

SELECTMEN'S EPACKET List of Files March 10, 2015

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BOARD OF SELECTMEN AGENDA

March 10, 2015 7:00 pm Raymond Broadcast Studio 423 Webbs Mills Road

Be the Influence Statement

We, the Raymond Board of Selectmen recognize our individual and collective responsibilities as leaders and representatives of our community. To this end, we pledge to conduct ourselves in a manner befitting these roles and duties. We pledge and encourage others to 'Be the Influence' and to recognize that decisions matter.

SELECTMEN'S REGULAR MEETING

- 1) Call to order
- 2) Minutes of previous meeting dated:
 - February 10, 2015
- 3) New Business.
 - a) Presentation of Compensation Study Committee Final Report Rolf Olsen, Chairman
 - b) Tax Acquired Property Review Danielle Loring, Executive Assistant
 - c) Patricia Ave IRT Project Contingency Request for Environmental Review Danielle Loring, Executive Assistant
- 4) Unfinished Business
 - a) Consideration of Personnel Policy Revision for Public Works Department Nathan White, Public Works Director
- **4) Public Comment** This agenda item is for the public to bring attention to any issues and concerns for future Board of Selectmen meetings
- 5) Selectmen Comment
- 6) Town Manager Report and Communications.
 - a) Confirm date for next regular meeting:
 - April 7, 2015
- 7) Fiscal Warrants March 10, 2015
 - Payroll Expense Summary Warrant
 - Treasurer's Warrant
- 8) Executive Session
 - a) Executive Session pursuant to 1 MRSA § 405(6)(A): Continuation of Town Manager Evaluation and Consideration of Contract Extension
- 9) Adjournment.

The Selectmen may take items out of order at their discretion.



BOARD OF SELECTMEN AGENDA SUMMARY

March 10, 2015 7:00 pm Raymond Broadcast Studio 423 Webbs Mills Road

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SELECTMEN'S REGULAR MEETING

- 1) Call to order
- 2) Minutes of previous meeting dated:
 - February 10, 2015
- 3) New Business.
 - a) Presentation of Compensation Study Committee Final Report Rolf Olsen, Chairman

The Compensation Study Committee is an ad hoc Committee created by the Board of Selectmen on October 16, 2012. The charge of this committee was "to gather and study current compensation numbers offered by neighboring and similarly sized towns; review and compare pay scales and benefit numbers and present appropriate information to the Selectboard to be used in developing schedules and scales. The final report was to be totally objective, but the committee was not charged in proposing pay scales or schedules". The committee completed their work in 2013 and Chairman Rolf Olsen will be presenting the final report for consideration. Attached to the ePacket is the report and supporting data used by the committee.

b) Tax Acquired Property Review - Danielle Loring, Executive Assistant

Executive Assistant Danielle Loring will be presenting the Tax Acquired Property (TAP) list as submitted by Deputy Tax Collector Sue Carr. Attached to the ePacket is the most recent list of TAPs, which indicated current payment arrangements. If there is a "No" in the "Pay" column, the owner has not yet entered into a payment plan, but was recently sent a letter. Any property indicating "Bankruptcy" can not be disposed of by the Town until the courts have made a determination.

c) Patricia Ave IRT Project Contingency Request for Environmental Review – Danielle Loring, Executive Assistant

Executive Assistant Danielle Loring is requesting \$10,000 from the Board of Selectmen Contingency to complete environmental assessments for the proposed Patricia Avenue Recreation Facility introduced by Chairman Mike Reynolds at the December 13, 2014 meeting.

4) Unfinished Business

a) Consideration of Personnel Policy Revision for Public Works Department – Nathan White, Public Works Director

At the January 6, 2014 meeting, the Public Works Director requested a Personnel Policy change related to that department. Attached to the ePacket is revised language for consideration.

The Selectmen may take items out of order at their discretion.

4) Public Comment This agenda item is for the public to bring attention to any issues and concerns for future Board of Selectmen meetings

- 5) Selectmen Comment
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 - a) Confirm date for next regular meeting:
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- 9) Adjournment.

