

REPORT

CITY OF AUBURN, ME

CLASSIFICATION AND COMPENSATION STUDY

OCTOBER 2018

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The Position and Classification system employed in this assessment and report is the MRI/HRS Pay and Classification System. It has been developed and enhanced jointly by Municipal Resources, Inc. (MRI) of Meredith, NH, and Human Resources Services, Inc. (HRS) of Andover, MA.



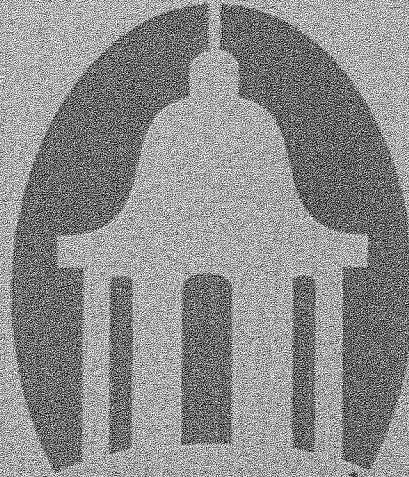
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REPORT



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INTRODUCTION

Scope of Services

The City of Auburn, Maine engaged Municipal Resources, Inc. (MRI) to develop a Classification and Compensation Plan based on comparative analysis of approximately 100 union and non-union positions from City departments, and to conduct a market salary and benefit analysis. This study was commissioned to re-examine the responsibilities, work performed, and market pay rates for each position included in the study as well as review the benefit structure. In general, the study involved updating standardized class descriptions, classifying those positions to provide internal equity, surveying the market of comparable municipalities to determine rates of compensation, and developing and recommending a new classification and compensation plan, and making recommendations pertaining to the City's overall benefit structure. A Classification and Compensation Study is designed to focus on internal and external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization. This report focuses on the analysis and findings related to Auburn's general compensation and benefits for all positions. The system includes both union and non-union positions, and, of course, the union positions would require appropriate union negotiations. As the economy continues to improve and other organizations look to raise their wages, Auburn found it necessary to review its own compensation program to ensure that it is competitive in order to attract and retain the necessary talent to provide services.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position,

it can be determined whether similar positions are being compensated equitably and are properly aligned within the City's organizational structure.

External equity deals with the differences between how an organization's classifications are valued and what compensation is available in the market place for the same skills, capabilities and duties.

The study also included working with the City to develop a sustainable, user-friendly, performance evaluation system. It is critical to have an evaluation system that is both easy to use and understand, as well as being related to relevant performance criteria for varied City positions. Training supervisors on how to conduct effective evaluations is most important in order to have a fair and equitable system.

Municipal Resources, Inc. worked extensively with the City over a period of several months, addressing various changes in positions as a result of some organizational modifications that took place.

CLASSIFICATION AND COMPENSATION

A position classification and compensation plan is an essential and vital component of a comprehensive human resource administration system. The perception that the compensation plan is objective and fair in its assignment of pay to individual positions lends credibility to the City's entire human resource system. The plan represents a systematic, formalized procedure for developing equitable job groupings and equitable compensation levels for all positions. The plan is based upon the underlying assumption that individuals should receive "equal pay for equal work".

However, implementation of a position classification and compensation plan should not be viewed as the final step in achieving job equity. The plan must be reviewed on a regular basis to ensure that decisions regarding position requirements and compensation accurately reflect the City's current service needs, while continuing to maintain the integrity and relevance of the plan.

MRI has reviewed the current job duties and compensation levels for the positions studied. Recommendations have been made that involve the development of a classification plan that includes union and non-union position titles. Some of the position titles have been modified from those currently in place. Recommendations for placement of positions within the new plan are made along with any potential cost impact. Class descriptions have been revised with additional updated information, or the removal of unnecessary information, to more accurately reflect actual job content, and to enhance their usefulness as tools in decisions involving pay, recruitment, promotion, and evaluations.

For maximum effectiveness, the relationship between consultant and client must be a cooperative effort. While Municipal Resources, Inc. assumes responsibility for all final recommendations, client input has been sought, carefully weighed, and incorporated into the report whenever possible.

Study Process

This project included the following steps:

- *Organizational Meetings* with City officials to discuss the goals and objectives of the study.
- *Orientation Presentations* with City officials and employees covered in the study to explain project activities, objectives, and methodology. These meetings also gave employees an opportunity to meet the MRI consultant and ask questions.
- A thorough *Job Analysis Process* which involved reviewing position duties and responsibilities (essential functions) utilizing updated job description reviews and interviews with employees.
- Preparation of updated *Class Descriptions* which were provided to the City for final review and modifications.
- A thorough *Job Evaluation Process*. Evaluation of criteria factors and other relevant data.
- Development of a *Classification Plan*. Position assignment to grades based on a system of objective evaluation.
- Thorough *Market Analysis* using comparable municipalities jointly selected by City officials and MRI.
- Thorough *Benefit Analysis* review using comparable municipalities. Recommendations were made, as a total compensation package, to include both benefits and salary that is most beneficial to both the City and employees.
- Several discussions with *City Officials* to review pay policies and draft work products (i.e., comparative data and other related materials).
- Preparation of minimum estimated *Implementation Costs*.
- Provision of guidelines for maintaining the plan.

- Final preparation of *Report* to the City with explanation of recommendations and methodology.

The following documents have been prepared for the City of Auburn, Maine:

- Market Data Analysis (Appendix A)
- Proposed FY2018 Classification Plan (Appendix B)
- Proposed FY2018 Pay Plan (Appendix B)
- Benefits Summary (Appendix C)
- Supervisor's Guide to Performance Evaluations
- Class Descriptions

EXECUTIVE SUMMARY

Scope

The study included a review of approximately 100 union and non-union classifications, covering 231 employee positions, and market salary and benefit information from comparable communities. This provided analysis of the job duties of each position, as well as the current salary structure. Following input from departments a new, updated, performance evaluation was developed and initiated. This included preparation of a Supervisor's Guide to Performance Evaluation, and all supervisors attended a training session before moving forth with implementation of the new or revised system.

Classification and Compensation

Several meetings were conducted with City officials throughout the project. Orientation sessions were provided for all employees. Interviews were conducted with employees in-person or via video interview, regarding positions within their departments. A thorough job analysis process of reviewing responsibilities of all positions was conducted. Class descriptions were developed.

A thorough salary and benefit market analysis was conducted utilizing comparable municipalities. The nine municipalities analyzed were: Bangor, Biddeford, Brunswick, Lewiston,

Portland, Sanford, Scarborough, South Portland and Westbrook. A comparison was made of the average minimum and maximum salaries.

The job evaluation process establishes the relative value of jobs within an organization, whereby positions are analyzed, measured, and compared against a common set of criteria in a systematic and objective manner. A factor evaluation system was used that involved positions being reviewed on 14 criteria factors to provide internal equity. The Proposed Classification and Compensation Plan includes grades that incorporate a blending of the criteria factor evaluation, and the market data, along with other unique qualities that pertain to the City of Auburn.

The Plan

The proposed Classification and Compensation Plans were developed to provide the City of Auburn with a solid structure to equitably group similar valued positions within a grade. The Pay Plan has 23 grades, with a minimum and maximum hourly rate of pay. The increase from minimum to maximum is 35% with percentages varying from 5% to 12% between grades. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels. The schedule shows the hourly rates for employees. The new pay ranges provide flexibility for hiring and placement levels based on education and experience and allows for flexibility for performance achievements if desired in the future.

There are some title changes recommended. A total of 47 employees (20% of the workforce) are recommended to have salaries increased to bring their positions to the minimum salary in the grade assigned. The projected cost to implement the proposed plan for a full year is \$96,229. The City will need to compute any additional cost if it desires to place employees within the grade plan to acknowledge longevity, performance, or other factors it may want to consider in order to address potential compression issues. Options for a phased-in approach are discussed in this report. It is up to the City to determine its ability to pay with regards to implementation of this proposed plan. Those employees falling below the grade range should be brought into the entry level of the grade. A phased-in approach over two fiscal years could take place for any positions with excessive increases.

Maintenance/Update

Salary data should be reviewed at least every three years to remain competitive with the City's salary structure.

Benefits

A review of benefits indicates that overall, the City has an excellent benefit package and is very competitive. Some limited enhancements, if desired, are discussed in the report.

Performance Evaluation System

Several meetings took place with Department Directors and City Staff regarding the type of evaluation system that would work well with all departments. Performance standards and rating systems were discussed. New forms were updated for City Hall employees, Police, Fire and Public Services Departments. All included performance standards, rating systems, the City Sexual Harassment Policy acknowledgment, a Career Development Vision and City Mission or Personal Development Vision. Training sessions with guidelines on how to conduct performance evaluations that are fair and equitable, were conducted for all supervisors. A Supervisor's Guide to Performance Evaluations was prepared and provided to all supervisors.

