\$56,717	\$59,680	\$62,643	\$65,606	\$68,568
Grade Level 11	\$52,051	\$53,385	\$56,497	\$59,609	\$62,721	\$65,833	\$68,945	\$72,056
Grade Level 12	\$56,245	\$57,661	\$60,962	\$64,263	\$67,564	\$70,866	\$74,167	\$77,468
Grade Level 13	\$58,351	\$59,847	\$63,338	\$66,828	\$70,319	\$73,810	\$77,300	\$80,791

<u>POSITION</u>	<u>GRADE LEVEL</u>
Assistant City Administrator	12
Assistant Fire Chief	11
Assistant Public Works Director	11
Chief Assessor	11
City Clerk	10
Community Relations Coordinator	5
Deputy Police Chief	11
Development Director	12
Executive Secretary	4
Finance Director	13
Fire Chief	13
General Assistance Administrator	7
Human Resources Assistant	4

Human Resources Director	10
Human Resources Secretary	2
Library Director	10
MIS Manager	9
Parks & Recreation Director	10
Police Chief	13
Public Works Director	13
Water & Sewer Superintendent	10

Listed below are several different airports with information that was available about Airport Managers salaries and responsibilities. It is important to note that a majority of airports throughout the state have a different organizational structure and as a result the airport manager's responsibilities vary from one airport to another. The information provided can help determine a salary range for an airport manager based on their responsibilities at an airport. Some airports that are publicly owned are run by a third party or FBO, which will manage the airport on behalf of the city or town, respectively, under a negotiated contract. For those airports which are staffed by a city or town, the airport managers position on average is considered a department head position and their salary is usually taken out of other funds, such as that as an employee of public works, rather than the airports revenue dictating what the airport managers salary will be.

List of Airports:

note: to reduce repetition, some responsibilities of airport managers will be referred to as "same as (name of airport where airport manager shares same responsibilities)"

Sanford:

Salary: \$27 hourly w/overtime available: equivalent to \$56,160 annually plus any overtime

Airport Managers Responsibilities:

- Manages all administrative tasks, such as handling contracts with hangar owners, renting hangar space, scheduling work hours, documentation for aircrafts based at airport for excise tax purposes, handling security passes for gate access, ensuring the FBO & other businesses operating on airport property have the proper documentation/licenses/insurance to work on airport property, maintaining S.O.P.'s for the airport, finances/budgeting airport expenses (ensuring funds from the budget are used appropriately), marketing/advertisements for generating awareness of the airport, customer service, attending meetings with the city/state/FAA/other aviation organizations, updating and maintaining airports website and social media pages, etc.
- Manages operational procedures, such as implementing new FAA regulations and maintaining current regulations, issuing NOTAMS for field conditions, ensuring runways are kept up to federal standards, when applicable working with a consulting firm to obtain federal grants for airport improvements, etc.
- Oversees ground maintenance, such as mowing, snow removal, fixing broken lights, etc. Sanford has a couple additional employees to maintain the grounds throughout the year, and it is the airport managers responsibility to ensure that the work gets accomplished, whether it is delegating tasks or doing it themselves.
- The airport manager does not handle the fuel for the airport, it is controlled by the FBO and it is the airport managers responsibility to ensure the FBO does not

run out of fuel and is maintaining proper documentation & maintenance for the fuels.

Eastern Slopes Regional Airport:

Salary: \$47,500

Airport Managers Responsibilities:

- “Same as Sanford” for administration, operational procedures and ground maintenance.
- The airport manager is also responsible for the fuel at the airport, including ordering, quality inspections, documentation, and all other aspects.
- Has one full time employee during summer to help with grounds keeping and customer service and a part time employee during winter for plowing and another part time employee year round to help with cleaning and customer service.

Dewitt Field Old Town Municipal:

Salary: Started at \$50,000 after 2 ½ years is making \$53,000

Airport Managers Responsibilities:

- “Same as Sanford” for administration, operational procedures and ground maintenance.
- “Same as Eastern Slopes Regional Airport” for fuel.
- Has one full time employee, and one part time employee, year round.
- Public works will help them with mowing and snow removal when it needs to be done.