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Raymond Compensation Study Committee Report to Select Board

January 2015

Submitted by: Rolf Olsen, Chair Marshall Bullock Robert Gosselin Denis Morse Mike Reynolds Norma Richard Brian Walker

I. Introduction

A. The Charge

The Compensation Study Committee is an ad hoc Committee created by the Board of Selectmen on October 16, 2012. The charge of this committee is to gather and study current compensation numbers offered by neighboring and similarly sized towns; review and compare these pay scales and benefit numbers and present appropriate information to the Selectboard to be used in developing schedules and scales. The final report will be totally objective, and the committee was not charged in proposing pay scales, schedules, or any other recommendations.

B. The Committee Members

Rolf Olsen, Chairman
Marshall Bullock
Robert Gosselin
Denis Morse
Mike Reynolds
Norma Richard
Brian Walker
Danielle Loring, Recording Secretary

C. Timing

The Committee met between January and November 2013 for a total of eight meetings. This report to the Selectboard completes the work of this appointed Committee.

II. Methodology

The Committee met on a monthly basis from January through November 2013, with the exception of February, July and August, for a total of seven in-person meetings. Between meetings, a great deal of work was undertaken by Town staff and Committee members, with subsequent reports and discussion at each meeting. This iterative approach allowed the Committee to add focus over the course of the year.

A. Review of Initial Data Collected by the Town Staff and Augmenting Initial Data
The Committee began by reviewing three sets of data of comparable towns compiled by
Nancy Yates, Town's Finance Director and Town staff. The three data sets were:

- Towns with populations over 3,000 and valuation of \$750,000-\$1,500,000
- Bordering towns
- Towns within a twenty-mile radius that did not meet previous criteria

The Committee identified some additional information they felt would be important for a proper analysis, including summer population numbers. Committee members and Town Staff collected and augmented the initial data set.

B. Analysis of Data by Committee Members

Committee members utilized the data gathered to conduct a variety of comparative analyses. After the various analyses, Committee members agreed to refine the list of comparable Towns to a smaller number for both greater relevance and to facilitate a more in-depth analysis. Chairman Olsen asked each Committee member to identify which Towns they felt should be included in the reduced list for comparison.

C. Determination of Comparable Town List

Each Committee member individually provided input to Chairman Olsen on which towns they felt had the highest correlation with Raymond and the rationale for their choices. This input was collated and discussed at the May 21st meeting. The Committee aligned on using Bridgton, Gray, Norway, Rockland, Casco, North Yarmouth, Buxton, and New Gloucester as the comparable town set.

D. Review the Town Positions and Duties and Development of In-Depth Survey As the Committee began to analyze compensation for particular job positions, the question arose as to whether positions between towns could be effectively compared. It was pointed out that in the Town of Raymond, many positions cross-train with others, and there are shared responsibilities that are not apparent by job position title. As a result, the Committee reviewed the specific duties of each Town of Raymond position and decided to develop a detailed questionnaire to ask each of the towns on the comparable town set to help inform the compensation discussion.

E. Survey to the Surrounding Towns

Each Committee member took responsibility to contact one or two of the comparable towns and conduct a comprehensive interview on specific job responsibility details, utilizing the questionnaire jointly developed. Each Committee member then shared their findings at a Committee meeting, with discussion following.

F. Development of Final Report

Members of the Committee developed the final report draft and then all Committee members were invited to provide input. The report was then edited to incorporate Committee member input. The report was finalized in early January 2015.

III. Key Findings By The Committee

While the Committee was not tasked with making recommendations, the Committee members wish to highlight a few areas for further discussion and deliberation by the SelectBoard as they review this report and the attached data:

- 1. The Town of Raymond's overall payroll is lower than most comparable towns.
- 2. When comparing specific positions in Raymond with comparable towns, some positions, on average, are being compensated at a significantly (e.g. +20%) higher rate and some positions are being compensated at a significantly (e.g. -20%) lower rate. This anomaly remains consistent, regardless of the town parameter used in the analysis (e.g., base population, maximum population, town valuation, gross payroll, etc.)
- 3. Many towns are "outsourcing" major components of their town services to third party contractors. This seems most prevalent in the public works area, but the committee also found examples in the areas of general assistance, emergency services and code enforcement.
- 4. The Town of New Gloucester is exploring some innovative approaches to its overall approach to compensation and how to optimally incent staff. The Town may wish to consider further exploration in the area of incentive compensation versus the current 'across the board" cost of living increase.

