

City of Portland

City Manager Search Subcommittee

Meeting



Monday, December 19, 2022 at 8:00 AM Via Zoom

To submit written public comment on an agenda item, email publiccomment@portlandmaine.gov. Submissions must be received by 12:00 pm the day before the City Manager Search Subcommittee meeting to guarantee their inclusion in the agenda packet. All submissions must include the commenter's name and legal address. To help ensure your comment is submitted for the correct item, please include the name of the agenda item (see below).

REMOTE ACCESS INFORMATION:

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1. Call to order
2. Introductions and update on process
3. Approve Minutes of previous meeting(s)
 - a. November 10 2022 Meeting Minutes
 - b. November 16, 2022 Meeting Minutes
4. Review and Discuss New Timeline
 - a. Search Committee Timeline
5. Review Memo and questionnaire
 - a. Kickoff Memo and Questionnaire

City of Portland
City Manager Search
Subcommittee Meeting

Monday, December 19, 2022 at 8:00
AM Via Zoom

6. Review revised City Manager job description
 - a. Marked up City Manager Job Description
7. Discuss salary range for City Manager
 - a. 2021 Salary Survey
8. New Business (5 minutes)
9. Determine and set Next Meeting Date
10. Adjournment

City Manager Search Subcommittee Minutes
November 10, 2022

The November 10, 2022 City Manager Search Subcommittee meeting was called to order by Subcommittee Chair, Mayor Kate Snyder at 8:03 AM via Zoom.

Mayor Kate Snyder (Chair), Councilor April Fournier, Councilor Mark Dion, Councilor Ali, Tom Caiazzo (Deputy Human Resources Director), and Jessica Grondin (Communications Director) were present. Art Davis from Baker Tilly was also present for the meeting.

The Mayor opened the meeting with introductions and gave a brief update on where we are at with the work of this committee and explained that the committee is planning to move forward with the process of hiring a new City Manager based on the voter's rejection of having a strong Mayor City government structure. The Mayor stated that we also have 5 attendees with us as well.

Motion to approve the minutes from the October 13, 2022 meeting. The motion was made by Councilor Fournier and seconded by Councilor Ali. Roll call vote Councilor Fournier – yes, Councilor Ali – yes, Councilor Dion – yes and Mayor Snyder – yes. Motion passed unanimously 4-0.

The Mayor explained that the discussion today is largely to finalize the list of stakeholders so that Art Davis from Baker Tilly can begin to engage our stakeholder groups. We look to the stakeholders to help us to determine the important issues facing Portland as well as the attributes that we would like to see in the next City Manager for Portland.

Mayor Snyder at this point turned the meeting over to her colleagues on the committee to talk about the list of stakeholders.

Committee members gave feedback and input on the stakeholder list that was attached to the agenda. The Committee felt that the list was comprehensive and didn't have much to add. There was a question of getting the list more public facing to ensure that no individuals or groups were left out. The Mayor reminded the committee that we have identified 18 different stakeholder groups so far.

There was some discussion from the committee regarding specific subsets of the different stakeholder groups. Councilor Dion felt that leaders of the childcare community as well as the hospitality community are missing from the current list.

Councilor Ali agreed with Councilor Dion about the faith community groups and gave his input on other groups to engage with.

Tom Caiazzo cautioned the committee from making the stakeholder list so comprehensive that it takes months to meaningfully engage all of the groups on the current list. We need to keep in mind that at this point in the process, the engagement of the stakeholder groups is to allow Baker Tilly to finalize the profile to be included in the employment brochure and to determine if our draft job description is on the right track.

The committee discussed the timeframe for when they would like to see the job posting go out and what needs to be done in the interim for that to happen. The members of the committee felt

that the job should be posted no later than March 1, 2023. The Mayor voiced concern that this is a little later than she would like. She does not want to “slow walk” this process.

Art Davis explained the steps that he and his team will take once the stakeholder list is finalized. Art suggested that the committee come up with a specific timeline to get certain aspects of this process done. If no deadline is set, then we will not get the important steps completed. The Mayor asked Art to develop the timeline for the committee. Art stated that he could do that. Art asked about having a quorum and how often the committee would be willing to meet. Was there a specific notice period that had to be given in order to hold a meeting.

Further discussion took place regarding the timeline and stakeholder engagement.

The committee determined that the next meeting will be held on Thursday, November 16, 2022.

Agenda items for November 16, 2022:

- Timeline
- Survey questionnaire
- Finalize stakeholder list

There was no new business.