Wiscasset:

Salary: \$18 hourly; Full-time form April-Sept., Part-time Oct. – March; over time is available.

Airport Managers Responsibilities:

- “Same as Eastern Slopes Regional Airport” for fuel.
- Airport manager has little responsibilities at the airport, does a little with marketing, and documenting aircrafts based at airport, and customer service. Public works is responsible for maintaining the grounds at the airport.

Bethel:

Salary: Airport Manager is also the Town Manager (unable to determine salary)

- Public Works maintains grounds

- Airport Coordinator – Responsible for customer service and cleaning inside facility; salary: \$754.17/monthly
- Airport Technician – Responsible for making sure there is fuel in the tank; salary: \$200/month
- *Note: There was little information the HR personnel could tell me about the airports operations.*

Pittsfield:

Salary: unknown

- Airport is run by an FBO, they did not want to give out salary information but the manager stated that they had four employees, two full-time and two part-time.
- *Note: FBO's are fixed based operators, usually oversee operations at the airport but many city's/towns have found that if an FBO is running the entire airport, the airport is not maintained. Most successful FBO's at airports will run their business and sometimes control the fuel, other times they are offered a discounted price by the airport manager on fuel to ensure the city or town can maintain fuel at the airport.*

Assistant/Deputy Fire Chief

<u>Municipality</u>	<u>Salary</u>	<u>Years in Position</u>	<u>Years working in Community</u>	<u>Years working in other Communities as DH</u>	<u>Unique /Benefits</u>	<u>Notes</u>
Auburn	\$75,190	DC EMS 5yrs DC Operations 1.5 yrs	21 yrs 28 yrs	4 n/a	Vehicle vehicle	
Augusta	\$76,918	2 yrs	27 yrs	n/a	vehicle	
Brunswick	\$77,970 \$74,971	11 yrs 6.5 yrs	22 yrs 17 yrs	n/a	Vehicle vehicle	
Falmouth	\$68,000	6 months	41 yrs	n/a		
Gorham	\$69,189	13 yrs	41 yrs	n/a	vehicle	
Kennebunk	\$69,020	1 yr	n/a	n/a		
Lewiston	\$85,538	15 yrs	34 yrs	n/a	Vehicle	
Old Orchard	n/a	n/a	n/a	n/a		
Saco	\$82,280 \$77,255	5 yrs 3 yrs	27 yrs 3 yrs	5 yrs	Vehicle vehicle	
Sanford	\$73,785	18 months	n/a	n/a	vehicle	
Scarborough	\$79,186 \$76,307	27 yrs 16 yrs	29 yrs 40 yrs	n/a	Vehicle Vehicle	
So. Portland	\$78,464 \$75,573	24 yrs 2 yrs	43 yrs 26 yrs	n/a	Vehicle Vehicle	
Waterville	n/a	n/a	n/a	n/a		
Westbrook	\$75,000	1 yr	n/a	n/a	Vehicle	
Windham	\$73,000	14 yrs	n/a	6 yrs	Vehicle	
York	n/a	n/a	n/a	n/a		
Biddeford	\$75,031.32	8yrs	38yrs	n/a	Vehicle	

PLANNER

<u>Municipality</u>	<u>Salary</u>	<u>Years in Position</u>	<u>Years working in Community</u>	<u>Years working in another community as a DH</u>	<u>Unique /Special Benefits</u>
Auburn	\$ 91,500.24	0.12			
Augusta					
Brunswick	\$ 84,831.00	9	9	0	
Falmouth	\$ 96,737.00	9	10	14	None
Gorham	\$ 74,880.00	4.5	4.5	19	None
Kennebunk	\$ 70,531.00	30	30	0	None
Lewiston	\$ 90,070.00	14	32	4	None
Old Orchard	\$ 61,976.00	5	5	14	None
Saco	\$ 83,500.00	15.5	15.5	0	None
Sanford	\$ 85,400.00	0.5	0.5	9	None
Scarborough	\$ 86,000.00	9	11.5	0	
So. Portland	\$ 87,301.00	26	28	3	None
Waterville					
Westbrook	\$ 80,000.00	0	0.25	0	None
Windham	\$ 72,704.33	2	8	0	None
York	\$ 70,307.00	2	2	?	None
Biddeford	\$ 85,376.00	12	12	0	None