IV. Recognition

Town Finance Director Nancy Yates deserves recognition for her efforts in gathering much of the comprehensive data used by the Committee in its deliberations. Her responsiveness to Committee requests and her overall knowledge of the subject matter are to be commended and the Committee wishes to acknowledge and thank her efforts on its behalf.

Danielle Loring also should be recognized for her support of the Committee. Her role as Recording secretary was incremental to her many day-to-day roles and responsibilities for the Town.

V. Attachments

- 1. Excel spreadsheet with initial demographic data and multiple tab analyses
- 2. Questionnaire for in-depth town interviews
- 3. Reports from each town in-depth interviews.

Explanation for Attached Spreadsheets

Objective: Utilize data to assess how Raymond compares to similar nearby towns based on a variety of parameters, as indicated below:

Original From Nancy Yates: This is the original data collected by the Raymond staff on various Towns sorted into three subsegments. This is the data used in subsequent sorts

For the following sorts, the data was both sorted with the complete data set supplied by Nancy Yates, as well as a narrowed sort that centered Raymond at the (or close to) the average of the narrowed towns. The goalfor this sort was to comp-are Raymond directly with towns having the same sort characteristic as Raymond. Raymond was then compared to the town set. In the "Raymond Variance" line, the percentage difference was noted between Raymond and the average for the set of towns in the comparison. Variations over 20% were noted with shaded boxes/

- 1- Base Population: Sort based on full-year residential population
- 2- Maximum Population: Sort based on town reported maximum summertime population
- 3- Valuation; Sort based on total real estate valuation for the town
- 4. "Total" Compensation: Total town compensation and cost of health and dental benefits were added together and towns were then sorted. This does not include compensation other than salary, health and dental, thus the "" around the word
- 5- Compensation/Population ratio: A ratio was calculated for each town to compare the labor costs per equivalent population. The lower the ratio number, the more "efficient" the Town staff was in delivering services, assuming all other variables to be
- 6- CompensationValuation ratio: A ratio was calculated for each town to compare the labor costs per equivalent total town valuation. The lower the ratio number, the more "efficient" the Town staff was in delivering services, assuming all other

The final two sorts have a different layout and were designed to explore the following objectives:

- 7- Health Per Full Time Employee: Health and Dental costs were combined and then divided by the number of Full time employees to compare out costs for these benefits with other towns.
- 8- Police Department Cull: For this last sort, towns with police departments were removed from the data set to compare towns without their own police departments. This was done in recognition of the cost of maintaining a full-time police department and its impact on payroll of towns with a police department versus those without.

This data should be used in conjunction with the other collected Compensation Committee information about how comparable towns deliver the services they provide to provide the full comparison between towns.

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	Durham	3848	, ,	91,112			6	177,477	62,179	50,000	13.00	44,137	25.00	20.201	30,180	28.00			19,457						53,160					$\overline{}$	
	Oxford	4110	422,850,000	102,883			89		123,293	69,212	20.00			39,291	37,169	22.00	20.460	28,121	46,770	1	64.440	48.00	41,620	22,977			15.55	26,416			
	Raymond	4436	###	239,675			58	1,039,325	220,524	,	30.00	74,776		39,276	44,757	23.00	30,468	20,995	62,000		64,443		41,600	35,256	52,000	• • • •	16.83	43,017	combined	\rightarrow	
37	· · · ,	4851	955,500,000	196,970			57	1,866,949	535,944		20.00	46,361	15.00	23,180	46,361	25.00		36,586	23,180	1	60,575		0.00	42,016	5,000	2.00	10.00				
	Norway	5014	462,500,000	92,242		30	50	1,080,600	270,000	72,975	35.00	10.000		38,126	30,451	35.00		28,288	17,680		46,597	30.00	35,172	31,532	2,000	21.00	10.00	00.00			
	Bridgton	5210	###	198,129		30	161	1,686,336	375,015		30.00	40,892			37,939	22.00	E0 0E1	33,238			54,724		33,924	32,136	12,150		10.00	37,627			
	Bar Harbor	5235		275,778			8	4,025,779	647,305		25.00	87,029		42.002	61,936	14.00	53,351	36,192		12.00	82,520		44,096	39,624	76,310		15.96	45 405		\longrightarrow	
	Poland	5376	666,750,000	124,023			23	1,201,200	351,600	73,500	2.00	51,700	4.00	42,993	43,492	30.00			50,000	1	50,900		41.074	35,942	51,700		16.52	45,427		\rightarrow	
	New Gloucester	5542	480,350,000	86,674		18	/	832,000	205,000	68,619	3.00	400		45,656	42.002			20 ===	58,510		57,054		41,974	33,030	54,371	5.00	8.00				
43	Average	4630	721,900,000	154,328	В			1,307,545	313,227	75,365	23.75	57,482	12	38,152	43,003	25		30,751	42,440	9.6	56,816	18.22	39,731	34,890	\$ 57,508		13.27				
44	Raymond Varianc	re						-20.5%		24.9%		30.1%		2.9%	4.1%			-31.7%	46.1%		13.4%	-6.7%	4.7%	1.0%	-9.6%		26.9%				
45																															
46																															
	2012-2013 Budge																														
	Years Experience																														
49	Per Diem emplo	yees not elig	ible for benefits																												
50																															
51	BWW Notes:								ncl 20-mile i	radius.xls																					
52			nly calculated i																												
53			For Fire Chief						n averaging	with assum	ption of	it being a pa	rt-time p	osition																	
54			= Raymond Va	ariance sigi	nificantly	y above	e averag	ge (>20%)																							
55			= Raymond Va	ariance sign	niticantly	y belov	v averag	ge (>20%)																							
56						-	-																								
5/																															