Motion made to adjourn by Councilor Ali and seconded by the Councilor Fournier. The motion passed unanimously. Meeting was adjourned by Chair Snyder at 8:57 AM.

CITY OF PORTLAND
CITY MANAGER SEARCH COMMITTEE
November 16, 2022

Committee members present: Mayor Snyder; Councilor Ali; Councilor Dion

Committee members absent: Councilor Fournier

Staff present: Anne Torregrossa, HR Director; Jessica Grondin, Director of Communications & Digital Services; Art Davis, Baker Tilly Consultant

8:03	Call to order Mayor Snyder recapped the previous meeting and the decision to move forward with the City Manager search in light of the results of the referendum. To do: ● Stakeholder engagement tool ● Finalize stakeholder list ● Review draft timeline from BakerTilly Mr. Davis introduced and discussed the stakeholder engagement tool and discussed the process and process and timeline for gathering stakeholder feedback, survey results, and posting the position. Committee members gave feedback on proposed timeline. Committee members gave feedback on community engagement questions. Consensus to remove question 5. Committee members discussed whether to have more multiple choice options on the survey tool that will be sent City wide. Community wide survey will be developed and sent after stakeholder interviews. Committee members discussed the job description and how much to revise. The Committee set the next meeting for 12/19 at 8:00 am. Topics to be discussed include: ● Review of job description ● Review of draft recruiting brochure from Mr. Davis ● Feedback from Mr. Davis on stakeholder interviews (stakeholder list will be shared without names and contact information)
8:51	M. Adjourn (Dion); Second (Ali); role call vote 3-0.

CITY OF PORTLAND, MAINE
City Manager Search Timeline
Updated: December 8, 2022

Project Tasks	Deliverables	Target Date
Project Kickoff	Kick off meeting with Mayor and staff	December 7, 2022
Prepare Draft Recruitment Brochure	Conduct 1/1 kick off calls with City Council and designated staff; Online kick off survey completed by designated staff not participating in calls	December 12, 2022 – January 13, 2023
Brochure Approval	City reviews and approves the brochure	January 19
Stakeholder Survey	Stakeholders participate in survey to provide feedback	TBD
Stakeholders Survey	BT compiles community survey report for City to review	TBD
Advertising and Recruitment	Deadline for receipt of resumes and application materials	February 16
Leadership-Management Style Benchmark	City completes Benchmark Survey	TBD
Applicant Review	BT to screen applications and administer/review supplemental questionnaires; video interviews; media background checks; initial telephone interviews	February 17 – March 3
Semi-Finalist Report and Video Interviews	City receives confidential Semi-Finalist Report and reviews candidate written materials and recorded video interviews	Week of March 6
Finalists Selected	City selects finalists; discuss preferences for the interview process	March 16
Background Check/Reference Checks	BT completes reference checks/background checks/academic verification on finalists (10-15 business days to complete)	March 17 – April 7
Finalist Report	City receives Finalist Report.	Week of April 10
Interviews with Finalists	City conducts interviews with finalists and select top candidate	TBD
Employment Offer Made/Accepted	Employment offer extended to selected candidate	TBD

Memo

To: Mayor Kate Snyder and Members of the Portland City Council and Search Committee

From: Anne Lewis, Director

c.c. Anne Torregrossa, Human Resources Director
Tom Caiazzo, Labor Relations Manager

Date: December 9, 2022

Subject: City Manager recruitment

Thank you for selecting Baker Tilly to assist you in the search for your next City Manager. We are looking forward to working with you on this recruitment.

There are many considerations that go into a smooth search process including:

- The importance of working collectively in reaching a consensus hiring decisions.
- Maintaining the strictest confidentiality regarding the identity of candidates. This concern alone can determine whether a qualified candidate applies or stays out of the search process.
- Respecting the flow and fluidity of a search; a search process unfolds in its own unique way.

With these considerations in mind, this memo discusses the proposed timeline for the search and our approach for talking with you individually to understand the important issues and priorities facing Portland and the qualifications that you desire in your next City Manager.

Search Communications. Baker Tilly understands that Portland Mayor Snyder will work with staff members Anne Torregrossa and Tom Caiazzo and will be Baker Tilly's primary contacts for questions, information about Portland, and logistics/scheduling. We will provide regular updates, sent via email, on the progress of the search and on other issues as needed.

One-on-One Meetings with City Council Members. We are offering to schedule one-on-one phone calls with each member of the City Council to learn more about the desired qualifications and expectations you have for the next City Manager. City staff have prepared a method by which you can choose from time slots to schedule a call at a time that is convenient to you. We expect this call to last 30-45 minutes. Please note that our goal is to complete individual sessions by no later than January 13.