Mean \$ 81,407.57

Median \$ 84,831.00

SALARY SURVEY ASSISTANT ASSESSOR

***NO ASSISTANT/DEPUTY ASSESSOR (PER CITY ASSESSOR)**

<u>AUBURN</u>	*
<u>AUGUSTA</u>	\$50,274
<u>BRUNSWICK</u>	\$62,000
<u>LEWISTON</u>	*
<u>OLD ORCHARD BEACH</u>	\$62,000
<u>SACO</u>	\$61,900
<u>SANFORD</u>	\$54,200
<u>KENNEBUNK</u>	\$47,342
<u>SCARBOROUGH</u>	\$57,300
<u>YORK</u>	\$65,891
<u>GORHAM</u>	\$41,574
<u>WINDHAM</u>	\$57,000(FY 16 *NO ASSISTANT ASSESSOR FOR FY 17)
<u>WESTBROOK</u>	\$62,556
<u>SOUTH PORTLAND</u>	\$57,000

Municipality	Saco	Scarborough	Biddeford
Salary	\$54,000.00	\$55,000.00	\$56,000.00
Work Week (hrs)	Full time	Full time	Full time
DH or Not DH	Not DH	Not DH	Not DH
Duties	20% GIS, 80% DPW duties. Recently left the position	Splits time between GIS 35% and wastewater 65%	GIS and website management
Tenure (Position)	7	4	16
Tenure (Related)		2	
Total Experience	7	6	16

\$63,377.00

There are not many communities that have a GIS position that is full-time. The two communities that are nearest in their job duties to Biddeford are Lewiston, Auburn, York and Biddeford are the only communities in the area. The communities in which the GIS person spent 35% or less of their time

York	Gorham	Kennebunk	OOB
\$83,000.00	N/A	N/A	N/A
Full time			
DH			
Promotion to It and GIS Director 18 months ago. Current salary \$92,192. As GIS prior to promotion salar was \$83,000	Contracted services by SGC, Inc	Contracted services by J. Richardson and Corson Assoc.	Contracted GIS services through Tom Burns
1.5			
12.5			
14			

8 months ago was similar to Biddeford. Their experience levels are similar as well.

aries for those were 54k, 55K and 57k, respectively.

Windham	Augusta
N/A	N/A
No GIS position. Assessor does some mapping.	GIS is performed by Greater Augusta Utility District

<u>Municipality</u>	<u>Assistant Salary</u>	<u>Position/Salary</u>	<u>Position/Salary</u>	<u>Position/Salary</u>	<u>Position/Salary</u>	<u>Notes</u>
Auburn	No Asst					
Augusta						
Brunswick	28.70 per hour					40 hours per week
Falmouth	47,000					
Gorham	51,750					
Kennebunk	45,000					
Lewiston	75,000	Building Inspector 71,000	CEO (4 positions) Range 49K-48K	Admin 34K		Deputy Director
Old Orchard	49,920					
Saco	59,900					
Sanford	40,000 a year	Admin 17.00 per hour				
Scarborough						
So. Portland	53,547					
Waterville	55,000					
Westbrook						
Windham						
York						
Not on the List: Kport: Rockland	59,900 57,420					