Margin M	1 Full List Son	ted by Peak Seas	sonal Pon		F	G	Н	-	J	K	L	U	V	W	X	Y		AA	AB	AC	AD	AE	AF	AG	AH	Al	AJ	AK	AL	AM	AN	AO	AP
Marting Mart	1 Tull List 50	ited by I can beas	John Top	Peak Por	,							Town		Finance		Treas/						Code		Public	Years	Public	P.W.						
Section Control Cont	2		Census	Seasonal Char	ige Provider of					#PT/per	Total Gross	Manager	Years	Director /	Years	Bookkeeper	Town	Years	Tax	Counter	G.A.	Enforcement	Years	Works	Experienc	Works	Equip.		Years	FF/Parame	Exec	Website	Assessing
December Column	Municip	ality County	Population) Info				#FT	diem	Payroll		Experience	Treasurer	Experience	/ payroll		Experience	Collector	Clerk			Experience	Director	e	Foreman	Operator	Fire Chief	Experience	dic	Secretary	Admin	Clerk
Column										73											2,496						33,280						
Section Property																														10.00			35,547
Pose														46,361	15.00											25 172				10.00			
The Content													33.00					33.00					1.00	40,397	30.00			2,000	1		26.416		
3. Next Personal Section 1 (1) (1) (1) (1) (1) (1) (1) (1) (1) (3.00				07,100			20,121			9.00	57.054	6.00			54.37	5.00		20,110		
The formal contained Section S										23				51,700	4.00		43,492	30.00				50,000					35,942				45,427		42,848
Species Spec	10 Rockland	Knox							101	24			0.00	67,000	6.00	39,000			42,000		18,094					45,073					40,000		31,200
Discription Section																		25.00					6.50		17.00								
Septem Composition Compo												92,996		00.044	5.00			05.00	00.000				00.00		0.00								37,791
Seption Company Comp													24.00	32,614	5.00		49,067		33,696	33,280		39,253		50,731		40,892	43,035	49,920	3.00		39,520		
												94 151		74 776	6.00	30 276	44 757		30.468	20 995	combined	62 000		64 443		41 600	35 256	52 000		16.83	43.017	combined	combined
Total Conting Contin																																	
13 In Ferrice 14 15 15 15 15 15 15 15	17 Casco	Cumberland	3742	15000 3	01% website		163,455.37	12.25	10	6			34.00	,		38,542			. ,		,	. , .				-, -	,				,		14,320
28 Fragrey Commission 1970 200 200 200 200 200 1970 200	18 Gorham															41,964															30,732		38,415
22 Secretary 1979 2000 450 1980 2000 450 1980 200 1980 200 1980 200 1980 200 1980 200 200 1980 200 2	19 Bar Harbor																		53,351														
2 Langer																00.400																	
22 Percent 1.40																			91 500														
Figure F		Androscoggin																			72,930		20.00							23.03		47,112	33,762
The content of the number of the Market with the content of	-	100	0,140	11,070		.,007,000,000	140,770	14.55	. 33	, ·-			"		- ''				-			7	- ''		10								
27 Stock 10 10 10 10 10 10 10 1	24 Kuymonu vurun	ce									-02.3 /a	12.9 /0		10.0 /6		-9.7 /0	-7.076		-30.4 /0	-33.2 /0		29.0 /0		3.1 /0		-3.0 /0	-3.0 /0	-21.4 /	2		11.0 /0		
27 Stock 10 10 10 10 10 10 10 1	26 These towns v	vere excluded due to	insufficien	t data:																													