These one-on-one telephone calls are an opportunity for us to listen and understand the experience and management style you are looking for in the next City Manager and to identify short- and long-term opportunities and challenges that you would like the City Manager to address.

The questions we would like to discuss with you appear below. The questions tend to overlap in some areas, but they will make for an informative conversation and good information to establish qualifications and leadership opportunities for the position. Feel free to make notes and have them available for our meeting.

1. Describe what successful performance in the City Manager position looks like.
2. What do you see as the most important issues and priorities in which the City Manager should be involved?
3. What initiatives, services, or processes would you like the City Manager to evaluate, implement or change in his/her first two years of employment?
4. What are the leadership and management attributes that you would like to see in the next City Manager?
5. What competencies, skills and experiences are critical for the City Manager position?
6. Are there individuals you would like us to contact about the City Manager position?

Please feel free to contact me at 703-923-8214 or at anne.lewis@bvakertilly.com if you have any questions before our meeting.



City of Portland, Maine JOB DESCRIPTION

Class Title:	City Manager	FLSA:	Exempt
Class Grade:	Council Appointee	EEO Category:	Professionals
Date:	February 2022	Risk Code:	8810

Nature of Work

This is ~~the a highly responsible~~ executive position in the City of Portland, responsible for managing all administrative operations and the affairs of the City under the policy direction of the Mayor and City Council in keeping with the City Charter, ordinances, and the laws of the State of Maine and of the United States. The Manager advises the Mayor, Council and general public on the current status of all affairs of the City. ~~The Manager acts as the City's spokesperson on municipal, State, federal and other policy issues affecting the City.~~^[1]

The Manager is responsible for hiring, supervising, evaluating and disciplining ~~for employees in~~ those positions brought under their authority by the City Charter. The Manager is responsible for the annual preparation of a proposed budget and the administration of the budget, once adopted. The Manager is also responsible for developing administrative procedures and for ensuring adherence to these procedures by all departments and employees.

The Manager is responsible for identifying service needs and developing and implementing operational solutions. The Manager is expected to offer guidance and advice to elected officials in the development of policy solutions, and is responsible for the implementation of policy mandates established by the Council body.

~~The Manager identifies service and policy needs and has the responsibility for the development of a plan of action directed by the Mayor and City Council to meet these needs.~~ The Manager is responsible for developing and maintaining strong, productive relationships between the City, School Department, and other governmental and non-governmental organizations that have a stake in the City of Portland, positive public relations between the City, the School Department, its citizens and other governmental agencies including the various Boards and Commissions of the City.

Supervision Received

Works under the general direction of the Mayor and City Council.

Supervision Exercised

Supervises all City Department Heads, including Assistant City Managers, and their support staff.

Essential Duties and Responsibilities

Carries out the directives of the Mayor and City Council; prepares reports and written recommendations as part of these activities.

Attends meetings of the City Council, and prepares and provides supporting documents and information pertinent to agenda items.

Develops the budget and monitors all financial affairs of the City; works closely with Department Heads in the development of a comprehensive budget and work program.

Evaluates the job performance of all Department Heads and Executive Office staff~~the City Manager's personal staff~~.

Ensures citizen complaints are handled in a timely and professional manner.

Serves as a member and represents the City on a variety of Boards, Committees, and Commissions.

Develops and implements administrative policies and procedures.

Serves as liaison between the City and the School Department, METRO, Council of Governments, Regional Waste Systems, and the Library.

Represents the City to a variety of outside organizations including, but not limited to, Maine Town and City Management Association, International City Management Association, and Maine Municipal Association.

Performs related work as required.

Requirements of Work

Bachelor's degree in public administration or related field or any equivalent combination of education and experience.

Considerable [2] experience in a responsible managerial position, preferably in local government; strong background in financial management, organizational development, and strong human relations skills.

Thorough knowledge of municipal management, municipal government programs, community problems, and decision-making processes.

Thorough knowledge of municipal financial management and accounting procedures, budgeting and investments.

Working knowledge of State and federal programs and decision-making processes.

Working knowledge of principles of personnel administration and labor relations.

Excellent communication skills.

Proven analytical skills.

Proven experience maintaining positive internal relations and directing, motivating and evaluating staff.

Good organizational and time management skills.

Ability to listen and to accept criticism

Must possess conflict resolution skills and public relations skills.