City Clerk's Office – 2nd in Charge

<u>Municipality</u>	<u>Salary</u>	<u>Years in Position</u>	<u>Years working in Community</u>	<u>Years working in other Communities as DH</u>	<u>Exercises Supervision</u>
Auburn	\$22.61/hr	4 yrs	4 yrs	Yes, but #of yrs not indicated	Only in the absence of Clerk
Augusta	Does not have a Deputy (Dep Finance Dir. is backup)	N/A	N/A	N/A	N/A
Brunswick	\$47,127 (37.5 hrs/week)	20 yrs	25 yrs	10 yrs in CT	No supervisory responsibilities
Falmouth	\$48,589.58	5 yrs	5 yrs	N/A	Only in the absence of Clerk
Gorham	3-Deputies; 1 Asst Clerk 1 Deputy serves as 2 nd in charge -- No salary provided	Not provided	Not provided	Not provided	Only in the absence of Clerk
Kennebunk	\$16.75/hr	4 mos	4 mos	N/A	No supervisory responsibilities
Lewiston	\$69,500	20 yrs	29 yrs	N/A	Supervises all Clerk Office personnel
Old Orchard	2-Deputies; but no 2 nd in charge	Not provided	Not provided	Not provided	No supervisory responsibilities
Saco	Deputy Clerk/GA Director-\$39,048	5 yrs	9 yrs	Did GA in another community 2 yrs	Only in the absence of Clerk
Sanford	\$45,600	3 yrs	12 yrs	N/A	Supervises 3 Asst. Clerks
Scarborough	\$48,800	4 yrs	13 yrs	N/A	Oversees Staff at election time for absentee voting
So. Portland	Does not currently have a Deputy or 2 nd in charge Asst Clerk-\$40,000	Not provided	Not provided	N/A	Asst Clerk has no supervisory responsibilities
Waterville	\$18.34/hr	Less than 1 yr	3 yrs	N/A	Over one part-time staffer
Westbrook					
Windham	\$20.75/hr	19 yrs	19 yrs	N/A	Limited supervision responsibilities
York	\$62,000	35 yrs	35 yrs	N/A	Only in the absence of Clerk
Biddeford					

ENGINEER POSITION SALARY SURVEY

1/24/2017

CITY / TOWN	SALARY	YEARS IN POSITION	YEARS WORKING FOR CITY / TOWN	YEARS AS DEPT. HEAD IN OTHER CITY / TOWN	UNIQUE / SPECIAL BENEFIT
Brunswick	\$92,690.00	26	26		
Falmouth	\$66,684.00	3.5	3.5		
Gorham	\$92,602.00	12.5	12.5		
Kennebunk	\$86,398.00	3	4		
OOB					
Scarborough	\$75,000.00	0.5	0.5	7	
Waterville	\$70,790.00	16	18		
Westbrook	\$99,878.00	11	15	2	
Windham					
So. Portland	\$87,155.00	8	8		
Augusta	\$78,291.00	18	32		
Lewiston	\$86,000.00	13	17		
Saco	\$90,000.00	0.25	0.25		
AUBURN	\$70,000.00	8	8		
SANFORD					
YORK					
NOTE : Responses received. Those in Bold are Dept. Head level					

PUBLIC WORKS DIRECTOR POSITION SALARY SURVEY

1/24/2017

CITY / TOWN	SALARY	YEARS IN POSITION	YEARS WORKING FOR CITY / TOWN	YEARS AS DEPT. HEAD IN OTHER CITY / TOWN	UNIQUE / SPECIAL BENEFIT	
Brunswick	\$109,180.00	6.5	29		VEHICLE	
Falmouth	\$82,100.00	20	20	20		
Gorham						
Kennebunk	\$104,101.00					
OOB						
Scarborough	\$109,500.00	5	5	25		
Waterville						
Westbrook						
Windham						
So. Portland						
Augusta	\$103,000.00	15	15		VEHICLE	
Lewiston						
Saco	\$100,000.00	23	23	0		
AUBURN						
SANFORD	93,600					
YORK	\$104,000.00	15	15	20		
	\$100,685.13					
NOTE : The above reflects the responses received. Those in BOLD are Dept. Head level positions						

Bennett, James

From: Radding, Philip C.
Sent: Friday, December 16, 2016 3:25 PM
To: Bennett, James
Subject: FW: Maintenance Person Salary Survey

Jim,

Two additional towns have contacted me with their information on Maintenance Person wages.

Lewiston	\$18.46	12 years in the position	union position
Westbrook	\$21.30	20 plus years in the position	non union position.

Regards,

Philip Radding

From: Radding, Philip C.
Sent: Monday, December 05, 2016 9:26 AM
To: Bennett, James
Subject: FW: Maintenance Person Salary Survey

Jim,

Two additional towns have sent me their information on Maintenance Person wages.