3 Gray Contested 796 Berlin Toru May 8 98 200 14 207 15 5 5 5 5 5 5 5 5					Town Office**	1.002.250.000	300.975.98	12.21	1 29	35	1,493,783	89.655		49,912			48.010			31.762	5.456	37.307		57.452		33.523	33.634	52.270	o l		37.461		13.520
Description Section	28 Gray		776																							42,369	36,171	65,137		17.95		21,099	
Name	29 Windham									107									59,716	30,983	46,650		12.00	71,260	19.00	42,211	38,313			18.71	41,038		31,599
Part	30 Durham	Androscoggin	3848	waiting		350,600,000	91,112.27	13.35	5 4	6	177,477	50,000	13.00	44,137	25.00		30,180	28.00				19,457						53,160)				
Part	31																							l I									
Part													1																				
Mandergougn Courty Experience Experi	as Narrowad I	ict Corted by Pos	le Concone	1 Population																													
Manage M	32 Narrowed L	ist Sorted by Pea	k Season	l Population	5							Iown		Finance		reas/						Code		Public	rears	Pupiic	P.W.						
September Sept	32 Narrowed L	ist Sorted by Pea		Peak Po	oge Provider of					#PT/per	Total Gross	10wn Manager	Years	rinance Director /	Years	Treas/ Bookkeeper	Town	Years	Tax	Counter	G.A.	Code Enforcement	Years	Public Works	rears Experienc	Public Works	P.W. Equip.		Years	FF/Parame	Exec	Website	Assessing
No. Privar Namourh Cumberland 3565 8400 138% Town Office 315,000 126,001 14,000 15,000 126,001 14,000 15,000 12,000 15,000 14,000 15,000 1	33		Census	Seasonal Char		Valuation	Val Per Capita	Mill Rate	e #FT																rears Experienc e			Fire Chief					
27 Topolham Sagadaho 6784 6	33 Municip	pality County	Census Population 5376	Feak Poly Seasonal Char Population (%) 8000	Info 49% Town Office(?)	666,750,000	124,023.44	13.40	22	diem 23	Payroll 1,201,200	Salary 73,500	Experience	Treasurer 51,700	Experience 4.00	/ payroll 42,993	Clerk E 43,492	Experience 30.00	Collector	Clerk	Administrator 31,574	Officer 50,000	Experience	Director 50,900	e 4.00	Foreman	Operator 35,942	51,700	Experience 13.00	dic	Secretary 45,427		Clerk 42,848
Separate Property	33 Municip 34 Poland 35 Rockland	Dality County Androscoggin Knox	Census Population 5376 7297	Peak Poly Seasonal Char Population (% 8 8000 8 8200	Info 49% Town Office(?) 12% Town Office***	666,750,000 792,050,000	124,023.44 108,544.61	13.40 18.78	22	diem 23 24	Payroll 1,201,200 3,356,756	Salary 73,500	Experience	Treasurer 51,700	Experience 4.00	/ payroll 42,993	Clerk E 43,492 50,000	30.00 20.00	Collector	Clerk 31,000	Administrator 31,574	Officer 50,000 55,000	Experience 10.00	Director 50,900 67,000	4.00 11.00	Foreman	Operator 35,942 39,104	51,700	Experience 13.00 8.00	dic	Secretary 45,427		Clerk 42,848