PROJECT REPORT

Details of the Methodology

In Auburn, the evaluation of job descriptions, position classifications, and compensation levels was undertaken for all employees included in the study. Employees were asked to complete position analysis questionnaires (PAQ) describing their duties, working conditions, physical requirements, supervision, required education, training and experience, tools, equipment, and technology requirements of the job. Following an analysis of these completed PAQs, on-site interviews as well as video interviews were held with the employees. Class descriptions were prepared and provided to the City for any final modification. Final class descriptions incorporated pertinent information from questionnaires, interviews, and draft commentary.

Throughout this process, evaluation of 14 criteria factors was conducted, based solely on the duties and responsibilities of the position. The evaluation has no relationship to the abilities, performance, or longevity of the employee currently holding the job.

At the same time, salary data from municipalities comparable to Auburn was gathered and analyzed for as many positions as possible. Some of the factors reviewed in determining appropriate comparable communities included items such as population, form of government, size of budget, income per capita, location, etc. A total of ten comparable municipalities were sent surveys; nine surveys were received that had sufficient relevant information to incorporate into the survey. Not all surveys contained comparable positions; however, the range of three to nine comparisons for most positions provided a good salary comparison. Additional data was reviewed from the Economic Research Institute (ERI) for some positions. Data is being utilized from the following nine municipalities:

Bangor	Lewiston	Scarborough
Biddeford	Portland	South Portland
Brunswick	Sanford	Westbrook

CLASSIFYING AND COMPENSATING POSITIONS

The Classification Plan

A classification plan is the foundation upon which a sound human resource management program is established. The classification plan is the basis for developing and implementing other human resource functions such as recruitment and selection, training, performance appraisal, succession management, etc. Classification is the process of grouping individual positions into broader groupings for personnel, budgeting, and other management purposes. Classification sorts the work of individual positions based on type of work and then levels of responsibility and difficulty. As such, it is not an exact science but rather a reasonable arrangement of work efforts and activities. Beyond legal constraints, what is most reasonable is that which works best for a particular organization.

It is important to consider the objectives of (1) **Job Analysis** and (2) **Job Evaluation** when reviewing the proposed classification plan. Building the classification plan to incorporate it within the current plan involved both job analysis and job evaluation.

Of critical importance in the process of reviewing jobs are the inherent job factors and the particular skills or quality of work required of the position. A thorough **Job Analysis** produces, in general, five kinds of basic information to aid in this process:

1. Information about the *nature of work* (e.g., essential functions and purpose/objective of the position)
2. The *level of work* (e.g., degree of complexity and accountability)
3. *Job requirements* (e.g., the knowledge, skills, abilities, and other special requirements/characteristics needed to perform the job)
4. *Job qualifications* (e.g., minimum education, training, and experience needed to qualify)
5. *Working conditions* (e.g., the psychological, emotional, and physical demands placed on employees by the work environment)

As stated earlier, information about each position studied was obtained through reviews of job descriptions and interviews. Updated class descriptions have been developed from the information obtained from the job descriptions, City material and interviews.

Job Evaluation is a process that establishes the relative value of jobs within an organization. There may be several reasons for carrying out this process. The main ones are: (1) to establish the correct rank order or groupings of jobs, (2) to establish the relative distance between jobs

within the ranking, and (3) to provide an objective measurement of job size for comparison with other jobs and enable salary comparisons to be made.

Job evaluation is the process whereby positions are analyzed, measured, and compared against a common set of criteria in a systematic and objective manner. Job evaluation does not produce a rate of pay. Rather, it produces a ranking of jobs in terms of “job content”, around which a salary structure can be established. Similarly, the evaluation process does not measure an individual’s performance. The evaluation looks at the job, not the job holder; it assumes that the job is being performed to a fully acceptable standard and that all the identified requirements of a job are being met.

Below are the summary definitions of criteria factors that were used to evaluate the various City positions.

1. ***PHYSICAL ENVIRONMENT***
This factor measures the totality of the surroundings and/or circumstances under which the job must be performed, the degree of difficulty which this imposes, and their representative or exceptional nature.
2. ***BASIC KNOWLEDGE, TRAINING AND EDUCATION***
This factor measures the basic knowledge or “scholastic content”; however, it may have been acquired, essential as background or training to perform the job.
3. ***PROBLEM SOLVING SKILLS AND EFFORT***
This factor measures the type and range of problem solving which the position consistently requires.
4. ***PHYSICAL SKILLS AND EFFORT***
This factor measures the degree of physical effort or exertion required in the performance of essential work functions under regular conditions.
5. ***EXPERIENCE***
Experience measures the length of time usually or typically required for the position, with the specified “basic knowledge, training and education”, to perform the essential work functions effectively under normal supervision.
6. ***INTERACTIONS WITH OTHERS/COMMUNICATION***
This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons.

7. **CONFIDENTIALITY**
This factor measures the discretion and integrity required by those positions which have access to privileged information handled or obtained in the normal performance of duties.
8. **OCCUPATIONAL RISKS**
This factor measures the relative degree of exposure to hazards which might cause injury on the job.
9. **COMPLEXITY**
This factor considers how difficult it is to perform the essential functions of the job. Jobs are made more difficult by the range and diversity of the assignment of duties, various uses of information technology, the specificity and relevance of guidelines for performing the work, and the nature or thinking challenge required to accomplish the work.
10. **SUPERVISION RECEIVED**
This factor evaluates the nature of the instructions, direction, control, and/or monitoring which a position receives.
11. **SUPERVISION GIVEN**
In rating supervision given, several factors are considered: (1) type of supervision; (2) accountability; (3) responsibility for personnel actions; and (4) budget development and control through subordinates.
12. **SUPERVISION SCOPE**
This factor is used to evaluate the extent, breadth and depth of direction, monitoring, and review given.
13. **JUDGMENT AND INITIATIVE**
This factor measures the degree of independent action required by the position and the extent to which duties are dictated by standard practice or the exercise of judgment.
14. **ACCOUNTABILITY**
In every position, there inherently exists the possibility of error, whether through omission, commission, or direction. In rating this factor, the following is considered: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations.

Market Survey and Developing the Compensation Plan

Municipal Resources, Inc. conducted a thorough salary survey and market analysis to determine the market competitiveness for positions included in this study. To measure the pay rates among competitors for these positions, MRI distributed custom survey documents to comparable municipalities, identified above. The summary and results of the survey is provided in Appendix A.

All of the comparative data is FY-18 information and detailed on the survey charts. For each position analyzed, data points were collected from the labor market. The data points indicate the amount of salary information for each position surveyed. In some instances: (1) the municipality did not have a comparable position; or (2) the consultants determined that the position was not comparable to the position in Auburn. MRI used professional discretionary judgment when comparing positions to the comparable data. The consultants analyzed both the market survey data and evaluation of criteria factors when placing the position on the compensation/classification plan. While this market analysis and information provides the City with benchmark salary data to set the parameters for compensation decisions, the client must also consider the “uniqueness” of certain positions in the organization, as well as the City’s ability to pay. The following is the analysis definitions for the data collected and presented in the charts.

- All comparative market data collected is FY-18 salary and wage information.
- Certain salary/wage data collected has been pro-rated to hourly for comparative purposes only. Certain salary/wage data collected has been annualized for comparative purposes only.
- For each position analyzed, data points are collected from the labor market. The **Data Points** indicate the amount of salary information for each position surveyed. In other words, the number of communities that reported data for a particular position.
- In each cell, the top number indicates the minimum salary the community pays, and the bottom number indicates the maximum salary the community pays.
- The **Average** is the sum of the survey readings divided by the number of the municipalities reporting. The **Average** shows the average minimum salary among the comparables over the average maximum salary/wage among the comparables.
- The **Range** shows the lowest minimum salary among the comparable communities and highest maximum salary among the comparables.

- In an array of survey readings, sorted from low to high, this is the reading that is at the mid-point or middle of the data, indicating that 50% of survey participants pay at or below this salary rate. The **Median** shows the midpoint of the minimum salary among the comparable communities and the midpoint of the maximum salary among the comparable communities.
- The **75th Percentile** shows the 75th percentile of minimum and 75th percentile of maximum. The percentile rank looks at the array of data points and gives each data point a percentile rank, where the lowest data point is 0% and the highest data point is 100%. In an array of survey readings, sorted from low to high, this indicates that 75% of the surveyed market pays at or below this salary rate.
- In some instances: (1) the municipality did not have a comparable position; (2) the consultants determined that the position was not comparable; or (3) the information was not made available to the consultants.