Windham	\$19.21	3 people in the position All with 13 plus years	union position \$16.39-\$19.21 range
Brunswick	\$21.61	20 plus years 1 person in the position	union position \$ 15.79- \$18.47- \$21.61 range

Regards,

Phil Radding

From: Radding, Philip C.
Sent: Friday, December 02, 2016 1:30 PM
To: Bennett, James
Subject: Maintenance Person Salary Survey

Jim,

Following is the results of the salary survey for a general maintenance person similar to the two positions we presently have:

Auburn	\$ 15.57	4 years in the position	union position
Augusta	\$18.75	12 years in the position	non union position

Brunswick

Falmouth

Gorham No maintenance position

Kennebunk \$18.24 20 years in the position union position 3% increase each yr for the next three
yr

Lewiston

Old Orchard

Saco \$20.32 16 years in the position union positions
\$19.90 8 years in the position

Sanford \$15.00 6 years in the position non union and does mostly custodial work

Scarborough \$15.00 to \$18.00 union and most at \$18.00

So. Portland \$17.56 to \$20.28 10 years union position

Waterville \$20.59 17 years union position part of public works

Westbrook

Windham

York

Biddeford \$18.66 8 years in position
2 additional yr in similar position
At school department non union position

I will add to this survey as I get additional information.