Demonstrated success working with diverse groups.

Experience and Training Desired

Master's degree in public administration or related field preferred.

Necessary Special Requirements

Must possess a valid Maine Class C driver's license.

Must have and maintain a good driving record.

Physical Demands and Work Environment

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the functions.

This position mostly involves light levels of physical activity. Exerting up to 20 pounds of force occasionally and/or 10 pounds of force frequently, and/or a negligible amount of force to move objects.

Activity	Frequency	Activity	Frequency
Climbing: Ascending or descending ladders, scaffolding, ramps, poles and the like, using feet and legs and/or hands and arms. Body agility is emphasized.	Rarely if ever	Balancing: Maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces.	Rarely if ever
Stooping: Bending body downward and forward by bending spine at the waist.	Occasionally	Kneeling: Bending legs at knee to come to a rest on knee or knees.	Rarely if ever
Crouching: Bending the body downward and forward by bending leg and spine.	Occasionally	Crawling: Moving about on hands and knees or hands and feet.	Rarely if ever
Reaching: Extending hand(s) and arm(s) in any direction	Occasionally	Standing: Particularly for sustained periods of time.	Occasionally
Walking: Moving about on foot to accomplish tasks, particularly for long distances.	Occasionally	Pushing: Using upper extremities to press against something with steady force in order to thrust forward, downward or outward.	Rarely if ever

Pulling: Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.	Rarely if ever	Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position-to-position.	Occasionally
Repetitive Motions: Substantial repetitive movements (motions) of the wrists, hands, and/or fingers (picking, pinching, typing).	Frequently	Grasping: Applying pressure to an object with the fingers or palm.	Rarely if ever
Feeling: Perceiving attributes of objects, such as size, shape, temperature or texture by touching the skin, particularly that of fingertips.	Rarely if ever	Talking: Expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.	Frequently
Hearing: Ability to receive detailed information through oral communication, and to make fine discriminations in sound, such as when making fine adjustments on machined parts.	Frequently	Seeing: The ability to perceive the nature of objects by the eye.	Frequently

Note

This job description in no way states or implies that these are the only duties to be performed by the employee(s) incumbent in this position. Employees will be required to follow any other job-related instructions and to perform any other job-related duties requested by any person authorized to give instructions or assignments.

All duties and responsibilities are essential functions and requirements and are subject to possible modification to reasonably accommodate individuals with disabilities. To perform this job successfully, the incumbents will possess the skills, aptitudes, and abilities to perform each duty proficiently. Some requirements may exclude individuals who pose a direct threat or significant risk to the health or safety of themselves or others. The requirements listed in this document are the minimum levels of knowledge, skills, or abilities.

This document does not create an employment contract, implied or otherwise, other than an "at will" relationship.

Reviewed with employee by

Signature:		Name (print):	
Title:		Date:	

Received and accepted by

Signature:		Name (print):	
Title:		Date:	

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PORTLAND, MAINE

SALARY MARKET ANALYSIS STUDY

NOVEMBER 2021

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REPORT

PORTLAND, MAINE

SALARY MARKET ANALYSIS STUDY

NOVEMBER 2021

INTRODUCTION

Scope of Services

The City of Portland, Maine engaged Municipal Resources, Inc. (MRI) to conduct a Salary Market Analysis Study encompassing three significant positions. The work will involve salary surveys and analysis, review of job descriptions, some interviews, and other items such as employees supervised. Following an analysis of salary data received, recommendations will be made associated with the pay structure for the positions.

COMPENSATION REVIEW

Study Process

This project included the following steps:

- *Organizational Meetings* with the Mayor to discuss the goals and objectives of the study.
- *Job Analysis Process* which involved reviewing position duties and responsibilities of positions utilizing current job descriptions.
- *Thorough Market Analysis* using comparable organizations, reviewed by city officials and MRI.

- Salary Market data analysis.
- Final preparation of *Report* to the City of Portland.

PROJECT REPORT

Details of the Methodology

In the City of Portland, the evaluation of job descriptions and compensation levels was undertaken for the three positions of City Manager, City Clerk and Corporation Counsel included in the study. At the same time, salary data from similar New England communities to Portland were gathered and analyzed. Results were received and analyzed from eight communities as follows:

Bangor, Maine
Burlington, Vermont
Concord, New Hampshire
Lewiston, Maine
Lynn, Massachusetts
Manchester, New Hampshire
Nashua, New Hampshire
Norwalk, Connecticut

The communities had similar forms of government, population, and budgets. Additional information beyond New England will be discussed pertaining to the City Manager's position.