Description of Compensation and Classification Plans

Setting the rates of pay for jobs on the position hierarchy results in what is called a “pay structure”. When reviewing or developing pay rates, a number of major policy decisions need to be made. For example: How should the City pay level relate to the market? For what does the City want to pay (i.e. job content, seniority, performance, cost of living, etc.)? How does the City currently pay its employees? The resulting compensation plan should reflect the City’s pay policies, the market place, internal job values, and the financial ability of the City to pay at a given level. These are all questions that Auburn should consider when reviewing the current structure along with discussing any new structures or position changes.

The proposed Classification and Compensation Plans are presented in Appendix B. Pay ranges were set for groups of positions which the consultants determined should be paid equally. There are **23** grades on the pay plan. Each grade includes a minimum and maximum hourly rate of pay. The total increase from minimum to maximum within each grade is **35%**, with percentages varying from **5%** to **12%** between grades. Comparative data was considered to set the grade parameters, while the classification process controlled the internal assignment of positions to compensation levels.

Ideally, when salaries of positions fall within 10% of the average range of comparable communities, it is an indication that pay ranges are fairly equitable. This is a factor that was evaluated by the consultants when preparing a new system.

Pay ranges are in place to provide City officials with more flexibility for hiring and placement levels based on education and experience and allows for flexibility for performance achievements if desired. In general, the pay ranges on the new proposed salary schedule were



developed utilizing the average market salaries and blended with criteria factors that were evaluated. The schedule shows the hourly rates for employees.

This is a base salary plan and does not include compensation for longevity, special pay, benefits, or other compensation. It is up to the City to determine its ability to pay with regards to implementation of this proposed compensation plan. At a minimum, those employees falling below the grade range should be brought into the entry level of the grade ranges within one to two years. There are many types of implementation systems the City could utilize in order to have a phased-in approach. Some options to consider include implementing changes beginning six months into the adopted budget, thus only incurring the cost the first year for a six-month period. Of course, the following year, a full year of salaries would need to be budgeted. Another option is to phase in the changes immediately and budgeting a percentage that could be feasible, such as 50% the first year and 50% the second year. This study did not take into consideration performance, longevity, or special abilities/talents of employees. Therefore, City officials may determine that it is necessary to make further adjustments when placing employees within the proposed pay ranges. This would alleviate possible compression issues that may be seen as a result of long-time employees having salaries at similar levels as new employees in the same classification. Potential consequences from compression of pay could lead to morale and turnover issues. The City would need to determine any cost associated with addressing any compression issues, if it desires to do so. The projected cost to implement the proposed plan for a full year is **\$96,229**. Based on data provided by the City, this involves **47** employees (20% of the workforce).

BENEFITS

A survey was conducted of some specific pay-related benefits/policies, to determine how comparable the City is with other municipalities. In order to determine the total compensation package, both salaries and benefits are typically considered. This is significantly important for recruitment purposes to attract qualified applicants and then retain them. The summary of specific pay-related benefits and policies surveyed is in Appendix C. A review of the benefits indicates that no significant changes are warranted at this time. The City currently enjoys a very rich benefits package. Most benefits reviewed indicates that the City either provides comparable or better benefits. Some positive highlights include the employer percentage share of health insurance, vacation, tuition assistance, short-term disability, and longevity pay provided. Should the City desire to further enhance the benefit package, it could perhaps consider offering Long Term Disability, Dental or Vision Insurance. The summary provides the City with information it can review in the future if additional changes in the benefit structure are desired to be further reviewed.

PERFORMANCE EVALUATION SYSTEM

The City of Auburn desires to have an updated performance evaluation system that will be user friendly, easily understood and utilized by all departments. Training of all City supervisors responsible for evaluating their employees has not previously been done. Considerable time was spent reviewing all evaluation forms and systems currently in place. Meetings were then conducted with Department Directors and representatives from all departments, in order to present a variety of options of types of evaluation systems and solicit feedback on the desired necessary components. Municipal Resources, Inc. (MRI) provided the groups with a variety of potential alternatives of performance criteria and rating options, along with some sample wording and possible components to be included.

Training of supervisors is critical to the success of any performance evaluation system. Several training sessions for supervisors were scheduled. MRI Consultants conducted the training sessions that provided guidelines on how to conduct performance evaluations that are fair and equitable. A Supervisor's Guide to Performance Evaluations was developed for the training session and provided to all supervisors.

It was determined that there would be several department specific forms, and each would include some performance factors necessary to be evaluated that are critical to positions within each department. Each form is modeled to include Primary Categories with several performance standards within each category. All forms will include the City's Sexual Harassment Policy to be acknowledged by the employee. All include five rating levels with both numeric rating and comments to be completed. All final forms generated are all user-friendly and can be completed with a computer online.

The following provides the performance evaluation systems that will be used within City departments:

1. City Hall

Two Forms

Employee Form – includes 4 major categories with 15 Performance Standards, a Career Development Vision (completed by the employee), and a Mission Statement.

Supervisor Form – includes 8 major categories with 35 Performance Standards, a Career Development Vision (completed by the employee), and a Mission Statement.

2. Fire Department

Two Forms

Employee Form – includes 9 major categories with Performance Standards each rated by the Employee and Supervisor, and Firefighter Goals.

Fire Officer Form – includes 10 major categories with Performance Standards, each rated by the Employee and Supervisor, and Fire Officer Goals.

3. Police Department

Three Forms

Civilian Form – includes 4 major categories, with 14 Performance Standards, a Professional Development Vision (completed by the supervisor), a Personal Development Vision (completed by the employee) and a Performance Improvement Plan if required.

Patrol/Detective – includes 4 major categories, with 22 Performance Standards, a Professional Development Vision (completed by the supervisor), a Personal Development Vision (completed by the employee) and a Performance Improvement Development Plan if required.

Supervisor – includes 9 major categories, with 40 Performance Standards, a Professional Development Vision (completed by the supervisor), a Personal Development Vision (completed by the employee) and a Performance Improvement Plan if required.

4. Public Services Department

Two Forms

Employee Form – includes 3 major categories, with 19 Performance Standards, Public Services Code of Ethics, a Career Development Vision (completed by the employee) and a Performance Improvement Plan if required.

Supervisor Form – includes 8 major categories with 36 Performance Standards, Public Services Code of Ethics, a Career Development Vision (completed by the employee) and a Performance Improvement Plan if required.

Meetings and review of performance evaluation options began at the beginning of this study and the new or updated evaluation systems for all departments commenced early in 2018.

IMPLEMENTATION AND OTHER RECOMMENDATIONS

The following sections are intended to assist and guide the City of Auburn in implementing the proposed classification and compensation plan. Successful implementation will require a concerted effort by City officials and employees to make equitable judgments in a consistent and objective manner. Any union position modifications would have to be negotiated in accordance with any collective bargaining agreement requirements.

Initial Placements for Current Employees

The placement of two or more positions on a certain grade represents a judgment that those positions should be compensated comparably within the range provided. The range is similar to a scale providing Auburn with the opportunity to make distinctions between employees (not positions) based upon established criteria applied consistently. These criteria might include special abilities, experience, longevity, and/or any other factors determined by the City.

Title Change

During this study there were several personnel changes as well as some departmental reorganizations because of some employee turnover. Therefore, there were some limited title changes of some positions which are now reflected in the Classification Plan, and better reflect the responsibility and duties of the positions. The Human Resources Department is now able to classify employees in the appropriate categories.

Salaries Below Pay Range

If the salary of an employee is below the minimum of the grade range at the time of implementation, every effort should be made to bring it into the range. At the time of this study, MRI has found 47 employees that are below the minimum within the grade proposed. In cases where this increase would result in an excessive increase, it may be more practical to raise the salary in phases, over a period of two fiscal years, so additional funds that may be required could be budgeted. Another option for consideration is to establish a minimum and maximum percentage that an employee could receive the first year, such as one to three percent, and place employees within the grade, with further adjustments in the coming year. These alternatives provide recognition by the City that modifications need to be made; however, also provides recognition that such increases need to be budgeted. The City should move forth to establish a plan to bring positions into the range.

Salaries Above Pay Range

To maintain morale and a sense of fairness, MRI recommends Auburn not reduce the compensation level of any current employee. If an employee's current salary falls above the upper limit of the recommended grade range, the City should maintain the employee's salary

above the maximum for the grade until the employee retires or separates from the City. This is called “red-lining” a position. New employees can be hired at the appropriate lower pay. Currently, **ten (10)** employees fall within this category. MRI recommends a single administrative policy be adopted and subsequently applied in all cases. There may be other reasons specific employees fall above the pay range beyond having a long tenure with the City, such as having additional responsibilities they were compensated for, or possess unique additional qualifications the City believes is necessary. However, most communities will not grant an increase to an employee’s base salary once he or she has reached the maximum level of the salary range, only a COLA adjustment. Most communities adhere to the range maximums and do not permit employee salaries to extend beyond the maximums. Auburn should also continue to grant cost-of-living increases to those employees who have reached maximum level within the grade range.