Phil Radding

Recreation Department										
Municipality	Category	Position	Hrly	Annual	Yrs in Pos	Yrs in Same	Yrs in Other	Unique	Notes	Assist Rec Dir
Auburn	50+	Senior Programmer (Part-Time 20 hrs.)	\$ 19.23	\$ 20,000.00	1	30			Salary Exempt Union	
Biddeford	50+	50+ Director	\$ 19.96	\$ 41,516.80	2	20				
Falmouth	50+	Senior Program Coordinator (p/t)	\$ 21.75	\$ 45,240.00	29			Longevity incentive-1 hour of pay per year of service annually on anniversary date	10 hr/wk < 100% benefits	
Kennebunk	50+	Senior Citizen Programmer (now Asst. Director)\$25.00	\$ 25.00	\$ 52,000.00	1	15				Yes
York	50+	Senior Center Program Coordinator	\$ 26.81	\$ 55,764.00	20	20				
South Portland	50+	Senior Rec. Manager	\$ 30.86	\$ 60,177.00		14		salary range\$45,708-60,177 yearly	37.5 hours weekly	No
Lewiston	Admin	Senior Princpal Clerk	\$ -	\$ -						
Brunswick	Admin	admin assistant	\$ 21.04	\$ 43,763.20	20				union position	
Brunswick	Admin	financial admin assiatant	\$ 21.04	\$ 43,763.20	4				union position	
Falmouth	Admin	Admin Assistant/ Programmer	\$ 21.65	\$ 45,032.00				Longevity incentive-1 hour of pay per year of service annually on anniversary date	40 hours	
Gorham	Admin	Office Coordinator/ Programmer	\$ 22.11	\$ 45,988.80	10					No
South Portland	Coordinator	Adults Sports	\$ -	\$ -						
Lewiston	Coordinator	Program Coordinator	\$ -	\$ -						
Saco	Coordinator	Program Aide - Entry Level (Currently open)	\$ 14.04	\$ 29,203.20						
Augusta	Coordinator	Sport Coordinator (Part-Time under 20 hrs.)	\$ 14.42	\$ 15,000.00	9	9				No
Saco	Coordinator	Youth Sports & Youth Programs	\$ 15.99	\$ 33,259.20	1	1				
Windham	Coordinator	Programmer	\$ 16.39	\$ 34,091.20	0.17	0.17			PT Position	
OOB	Coordinator	Recreation Programmer	\$ 16.41	\$ 34,132.80	4	4				
OOB	Coordinator	Recreation Programmer	\$ 17.00	\$ 35,360.00	0.33	0.33				Yes
Auburn	Coordinator	Youth Sports & Adult League Programmer	\$ 17.79	\$ 37,000.00	1	1			Salary Exempt Union	No
Auburn	Coordinator	Youth Sports & Adult League Programmer	\$ 17.79	\$ 37,000.00	1	1			Salary Exempt Union	No
York	Coordinator	Special Events Programmer (Part-Time)	\$ 18.00	\$ 23,400.00					25 hrs per week	
Saco	Coordinator	Youth Sports, Adult Sports & Programs	\$ 18.63	\$ 38,750.40	0.25	6				
Saco	Coordinator	Youth Sports, Adult Sports & Programs	\$ 18.63	\$ 38,750.40	0.25	6				
Kennebunk	Coordinator	2 Program Coor/Teen Ctr Sup(now Rec. Programmers)	\$ 19.00	\$ 39,520.00	0.5					
Kennebunk	Coordinator	2 Program Coor/Teen Ctr Sup(now Rec. Programmers)	\$ 19.00	\$ 39,520.00	0.5					
Windham	Coordinator	Recreation Coordinator	\$ 19.56	\$ 40,684.80	20	20			Just became FT	No
South Portland	Coordinator	Recreation Managers 3	\$ 20.34	\$ 42,315.00		7		Salary Range \$42,315-55,614		
Biddeford	Coordinator	Adult & Outdoor Coordinator	\$ 21.06	\$ 43,804.80	9	11				
Biddeford	Coordinator	Youth Sport Coordinator	\$ 21.51	\$ 44,740.80	11	23				No
Gorham	Coordinator	Facilities & Field Maintenance/Programs	\$ 22.02	\$ 45,801.60	3					
Gorham	Coordinator	Director of Recrection Programs	\$ 22.11	\$ 45,988.80	0.25	6 Yrs.				
Falmouth	Coordinator	Recreation Coordinator	\$ 22.41	\$ 46,612.80	12			Longevity incentive-1 hour of pay per year of service annually on anniversary date	40 hours	Yes
Westbrook	Coordinator	Recreation Coordinator	\$ 22.41	\$ 46,612.80	1	1	25			
Waterville	Coordinator	Recreation Coordinator	\$ 24.92	\$ 51,833.60	10.50	21			car allowance \$69 p/wk	No
Sanford	Coordinator	Recreation Coordinator	\$ 25.33	\$ 52,686.40	20	20			Union & Salaried	
South Portland	Coordinator	Recreation Managers 3	\$ 26.74	\$ 55,614.00		7		Salary Range \$42,315-55,614		
Brunswick	Coordinator	program assiatant	\$ 27.86	\$ 57,948.80	23				40K funded through rev	
York	Coordinator	Recreation Specialist	\$ 28.45	\$ 59,171.00	10	10				
Westbrook	Deputy	Deputy Director	\$ 27.17	\$ 56,513.60	5	10		Non-union/ exempt full benefits package, flex 40 schedule		
Falmouth	Deputy	Asst Director, Athletics Coor., Facility scheduler	\$ 27.53	\$ 57,262.40	17			Longevity incentive-1 hour of pay per year of service annually on anniversary date	salary	
Brunswick	Deputy	Deputy Director	\$ 33.04	\$ 68,723.20	6		5 as director	10 step sys for sal level		Yes
South Portland	Director	Rec. Dir(none) Hiring Parks & Rec & Waterfront Mgr	\$ -	\$ -						
York	Youth	Youth Enrichment Coordinator (Part-Time)	\$ -	\$ 12,000.00	9	9			Stipend Position	Yes
Auburn	Youth	Recreation Specialist (Sumer Camp, Special Events)	\$ 17.79	\$ 37,000.00	1	1			Salary Exempt Union	
Saco	Youth	After School/ Summer Camp Programmer	\$ 18.63	\$ 38,750.40	1.5	10				
Saco	Youth	Youth Program Leader 3/4 Time - Park Maint. 1/4	\$ 18.66	\$ 38,812.80	6	6	Multiple			No
Biddeford	Youth	Youth & Family Services Program Coord.	\$ 19.03	\$ 39,582.40	0.67	0.67	10			
Westbrook	Youth	Children's Programs Coordinator	\$ 20.82	\$ 43,305.60	5	6		Union/ non-exempt. Full benefits package, flex 40 schedule		
Gorham	Youth	Camp & Child Care Director	\$ 22.77	\$ 47,361.60	11					
Scarborough		0	\$ -	\$ -						