Market Survey

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 communities, identified above. The summary and results of the survey are attached to this report.

All of the comparative data is FY-22 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 consultant determined that the position was not comparable to the position in the City. MRI used professional discretionary judgment when comparing positions to the comparable data. 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. The following is the analysis definitions for the data collected and presented in the charts provided to the City.

- All comparative market data collected is FY-22 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.

- Data was also collected pertaining to employees supervised by positions, hours of work, and case load of legal counsel when available.

Market Data Reports are provided that compare Portland's salary rates to both the Average and the 75th percentile. The City needs to determine what its compensation philosophy will be for these positions. For those more difficult to recruit and retain it should consider moving towards the 75th percentile. Two market data reports are included; one compares the positions to the average and the other compares the positions to the average of those surveyed. The market data indicates that of the three positions analyzed, the City Manager and Corporation Counsel positions are both higher than the 75th percentile and average of the New England market and the City Clerk position is lower.

Analysis of Positions

City Manager – The position of City Manager currently supervises all City Department Heads, including Assistance City Managers and support staff. The position manages the affairs of the City under the direction of the Mayor and City Council, in keeping with the City Charter, ordinances and federal and state laws. The Market Data Report compares the City Manager with some comparable positions in New England States of Maine, New Hampshire, Massachusetts, Vermont, and Connecticut. In addition to reviewing this data from New England, this position may attract candidates from outside New England. Some current vacancies of comparable sized communities were reviewed for this position with the following information:

Plymouth, MA; budget \$260.4M; population 62,000; Salary \$200,000

Turlock, CA; budget 172M; population 73,631; Salary \$172,392 - \$209,544

These are provided to aid the City when it considers recruitment of a new City Manager, as the salary ranges continue to rise for this position, in order to retain qualified candidates. While the current salary is higher than the market, it may warrant a higher range for recruitment for a nation-wide search.

This analysis is based on the current responsibilities of the position. If the City ultimately changes the structure of the position to be more administrative with the Mayor having more authority, the salary should be substantially lower than it currently is.

Corporation Counsel – The position provides professional legal work serving as chief counsel to the City proving legal advice to the City Council, City Manager and City staff on a wide range of issues. It also handles and operates the City's insurance/risk management program and cases. Some of the communities in the market data received also have this responsibility. The position supervises seven employees. Most cases are handled internally by Corporation Counsel,

however outside legal Counsel is utilized on an as needed basis for some cases. The Market Data Report compares the Corporation Counsel with some comparable positions in New England States of Maine, New Hampshire, Massachusetts, Vermont, and Connecticut.

The current salary analyzed is somewhat higher than the New England communities at this time, which is positive for both recruitment and retention, as this position would likely seek individuals that are licensed to practice law in the area. Should additional responsibilities be added to the position in the future, it could impact the current salary. The volume of work for this position has increased, however with the addition of a fourth attorney, this should assist with the activity. At this time, the salary range for the position is appropriate.

City Clerk – The position is an Officer by Charter of the City and serves at the pleasure of the City Council and is the Director of the City Clerk Department. The Clerk is responsible for the administration, supervision, and direction of work in the department as prescribed by federal law, state statute, City Ordinance, and the policies of the City. Responsibilities include overseeing voter registration, elections, business licensing, issuance of state/local licenses and permits, vital records and records of all official acts of the City Council. The Market Data Report compares the Corporation Counsel with some comparable positions in New England States of Maine, New Hampshire, Massachusetts, and Connecticut. The Market Data Report compares the City Clerk with some comparable positions in New England States of Maine, New Hampshire, Massachusetts, Vermont, and Connecticut.

The current salary analyzed indicates that the City Clerk position compares fairly well with the top average pay, however, if the City desires to compensate the position moving more towards the 75th percentile, it is underpaid and could warrant an adjustment.

CONCLUSION

The City of Portland's compensation program for the three positions reviewed is suitable for some of the positions and could be enhanced for others to address recruitment and retention. It is recommended the analysis of the positions be reviewed and the City establish a policy for the level of compensation it desires to pay for these positions. It is noted in the analysis of the City Manager position that if the responsibility level of the position changes in the future as a result of a Charter amendment or other action, that the salary level be adjustment to meet the responsibility level. Since both the city and the labor market are active and subject to constant change, it should not be expected that this analysis will provide solutions to all salary problems, nor will it eliminate the need for mature judgment in the administration of salaries.