Decompression of Salaries

Salary compression is an internal problem initiated by external market conditions and exacerbated by other factors. It can occur when (1) there are differences in pay between employees with differing skill sets and/or experience levels; (2) current employee pay raises don’t keep up with increases in the market; (3) new hires are hired in levels similar to employees with several years’ in the City; or (4) in order to meet the supply and demand of some positions, individuals may be hired at a higher rate of pay than current employees. Any or all of these factors can be a part of the reason why compression is experienced in the City.

Impact of Salary Compression

Turnover and low morale are two major results that may occur due to the compression, and it would not function as effectively as it does if dissatisfaction, turnover, and low morale occurs. Some of the factors that can be addressed to develop a decompression of salaries include: performance, longevity, education and experience. These were reviewed as possible options for consideration. It has been determined that the fairest system to address decompression is to provide additional compensation based on years of service in the employee’s current position. The study has set a new minimum and maximum salary rate for each of the 23 grades. The City may desire to explore some options to address any compression issues.

Vacancies

When a vacancy develops, it is a good time to automatically review the position. This may involve a job analysis and updating the job description and reviewing the market for the particular position.

Update and Maintain the Classification and Compensation Plans

The City should maintain and update the classification and compensation plans in accordance with union negotiation when appropriate. This would include the following tasks:

- Conduct regular position reviews to assure positions have current functional job descriptions that are based on job content.
- Conduct job analysis of new positions to assure these positions are properly assigned to a grade.
- Review positions to ensure internal equity in relationship to other City classifications.
- Conduct periodic salary surveys (every three years) to ensure market competitiveness.

Implementation of Compensation Plan

Our study results indicate that for the City of Auburn to maintain a competitive edge with the market and retain qualified employees, the proposed salary schedule should be implemented. MRI received sufficient and extensive data for this analysis and the findings are valid. It is recommended that the new system be implemented as soon as possible. Any union positions in the Compensation Plan, however, would require negotiation in accordance with collective bargaining agreement parameters.

Implementation of Classification Plan

The City should implement MRI's proposed Classification Plan in order to have a valid structured system that complements the salary schedule. The attached classification plan includes positions and/or re-titled positions and should be implemented in accordance with the City's funding implementation. Any union positions in the Classification Plan, however, would require negotiation in accordance with collective bargaining agreement parameters.

Cost-of-Living (COLA)

If a cost-of-living percentage increase is granted annually, in the future it should be applied to the entire salary schedule and updated. This raises the compensation rates for the entire compensation schedule equal to changes to the cost-of-living. This COLA can be determined by the CPI (Consumer Price Index) or what surrounding communities are implementing for an annual cost of living.

CONCLUSION

The City of Auburn's compensation program has not fallen too far behind the municipal labor market, however there are some positions below the entry salary, while others fall within the target average of 10% of the market. This is evident in the data and analysis included in this report.

MRI received sufficient and extensive data for this analysis and is confident in the market results.

Market surveys should be conducted every three years. The proposed classification and compensation plans should be viewed as only one step in the development of a total compensation program. The methodology will be of assistance in furnishing improved tools and guidance to management personnel. Ensuring that class descriptions, salary, and classification plans are regularly reviewed and have valid methodologies will ultimately improve the management of compensation for all positions.

Since both the City of Auburn and the labor market are active and subject to constant change, it should not be expected that this plan will provide solutions to all salary problems, nor will it eliminate the need for mature judgment in the administration of salaries. It does, however, provide a framework within which most salary matters can be handled.

Municipal Resources, Inc. has provided the City of Auburn with the methodology, guidelines, and tools to maintain the classification and compensation plans. Used together, job evaluation and salary surveys equip Auburn with the information needed to maintain a sound and consistent pay structure. Thus, the employees are assured of being compensated on an equitable basis compared with their internal colleagues in the organization and are assured that their compensation is on par with external competitors too. While both job evaluation and salary surveys attempt to achieve consistency in the wage structure, they use different criteria to evaluate consistency (i.e., internal vs. external comparison). This methodology works at striking a balance between internal and external pay equity.

Please review the attached key documents to this report.

DISCLAIMER

Although every effort has been made to ensure the accuracy and completeness of this report, Municipal Resources, Inc. cannot be responsible for any errors of positions, salaries, and wages of other organizations; positions and salaries are always changing. Nor can we be responsible for the changes in any laws or regulations that may affect the positions studied.

APPENDIX A



Municipal
Resources
Inc.

AUBURN, ME MARKET DATA REPORT

Line	AUBURN, ME Position Title	FY2018 Auburn	FY2018 Bangor	FY2018 Biddeford Budget	FY2018 Brunswick	FY2018 Lewiston	FY2018 Portland	FY2018 Sanford	FY2018 Scarborough	FY2018 South Portland	FY2018 Westbrook	Comp Data Points	75th Percent of Market	Comp Lo-Hi Range	Comp Median	Comp Average	Percent AUBURN Data Higher/Lower than Avg.
ARENA																	
1	Arena Manager	34.05 48.40					26.96 36.14					1 1	26.96 36.14	26.96 36.14	26.96 36.14	26.96 36.14	20.8% 25.3%
2	Arena Administrative Assistant	14.80 22.41					17.23 21.89					1 1	17.23 21.89	17.23 21.89	17.23 21.89	17.23 21.89	-16.4% 2.3%
3	Ice Tech & Arena Worker	8.85 12.38										0 0					
4	Arena Facilities Supervisor	19.62 19.62					19.75 25.82					1 1	19.75 25.82	19.75 25.82	19.75 25.82	19.75 25.82	-0.7% -31.6%
5	Arena Sales & Marketing	21.63 21.63										0 0					
CITY CLERK																	
6	City Clerk	30.62 42.86	32.65 43.87	41.91	32.89 45.01	33.56 48.10	47.67 47.67	25.61 34.76	31.45 48.00	37.14 37.14	32.02 37.60	8 9	34.46 47.67	25.61 48.10	32.77 43.87	34.12 42.67	-11.4% 0.4%
7	Clerk Administrative Assistant	14.80 22.41	16.55 22.24	26.45	17.78 23.00	15.15 19.76	26.96 36.14		18.21 27.78	17.46 22.97	20.70 27.39	7 8	19.46 27.49	15.15 36.14	17.78 24.73	18.97 25.72	-28.2% -14.8%
8	License Specialist	17.20 24.08	13.31 17.87	19.70	16.12 20.85	25.77 36.91	25.78 33.65			17.46 22.97		5 6	25.77 30.98	13.31 36.91	17.46 21.91	19.69 25.33	-14.5% -5.2%
CITY MANAGER																	
9	City Manager	49.79 69.77	50.77 68.20	62.91	53.85 53.85	56.41 59.49	80.04 80.04		60.92 60.92	61.54 61.54	55.91 65.65	7 8	61.23 66.29	50.77 80.04	56.41 62.23	59.92 64.08	-20.3% 8.2%
10	Assistant City Manager	40.61 56.84	43.03 57.81	51.60	32.69 45.01	38.12 54.34	61.14 79.43		31.45 48.00	35.38 50.36		6 7	41.80 56.08	31.45 79.43	36.75 51.60	40.30 55.22	0.8% 2.8%
11	Communications And Compliance Assistant	18.64 29.23					32.65 43.74					2 2	29.85 40.42	21.44 43.74	27.05 37.10	27.05 37.10	-45.1% -26.9%
12	Executive Assistant	18.64 29.23	19.53 26.23	26.56	19.22 26.30	18.20 26.10	20.45 27.44	22.56 31.71	22.22 33.90	21.26 28.01	20.70 27.39	8 9	21.50 28.01	18.20 33.90	20.58 27.39	20.52 28.18	-10.1% 3.6%
FINANCIAL SERVICES																	
13	Finance Director	39.05 54.65	43.03 57.81	46.51	32.89 45.01	39.53 56.69	46.85 60.93	42.69 51.83	42.38 64.66	39.73 56.55	43.50 51.07	8 9	43.15 57.81	32.89 64.66	42.54 56.55	41.33 54.56	-5.8% 0.2%
14	Assessor	34.57 48.40	38.88 52.25	51.67	30.10 41.19	35.29 50.56	42.60 55.42		38.37 58.53	31.71 43.05		6 7	38.75 53.84	30.10 58.53	36.83 51.67	36.16 50.38	-4.6% -4.1%
15	Appraiser		23.22 31.20		22.68 29.34	23.27 33.35	20.66 26.62			21.26 28.01		5 5	23.22 31.20	20.66 33.35	22.68 29.34	22.22 29.70	
16	Tax Assistant	13.54 24.08	16.55 22.24		16.92 21.89	18.20 26.10	28.92 37.73		16.49 25.16	15.57 19.65	17.97 24.19	7 7	18.09 25.63	15.57 37.73	16.92 24.19	18.66 25.28	-37.8% -5.0%
17	Building Maintenance Tech	11.51 16.11	12.28 15.73	19.80	18.05 25.87	18.05 25.87	16.59 19.37					3 4	17.32 21.32	12.28 25.87	16.59 19.59	15.64 20.19	-35.9% -25.3%

AUBURN, ME MARKET DATA REPORT

Line	AUBURN, ME Position Title	FY2018 Auburn	FY2018 Bangor	FY2018 Biddeford Budget	FY2018 Brunswick	FY2018 Lewiston	FY2018 Portland	FY2018 Sanford	FY2018 Scarborough	FY2018 South Portland	FY2018 Westbrook	Comp Data Points	75th Percent of Market	Comp Lo-Hi Range	Comp Median	Comp Average	Percent AUBURN Data Higher/Lower than Avg.
18	Accounting Assistant	19.25	15.07	23.32	20.59	23.04	16.77				32.02	5	23.04	15.07	20.59	21.50	-11.7%
19	Appraising Assistant	31.52	20.26	23.32	26.83	33.05	21.30				37.60	6	31.50	37.60	25.08	27.06	14.1%
20	Purchasing Manager/Facilities	22.41	26.23	18.83		16.59	22.93		16.49			4	18.35	16.49	17.28	17.64	-13.8%
21	Tax Collector	25.69				23.79	32.65		25.16			5	25.16	26.23	23.79	23.39	-4.4%
22	Deputy Assessor	35.96	29.95	30.87		31.95	43.74		28.49			3	32.30	28.49	31.95	31.03	-20.8%
23	Fire Chief	35.29	40.23			45.80	35.87		43.45			6	44.77	45.80	43.74	44.33	-23.3%
24	Deputy Fire Chief	35.29		26.30		29.13	48.13		see Finance Director	24.89	32.02	7	40.99	48.13	37.60	38.01	-15.1%
25	EMS Coordinator	35.29				41.75			22.22	32.72	37.60	4	25.07	22.22	23.97	23.94	-5.7%
26	Firefighter - Basic	39.05	38.88			33.05			33.90	32.72		5	33.90	34.76	33.05	32.15	8.9%
27	Fire Lieutenant - Basic	54.65	52.25			39.53	46.85		42.38	33.08	43.50	8	42.89	32.89	40.96	39.98	-2.4%
28	Fire Captain - Basic	34.57	25.05			56.69	60.93		64.66	47.13	51.07	8	57.75	64.66	52.04	53.70	1.7%
29	Battalion Chief - Basic	48.40	33.65			35.29	33.63		31.45	28.27	37.60	8	34.05	25.05	32.50	31.56	8.7%
30	Fire Prevention Officer	25.69				50.56	45.12		48.00	38.71	44.15	8	45.84	50.56	43.42	42.59	12.0%
31	Administrative Assistant	35.96				22.59				23.77		2	23.48	22.59	23.18	23.18	9.8%
32	Executive Assistant	16.51	16.94	21.47		17.00	16.37		16.49	20.47	10.21	2	25.42	25.97	24.87	24.87	30.8%
33	Human Resource Director	24.40	22.55	22.54		27.97	25.17		25.37	22.61	17.48	9	20.47	10.21	16.94	17.39	-5.3%
34	Human Resource Specialist	19.68	23.68	24.70		28.96	25.94		26.13	24.42		9	25.19	27.97	22.61	23.02	5.7%
35	Director Of Information Services	27.61	24.88	25.94		30.30	27.43		28.56	25.63		8	25.99	20.29	24.56	24.74	-25.7%
36	Great Falls TV Manager	21.72	26.12	26.15		35.44	28.00		29.42	26.20		8	27.71	30.30	26.24	26.36	4.5%
		30.52	27.45	27.46		37.00	29.66		32.14	27.50		8	28.36	21.83	26.27	27.44	-26.3%
		24.74				29.38						8	30.28	37.00	28.44	29.23	4.2%
		33.84				25.90						1	25.90	25.90	25.90	25.90	-4.7%
		25.76	22.32			29.79	29.79		27.10			1	29.64	29.64	29.64	29.64	12.4%
		36.73	26.27			31.50	31.50		41.35			4	27.77	22.32	26.53	26.29	-2.1%
		14.80	17.51			16.91	16.91		41.35			4	33.96	41.35	30.24	32.02	12.8%
		22.41	23.53			22.66	22.66		25.16	17.46	17.10	8	17.19	16.25	17.00	16.96	-14.6%
		18.64				23.30	22.66		20.11	22.97	23.02	8	23.94	26.22	23.16	23.59	-5.3%
		29.23				18.59	24.94		30.69			2	19.73	18.59	19.35	19.35	-3.8%
												2	29.25	30.69	27.82	27.82	4.8%
	HUMAN RESOURCES																
33	Human Resource Director	34.57	see Asst City Manager	36.29		39.53	46.85		42.38	35.38	40.65	7	41.52	25.55	39.53	37.70	-9.1%
34	Human Resource Specialist	48.40	17.51			56.69	60.93		64.66	50.36	47.73	8	57.75	64.66	49.05	49.29	-1.8%
		18.64	23.53			30.01	24.52		23.34	18.89	27.05	6	26.42	17.51	23.93	23.55	-26.4%
		29.23				42.99	32.85		35.62	24.89	31.76	6	34.93	42.99	32.31	31.94	-9.3%
	INFORMATION & COMMUNICATIONS																
35	Director Of Information Services	34.57	38.88	43.15		31.95	46.65		42.38	34.01	37.60	7	42.54	31.95	38.88	39.17	-13.3%
36	Great Falls TV Manager	48.40	52.25			45.80	60.93		64.66	46.58	44.15	8	54.42	64.66	49.21	51.17	-5.7%
		24.46		29.23		25.77				19.65	28.95	4	26.57	19.65	25.66	24.98	-2.1%
		24.46				36.91				25.88	33.99	5	34.96	36.91	33.99	32.19	-31.6%