Municipal Resources, Inc. has provided the City of Portland with a salary market survey and analysis that should assist with having an unbiased review of data to assist the City.

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.

PORTLAND, ME FY22 MARKET DATA REPORT

	Portland, ME	Bangor, ME	Burlington, VT	Concord, NH	Lewiston, ME	Lynn, MA	Manchester, NH	Nashua, NH	Norwalk, CT
Municipal Budget	268.2M	106.9M	209.5M	106.2M	50.1M	225.2M	162.6M	201.6M	188.1M
Municipal & School Budget	394.7M	153.3M	295.9M	205.5M	143.0M	407.0M	335.7M	368.4M	396.6M
Population	67,804	91,500	44,743	43,976	36,409	94,225	115,644	89,355	91,184

Position	Portland, ME	Bangor, ME	Burlington, VT	Concord, NH	Lewiston, ME	Lynn, MA	Manchester, NH	Nashua, NH	Norwalk, CT	Comp Data Points	75th percentile of Market	Comp Lo- Hi Range	Comp Median	Comp Average	% Higher/Lower than Comp Ave
City or Town Manager	acting 181,079	106,626 143,227	129,000 168,000	191,838 191,838	86,171 126,516	145,000 145,000	Mayor	Mayor	161,393 161,393	6 6	157,295 166,348	86,171 191,838	137,000 153,197	136,671 155,996	13.9%
City or Town Clerk		92,138 92,138	73,000 88,000	88,358 124,821	72,248 106,685	124,989 124,989	82,503 117,600	80,789 106,342	94,775 103,016	8 8	92,797 119,405	72,248 124,989	85,431 106,514	88,600 107,949	-0.6%
Corporation Counsel	acting	87,731	117,000	107,682	None	100,259	108,154	109,065	95,648	7	108,610	87,731	107,682	103,648	
(City or Town Solicitor)	151,442	117,897	142,000	144,768	None	100,259	154,189	143,562	130,885	7	144,165	154,189	142,000	133,366	11.9%

PORTLAND, ME FY22 MARKET DATA REPORT

	Portland, ME	Bangor, ME	Burlington, VT	Concord, NH	Lewiston, ME	Lynn, MA	Manchester, NH	Nashua, NH	Norwalk, CT
Municipal Budget	268.2M	106.9M	209.5M	106.2M	50.1M	225.2M	162.6M	201.6M	188.1M
Municipal & School Budget	394.7M	153.3M	295.9M	205.5M	143.0M	407.0M	335.7M	368.4M	396.6M
Population	67,804	91,500	44,743	43,976	36,409	94,225	115,644	89,355	91,184

Position	Portland, ME	Bangor, ME	Burlington, VT	Concord, NH	Lewiston, ME	Lynn, MA	Manchester, NH	Nashua, NH	Norwalk, CT	Comp Data Points	75th percentile of Market	% Higher/Lower than 75th percentile
City or Town Manager	acting 181,079	106,626 143,227	129,000 168,000	191,838 191,838	86,171 126,516	145,000 145,000	Mayor 117,600	Mayor 106,342	161,393 161,393	6 6	157,295 166,348	8.1%
City or Town Clerk		92,138 92,138	73,000 88,000	88,358 124,821	72,248 106,685	124,989 124,989	82,503 117,600	80,789 106,342	94,775 103,016	8 8	92,797 119,405	-11.3%
Corporation Counsel	acting	87,731	117,000	107,682	None	100,259	108,154	109,065	95,648	7	108,610	
(City or Town Solicitor)	151,442	117,897	142,000	144,768	None	100,259	154,189	143,562	130,885	7	144,165	4.8%

	Portland, ME	Burlington, VT	Concord, NH	Lewiston, ME	Lynn, MA	Manchester, NH	Nashua, NH	Norwalk, CT
Employees Supervised & Hrs Worked								
City or Town Manager	19		15				1	5
Hours worked per year	2,080		2,080	1,950	1,742		2,080	1,958
City or Town Clerk	4		3			12	5	9
Hours worked per year	2,080		2,080	1,950	1,742	2,080	2,080	1,958
Corporation Counsel (City or Town Solicitor)	7		8	NA	1,742	14	5	8
Hours worked per year	\$ 2,080		2,080			2,080	2,080	1,305

Approximate annual number of cases managed by in-house Counsel and number of cases handled by external legal firms.

In-House Caseload							100-200	750
External Caseload							12	50

Does in-house Counsel manage the Municipality's Risk Management program and cases?

Yes							X		
No		X		X				X	X