AUBURN, ME MARKET DATA REPORT

Line	AUBURN, ME Position Title	FY2018 Auburn	FY2018 Bangor	FY2018 Biddeford Budget	FY2018 Brunswick	FY2018 Lewiston	FY2018 Portland	FY2018 Sanford	FY2018 Scarborough	FY2018 South Portland	FY2018 Westbrook	Comp Data Points	75th Percent of Market	Comp Lo-Hi Range	Comp Median	Comp Average	Percent AUBURN Data Higher/Lower than Avg.
37	TV Video Technician	23.54 23.54	23.22 31.20	22.41	14.34 19.63					19.65 25.68		3 4	21.44 27.06	14.34 31.20	19.65 24.05	19.07 24.73	19.0% -5.1%
38	GIS Database Manager	25.69 35.96	23.22 31.20	31.95		22.57 32.37	29.65 39.74		24.54 37.44	16.81 21.26		5 6	24.54 36.17	16.81 39.74	23.22 32.16	23.36 32.33	9.1% 10.1%
	PLANNING & CODE ENFORCEMENT																
39	Director of Economic & Community Development	34.57 48.40	38.88 52.25	49.61	30.10 41.19	29.13 41.75	46.95 60.93	42.69 51.83	42.38 64.66		40.65 47.73	7 8	42.54 54.42	29.13 64.66	40.65 50.72	38.68 51.24	-11.9% -5.9%
40	City Electrician	22.10 34.69	23.89 32.09		27.66 37.86	20.82 29.57						3 3	25.78 34.98	20.82 37.86	23.89 32.09	24.12 33.17	-9.2% 4.4%
41	City Planner	20.50 28.69	32.35 43.45	44.92	25.55 34.96	29.74 42.63			27.10 41.35	23.91 31.48		5 6	29.74 43.25	23.91 44.92	27.10 41.99	27.73 39.80	-35.3% -38.7%
42	Codes Officer - Building & Plumbing	19.25 31.50	22.44 30.14	36.44	22.68 29.34	38.02 22.67	20.86 26.62	28.66 37.61	24.54 37.44	23.91 31.48	23.62 30.94	8 9	25.04 37.44	20.86 38.02	23.77 31.48	24.16 33.11	-25.5% -5.1%
43	Codes Officer - Sanitation	19.25 31.50				29.58	26.62			21.26 28.01		3 3	21.97 28.80	20.86 29.58	21.26 28.01	21.60 28.07	-12.2% 10.9%
44	Codes Planning Assistant - Housing Code Officer	19.25 31.50	22.44 30.14			16.43 21.43						2 2	20.94 27.96	16.43 30.14	19.44 25.79	19.44 25.79	-1.0% 18.1%
45	Community Development- Neighborhood Coordinator	19.25 31.50	19.53 26.23			22.57 32.37	20.86 26.62					3 3	21.29 29.30	19.53 32.37	20.00 26.23	20.70 26.20	-7.5% 16.8%
46	Deputy Director Of Econ & Comm Development	34.57 48.40	27.56 37.02		27.66 37.86	29.74 42.63						3 3	28.70 40.25	27.56 42.63	27.66 37.86	28.32 39.17	18.1% 19.1%
47	Admin Asst/CDBG Acting/Compliance/Underwriter	19.25 26.95				16.59 23.79	20.45 27.44					2 2	19.49 26.53	16.59 27.44	18.52 25.62	18.52 25.62	3.8% 5.0%
48	Economic & Comm Dev Administrative Assistant	14.80 22.41	15.07 20.26	17.46		16.25 23.30	20.45 27.44	16.82 20.88	18.21 27.78	17.46 22.97		6 7	18.02 25.37	15.07 27.78	17.14 22.97	17.38 22.87	-17.4% -2.1%
49	Economic & Comm Dev Information Assistant	12.28 17.18				15.15 19.78			16.49 25.16			2 2	16.16 23.82	15.15 25.16	15.82 22.47	15.82 22.47	-28.8% -30.8%
50	Economic Development Specialist	25.69 35.96	19.53 26.23			22.57 32.37	26.96 36.15					3 3	24.77 34.26	19.53 36.15	22.57 32.37	23.02 31.58	10.4% 12.2%
51	Development Manager	30.62 42.86		30.77		23.04 33.05						1 2	23.04 32.48	23.04 33.05	23.04 31.91	23.04 31.91	24.8% 25.5%
52	Urban Development Specialist/Grant	25.69 35.96		27.06		22.57 32.37	28.92 37.73					2 3	27.33 35.05	22.57 37.73	25.75 32.37	25.75 32.39	-0.2% 9.9%

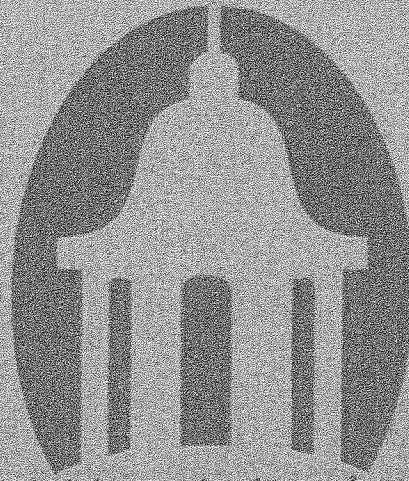
AUBURN, ME MARKET DATA REPORT

Line	AUBURN, ME Position Title	FY2018 Auburn	FY2018 Bangor	FY2018 Biddeford Budget	FY2018 Brunswick	FY2018 Lewiston	FY2018 Portland	FY2018 Sanford	FY2018 Scarborough	FY2018 South Portland	FY2018 Westbrook	Comp Data Points	75th Percent of Market	Comp Lo-Hi Range	Comp Median	Comp Average	Percent AUBURN Data Higher/Lower than Avg.
53	Police Chief	39.05	38.88		32.89	39.53	46.85	42.69	42.38	33.09	43.50	8	42.89	32.89	40.96	39.98	-2.4%
54	Sergeant Patrol Supervisor	54.65	52.25	51.21	45.01	56.69	60.93	51.83	64.66	47.13	51.07	9	56.69	64.66	51.83	53.42	2.3%
55	Lieutenant Watch Commander	32.61	23.97	37.09	27.66	33.10	30.28	28.88	25.78	30.29	37.60	8	30.99	23.97	29.58	29.70	8.9%
56	Sergeant Support Services	35.63	28.28		37.86	36.13	32.73	28.88	39.25	33.64	44.15	9	37.86	44.15	36.13	35.24	1.1%
57	Patrol Officer	37.41	32.44		27.65	38.33	34.39			32.78		5	34.39	27.65	32.78	32.29	13.7%
58	Detective	40.88	23.97		37.86	41.87	37.26			35.63		5	37.86	41.87	37.26	37.01	9.5%
59	Court Officer	35.63	27.47					26.74	25.78	30.29	26.06	5	26.74	23.97	26.06	26.57	18.5%
60	Information Assistant	19.49	20.19	24.42	21.00	19.70	22.07	19.83	20.17	20.12	20.36	5	33.64	39.25	31.76	31.77	10.8%
61	Parking Enforcement Officer	27.19	24.57	29.12	24.74	27.76	27.80	24.76	35.10	28.40	27.68	9	21.00	19.70	20.19	20.87	-7.1%
62	Crime Analyst/GIS Coordinator	19.49	20.80	25.67	21.95	21.67	23.17			20.12		6	22.87	20.12	21.81	22.23	-14.1%
63	Support Services Technician	27.19	25.31	30.37	25.85	30.54	29.20			28.40		6	30.08	30.54	28.80	28.28	-4.0%
64	Police Administrative Assistant	19.25		20.94	16.91	16.91	23.17			20.12		4	21.50	16.91	20.53	20.29	-5.4%
65	Deputy Police Chief	26.95		27.32	22.06	22.06	29.20			28.40		4	28.60	29.20	27.86	26.75	0.8%
66	Executive Assistant/Grants Writer	15.50		15.62			16.77			18.89		3	17.83	15.62	16.77	17.09	-10.3%
67	Public Services/Public Works	18.45		20.44			21.30			24.84		3	23.07	24.84	21.30	22.19	-20.3%
68	Project Engineer	12.28	14.39	16.97	13.94	13.11	16.77					5	16.77	13.11	14.39	15.04	-22.4%
69	Administrative Assistant	18.45	17.57	19.08	18.03	17.04	21.30					5	19.08	21.30	18.03	18.60	-0.8%
70	Office Manager	25.69	18.31		21.26	23.91	31.20					3	22.59	18.31	21.26	21.16	17.6%
71	City Engineer	35.96	24.59	31.45	30.19	31.20						4	31.26	31.45	30.70	29.36	18.4%
72	Deputy Public Works Director	20.21	14.81		18.05	18.05						2	17.24	14.81	16.43	16.43	18.7%
		20.21	17.86		25.87	25.87						2	23.87	25.87	21.87	21.87	-8.2%
		14.80	17.51		16.92	18.20	16.91	14.96	16.49	17.48	17.10	8	17.49	14.96	17.01	16.95	-14.5%
		22.41	23.53	27.73	21.89	26.10	22.66	18.55	25.16	22.97	23.03	9	25.16	27.73	23.03	23.51	-4.9%
		34.57	34.77		35.29	39.53	39.53	33.54	31.45	28.27		6	35.16	28.27	34.16	33.81	2.2%
		48.40	46.70	40.29	50.56	52.93	48.00	42.69	48.00	38.71		7	49.28	52.93	46.70	45.70	5.6%
		18.64			23.04	18.59	20.11	22.56	20.11			4	22.68	18.59	21.34	21.08	-13.1%
		29.23			33.05	24.94	30.69	31.71	30.69			4	32.05	33.05	31.20	30.10	-3.0%
67	Director	39.05	38.88		32.89	39.53	46.85	42.69	42.38	33.09	47.68	8	43.73	32.89	40.96	40.50	-3.7%
68	Project Engineer	54.65	52.25	50.02	45.01	56.69	60.93	51.83	64.66	46.17	55.99	9	56.69	64.66	52.25	53.73	1.7%
69	Administrative Assistant	22.10	27.56	29.81	20.17	25.77	26.30					4	26.62	20.17	26.04	24.95	-12.9%
70	Office Manager	30.94	37.02	22.40	27.60	36.91	26.30					5	36.91	37.02	29.81	31.53	-1.9%
71	City Engineer	14.80	16.55		16.25	16.25		16.82	16.49	15.72	17.10	6	16.75	15.72	16.52	16.49	-11.4%
72	Deputy Public Works Director	22.41	22.24		23.30	23.30		20.88	25.16	19.85	23.02	7	23.16	25.16	22.40	22.41	0.0%
		16.28			16.67	16.59			18.21			3	17.44	16.59	16.67	17.16	-5.4%
		26.51			24.15	23.79			18.21			3	25.97	27.78	24.15	25.24	4.8%
		30.62	38.88	44.42	32.59	46.71	35.87	25.61	28.49	31.86	37.60	7	36.74	25.61	32.59	32.99	-7.7%
		42.86	52.25		46.71	48.13	43.59	34.78	43.45	43.59	44.15	8	47.07	52.25	44.28	44.68	-4.3%
		34.57	25.84	41.04			39.53		31.45			3	35.49	25.84	31.45	32.27	6.6%
		48.40	34.70				52.93		48.00			4	49.23	52.93	44.52	44.17	8.7%

AUBURN, ME MARKET DATA REPORT

Line	AUBURN, ME Position Title	FY2018 Auburn	FY2018 Bangor	FY2018 Biddeford Budget	FY2018 Brunswick	FY2018 Leviston	FY2018 Portland	FY2018 Sanford	FY2018 Scarborough	FY2018 South Portland	FY2018 Wesibrook	Comp Data Points	75th Percent of Market	Comp Lo-Hi Range	Comp Median	Comp Average	Percent AUBURN Data Higher/Lower than Avg.
73	Public Works Operations Manager	28.70		34.55	27.66 37.86	25.77 36.91	28.92 37.73	28.66 37.81	25.80 39.34	27.22 37.25	38.89 45.66	7 8	28.79 38.23	25.77 45.66	27.66 37.77	28.99 38.39	-1.0% 4.5%
74	Public Works Supervisor	24.08	16.73 21.70	31.33	23.72 32.46	17.68 25.34	20.34 24.14	20.68 22.28		24.80 26.58	22.36 29.91	7 8	23.04 30.26	16.73 32.46	20.68 25.96	20.90 26.72	13.2% 20.7%
75	Engineering Technician	15.82		25.18		17.68 25.34						1 2	17.68 25.30	17.68 25.34	17.68 25.26	17.68 25.26	-11.8% -15.4%
76	Equipment Operator 1	15.82	16.70	22.36	17.40 20.93	16.72 21.81		17.23 18.67	19.13 29.20	21.43 24.80	19.91 21.00	7 8	19.52 22.97	16.70 29.20	17.40 21.59	18.36 22.52	-16.1% -2.9%
77	Mechanic	16.61	20.34 27.13	22.81	18.85 22.46	20.33 26.52	17.29 20.21	18.41 19.88	20.11 30.69	24.12 27.84	22.36 29.91	9 9	20.34 27.84	17.29 30.69	20.32 26.52	20.24 25.27	-21.8% -13.3%
78	Welder	16.61		22.81		20.33 26.52			20.11 30.69			2 3	20.28 28.61	20.11 30.69	20.22 26.52	20.22 26.67	-21.7% -19.6%
79	Arborist	15.82	14.49 18.57			16.72 21.81	17.29 20.21				22.36 29.91	4 4	18.56 23.84	14.49 29.91	17.01 21.01	17.72 22.63	-12.0% -3.4%
80	Building Maintenance Tech 1	15.82	16.30		16.92							2	16.77	16.30	16.61	16.61	-5.0%
81	Inventory Technician	21.88	13.24 16.93	21.99		17.68 25.34						2	21.89	21.89	21.89	21.89	0.0%
82	Equipment Operator 2	15.82	14.49 18.57	20.94	16.01 19.24			17.23 18.67	18.21 27.78	19.80 22.97	18.69 19.75	6 7	18.57 21.96	14.49 27.78	17.72 19.75	17.41 21.13	-27.3% -11.8%
83	Building/Field Maintenance Repair Tech	13.28	13.24 16.93	18.47	14.20 19.44	17.68 25.34				24.80 26.58	21.17 23.08	5 6	21.17 24.78	13.24 26.58	17.68 21.28	18.22 21.64	-37.2% -21.3%
84	Fleet Supervisor	23.30	27.56 37.02	27.65		25.77 36.91	35.87 41.99		25.80 39.34			4 5	29.64 39.34	25.77 41.99	26.68 37.02	28.75 36.58	-23.4% -8.5%
RECREATION																	
85	Recreation Director	34.57	34.69 45.91	39.48	30.10 41.29	25.77 36.91	35.87 41.99	28.66 37.81	42.38 64.66	35.38 50.36	37.60 44.15	8 9	36.30 45.91	25.77 64.66	35.04 41.99	33.81 44.73	2.2% 7.6%
86	General Manager- Ingersol Arena	30.62	19.62									1	19.62	19.62	19.62	19.62	35.9%
87	Recreation Specialist	42.86	26.35									1	26.35	26.35	26.35	26.35	38.5%
		14.80	19.53 26.23	22.56	20.56 28.14	23.04 33.05	13.80 17.52			24.89 32.72		5 6	23.04 31.58	13.80 33.05	20.56 27.19	20.36 26.70	-37.6% -19.2%
88	Recreation Administrative Assistant	14.80	15.07 20.26	19.79	16.92 21.90	15.62 20.38	18.50 23.57	16.82 20.88	20.11 30.69	17.46 22.97	17.10 23.02	8 9	17.72 23.02	15.07 30.69	17.01 21.90	17.20 22.61	-16.2% -0.9%
SOCIAL SERVICES																	
89	Director of Health & Social Services	23.82	38.88 52.25			31.95 45.80	46.85 60.93	25.61 34.76		25.88 34.01	22.17 29.18	6 6	37.15 50.64	22.17 60.93	28.92 40.28	31.89 42.82	-33.9% -28.4%
90	Social Services Administrative Assistant	15.50	17.47 23.48		15.95 21.90	15.62 20.38	16.77 21.20			17.47 22.97	17.10 23.02	6 6	17.38 23.01	15.62 23.48	16.94 22.44	16.73 22.16	-7.9% -5.5%

APPENDIX B



Municipal
Resources
Inc.

AUBURN, ME PROPOSED CLASSIFICATIONS/GRADES

POSITION/GRADE
1
Min-\$11.00 to Max-\$14.85
No Positions Assigned
2
Min-\$12.32 to Max-\$16.63
No Positions Assigned
3
Min-\$13.80 to Max-\$18.63
Building Maintenance Tech
Ice Tech & Arena Worker
Parking Enforcement Officer
4
Min-\$14.90 to Max-\$20.12
No Positions Assigned
5
Min-\$15.79 to Max-\$21.32
Arena Facilities Supervisor
Second Class Operator
Information Assistant
6
Min-\$16.74 to Max-\$22.60
Arborist
Building Maintenance Tech 1
Engineering Technician
First Class Operator
Inventory Technician
7
Min-\$17.91 to Max-\$24.18
Administrative Assistant
Support Services Technician - Police
8
Min-\$19.16 to Max-\$25.87
Appraiser
Firefighter 1
Great Falls TV Coordinator
License Specialist
Mechanic
Recreation Specialist
Tax Assistant
Welder
9
Min-\$20.50 to Max-\$27.68
Admin Asst/CDBG Accting/Compliance/Underwriter

AUBURN, ME PROPOSED CLASSIFICATIONS/GRADES

POSITION/GRADE
Court Officer
Detective
Firefighter 2
Office Manager
Patrol Officer
10
Min-\$21.94 to Max-\$29.62
Communications and Compliance Manager
Executive Assistant
Fleet Supervisor
Public Works Supervisor
11
Min-\$23.48 to Max-\$31.70
Accounting Assistant
Codes Officer -Sanitation
Community Development-Neighborhood Coordinator
Database Administrator
Executive Assistant/Grants Writer
Fire Lieutenant- Basic
Human Resource Specialist
IT Technician
12
Min-\$24.65 to Max-\$33.28
Codes Officer - Building & Plumbing
Fire Prevention Officer
13
Min-\$25.88 to Max-\$34.94
Electrician
14
Min-\$27.17 to Max-\$36.68
Arena Operations Manager
City Planner
Crime Analyst/GIS Coordinator
CDBG Manager
Economic Development Specialist
EMS Coordinator
Fire Captain
General Assistance Manager
GIS Database Manager
Sergeant Patrol Supervisor
Sergeant Support Services
15
Min-\$28.53 to Max-\$38.52
Assistant City Engineer

**AUBURN, ME PROPOSED
CLASSIFICATIONS/GRADES**

POSITION/GRADE
City Electrician
Deputy Assessor
Tax Collector
Urban Development Grants Writer
16
Min-\$30.53 to Max-\$41.22
Battalian Chief
Lieutenant Watch Commander
Public Works Operations Manager
Purchasing Manager/Facilities
Recreation Superintendent
17
Min-\$32.67 to Max-\$44.10
Assessor

AUBURN, ME PROPOSED CLASSIFICATIONS/GRADES

POSITION/GRADE
City Engineer
18
Min-\$34.96 to Max-\$47.20
Deputy Director of Recreation and Sports Facilities
19
Min-\$37.41 to Max-\$50.50
City Clerk
Deputy Economic and Community Development Director
Deputy Fire Chief
Deputy Police Chief
Deputy Public Works Director
Director of Human Resources
Director of Information Services
Director of Recreation and Sports Facilities
20
Min-\$40.78 to Max-\$55.05
Director of Economic & Community Development
Fire Chief
Police Chief
Public Services/Public Works Director
21
Min-\$44.45 to Max-\$60.01
Assistant City Manager
Chief Financial Officer
22
Min-\$48.45 to Max-\$65.41
No Positions Assigned
23
Min-\$52.81 to Max-\$71.29
City Manager

APPENDIX C



Municipal
Resources
Inc.

AUBURN, ME BENEFITS SURVEY

INSURANCES		Auburn	Bangor	Biddeford	Brunswick	Lewiston	Portland	Scarborough	South Portland
GROUP LIFE INSURANCE									
Employer contribution	100%	100%		100%	100%	100%	100%	100%	100%
Amount of insurance	40K if employee pay for 40K	base salary		base salary (100K max)	base salary	base salary	base salary	base salary	base salary
SHORT TERM DISABILITY INSURANCE									
Benefit Amount	40-70% of pay Max 1,000/wk	No			Health Trust Income Protection Plan	40-70% of pay	40-70% of pay	40-70% of pay	
Elimination Period	1 week					1 week	1 week	1 week	
Employer Contribution %	0%			100%		0%	0%	0%	0%
LONG TERM DISABILITY INSURANCE									
Benefit Amount	No	66.70%			No	No	60%	66.70%	
Elimination Period		180 days					360 days	180 days	
Employer Contribution %		100%		100%			100%	100%	100.0%
HEALTH INSURANCE (highest employer contribution per month)									
Individual- Employer		\$679.11				\$535.94	\$601.00		\$808.73
Individual- Employee		\$169.77				\$229.69	\$106.00		\$20.76
Individual Plan - Employer % Share	85% (75% if employee does not participate in wellness program)	80.0%		80.0%		70.0%	85%	100%	87.5%
HEALTH INSURANCE (highest employer contribution per month)									
Two Person- Employer		\$1,119.07				\$874.16	\$863.00		\$1,184.73
Two Person- Employee		\$324.88				\$374.64	\$339.00		\$168.57
Two Person Plan - Employer % Share	85% (75% if employee does not participate in wellness program)	77.5%		80.0%		70.0%	72%	50% of dependent portion	87.5%
HEALTH INSURANCE (highest employer contribution per month)									
Family- Employer		\$1,656.04				\$1,202.08	\$1,238.00		\$1,529.58
Family- Employee		\$552.01				\$515.18	\$671.00		\$330.85
Family Plan - Employer % Share	85% (75% if employee does not participate in wellness program)	75.0%		80.0%		70.0%	65%	50% of dependent portion	82.2%

AUBURN, ME BENEFITS SURVEY

INSURANCES									
	Auburn	Bangor	Biddeford	Brunswick	Lewiston	Portland	Scarborough	South Portland	
DENTAL INSURANCE									
Individual- Employer									
Individual- Employee		\$34.23			\$40.69	\$37.00		\$47.69	
Individual Plan - Employer % Share	0.0%	0.0%		0.0%	0.0%	0%	50%	0.0%	
DENTAL INSURANCE									
Two Person- Employer									
Two Person- Employee		\$57.74			\$69.42	\$89.00		\$87.36	
Two Person Plan - Employer % Share	0.0%	0.0%		0.0%	0.0%	0%	50% of single rate	0.0%	
DENTAL INSURANCE									
Family- Employer									
Family- Employee		\$100.99			\$115.05	\$109.00		\$152.47	
Family Plan - Employer % Share	0.0%	0.0%		0.0%	0.0%	0%	50% of single rate	0.0%	
VISION INSURANCE									
Individual- Employer		No		No		No			
Individual- Employee		No		No	\$5.58	No		\$5.60	
Individual Plan - Employer % Share	0.0%				0.0%		0.0%	0.0%	
VISION INSURANCE									
Two Person- Employer		No		No		No			
Two Person- Employee		No		No	\$11.15	No		\$11.16	
Two Person Plan - Employer % Share	0.0%				0.0%		0.0%	0.0%	
VISION INSURANCE									
Family- Employer		No		No		No			
Family- Employee		No		No	\$19.09	No		\$19.08	
Family Plan - Employer % Share	0.0%				0.0%		0.0%	0.0%	

AUBURN, ME BENEFITS SURVEY

OTHER COMPENSATION	Auburn	Bangor	Biddeford	Brunswick	Lewiston	Portland	Sanford	Scarborough	South Portland
TUITION ASSISTANCE/EDUCATION REIMB									
Tuition	100%					50% tuition reduction if U of Southern Maine	Max 8 credit hrs at U So Maine per credit hr rate		
Reimburse Dues	Yes	No	100% if job related		No				50% if B or better
Reimburse required licensing	Yes	No			Yes	Yes			Yes
		No				Yes			Yes
PENSION/RETIREMENT									
ME Retirement System	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Deferred Comp Plan/Employer Contribution	6% of pay if not ME Retire	8% of pay if not ME Retire	6% of pay if not ME Retire	2 times employee contribution if not in ME Retire	6% of pay if not ME Retire	7.5% of pay if not ME Retire	\$1,500/yr if not ME Retire	6% of pay if not ME Retire	8% of pay if not ME Retire
LONGEVITY PAY (\$ or % of pay)									
After 5 years of service	\$200 after 7 yrs	Police only							Unions only
After 10 years of service	\$200 after 7 yrs	No	3%	varies per CBA	No	No		No	No
After 15 years of service	\$300.00	No	5%	varies per CBA	No	No		No	No
After 20 years of service	\$300.00	3.5%	6%	varies per CBA	No	No		No	No
After 25 years of service	\$400.00	6.0%	6.5%	varies per CBA	No	No		No	No
		8.5%	7%	varies per CBA	No	No		No	No
OTHER COMP									
Merit Pay	No	No	No	No	No			Addt step	Add step
Sign On Bonus	No	No		Police transfer	No	Police & Dispatch		No	No
Clothing Allowance	Yes- unions	No		Yes- unions	No	Yes- unions		Police/Fire ,Dispatch	Unions
Employee Referral Bonus	No	No		Police	No	Police & Dispatch		No	No

AUBURN, ME BENEFITS SURVEY

COMPENSATION PRACTICES	Auburn	Bangor	Brunswick	Lewiston	Portland	Sanford	Scarborough	South Portland
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TYPE OF PAY SYSTEM								non-union
Step System- Yes or No	Yes-varies	Yes	Yes	Yes	Yes-varies	Yes	Yes	Yes
Number of Steps in Grade	Yes-varies	11	8		Yes-varies	8	36	9
Frequency of Steps	Yes-varies	Annual	Annual		Yes-varies	Annual	Annual	Annual

DIFFERENTIALS								
Weekend								
Evening					Winter AFSCME			
Night					Yes-varies			
Holiday					Yes-varies			
Call	some				Base plus 1.5			

COMPENSATORY TIME								
Policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Accrual	1.5hrs over 40 hrs/wk Max 20 hrs	1.5hrs over 40 hrs/wk Max 40 hrs	1.5hrs over 40 hrs/wk Max 75 hrs	1.5hrs over 40 hrs/wk Max 75 hrs	1.5hrs over 40 hrs/wk Max 12 hrs	1.5hrs over 40 hrs/wk Max 12 hrs	1.5hrs over 40 hrs/wk Max 12 hrs	1.5hrs over 40 hrs/wk Max 12 hrs

AUBURN, ME BENEFITS SURVEY

TIME OFF PROGRAMS	Auburn	Bangor	Biddeford	Brunswick	Lewiston	Portland	Scarborough	Sanford	South Portland
Holidays/PL./SL days per year									
Holidays	12	12	12.5	12.0	12.5	12.5	12.0	12.0	11
Personal days	1	0	2.5	1.0	0	2	2	0	2
Sick Days	12	15	12	12	12	12	12	12	15
Vacation days per year									
1-5 years	12	10	10	10	12	10 days 1-2 yrs service 15 days 3-6 yrs service	12	10	10
6-10 years	15.2	15	15	15	15	20	15	15	15
11-15 years	20	17.5	20	15	18	20	18	20	20
16-20 years	20	20	25	20	21	20	21	20	20
21+ years	20	25	25	25	24	25	24	25	25