20 Casco Cumberland 438 12000 177% 1789/780.000 248,197.20 15.84 49 150 15.94 49 150 15.94 49 150 15.94 49 150 15.94 49 150 15.94 49 150 15.94 49 150 15.94 49 150 15.94 49 150 15.94 49 150 15.94 49	33 Municip 34 Poland 35 Rockland 36 North Yarmouth	Androscoggin Knox Cumberland	Census Population 5376 7297 3568	Peak Po Seasonal Char Population (% 8000 8200 8400 1	Info 49% Town Office(?) 12% Town Office*** 36% Town Clerk(?)	666,750,000 792,050,000 451,550,000	124,023.44 108,544.61 126,661.99	13.40 18.78 13.12	22 3 101 2 7	diem 23 24 41	Payroll 1,201,200 3,356,756 479,000	Salary 73,500 80,000	Experience	Treasurer 51,700	Experience 4.00	/ payroll 42,993	Clerk E 43,492 50,000 59,202	30.00 20.00	Collector	31,000 30,557	Administrator 31,574 18,094	Officer 50,000 55,000 43,388	Experience 10.00	Director 50,900 67,000 51,542	4.00 11.00	Foreman 45,073	Operator 35,942 39,104 41,496	51,700 66,000 4,000	Experience 13.00 8.00	dic	Secretary 45,427 40,000		Clerk 42,848 31,200
40 Reymond Cumberland 4346 12000 171% Town Cleft 1,085,2000 129,675,33 104 0 16 88 1,039,225 94,151 30.0 7,085 1,000 129,675,33 104 33,70 129 30,000 129,675,30 108 50,000 119,755,30 100	33 Municip 34 Poland 35 Rockland 36 North Yarmouth 37 Topsham	Androscoggin Knox Cumberland Sagadahoc	Census Population 5376 7297 3568 8784	Peak Po Seasonal Char Population (% 8000 8200 8400 1 8784	Info 49% Town Office(?) 12% Town Office*** 36% Town Clerk(?) 0% Town Office	666,750,000 792,050,000 451,550,000 837,800,000	124,023.44 108,544.61 126,661.99 95,377.96	13.40 18.78 13.12 16.15	22 3 101 2 7 5 55	diem 23 24 41 90	Payroll 1,201,200 3,356,756 479,000 2,951,176	Salary 73,500 80,000 92,996	Experience	Treasurer 51,700 67,000	Experience 4.00 6.00	/ payroll 42,993	Clerk E 43,492 50,000 59,202 53,164	30.00 20.00 25.00	Collector 42,000	31,000 30,557 24,674	Administrator 31,574 18,094	Officer 50,000 55,000 43,388 49,504	10.00 6.50	Director 50,900 67,000 51,542 65,000	e 4.00 11.00 17.00	45,073 46,612	Operator 35,942 39,104 41,496 65,882	51,700 66,000 4,000 67,600	Experience 13.00 8.00	dic	Secretary 45,427 40,000 37,323	Admin	Clerk 42,848 31,200
41 Elsworth Hancock 7741 13000 68% Assessor 1,086 500,000 140,356 57 125 10 6 686,786 75,920 30.00 140,356 57 125 10 6 686,786 75,920 30.00 140,356 57 125 10 6 686,786 75,920 30.00 140,356 57 125 10 6 686,786 75,920 30.00 140,356 57 125 10 150,485 57 10 150,485 57	33 Municip 34 Poland 35 Rockland 36 North Yarmouth 37 Topsham 38 Buxton	Androscoggin Androscoggin Knox Cumberland Sagadahoc York	Census Population 5376 7297 3568 8784 8034	Peak Pop Seasonal Char Population (% 8000 8400 1 8784 9000	Info 49% Town Office(?) 12% Town Office*** 36% Town Clerk(?) 0% Town Office 12% Town Office) 666,750,000 792,050,000 0 451,550,000 e 837,800,000 756,550,000	124,023.44 108,544.61 126,661.99 95,377.96 94,168.53	13.40 18.78 13.12 16.15 10.30	22 3 101 2 7 5 55 0 35	diem 23 24 41 90 93	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459	Salary 73,500 80,000 92,996	0.00	Treasurer 51,700 67,000	Experience 4.00 6.00	/ payroll 42,993	Clerk E 43,492 50,000 59,202 53,164	30.00 20.00 25.00 25.00	Collector 42,000	31,000 30,557 24,674	Administrator 31,574 18,094	Officer 50,000 55,000 43,388 49,504	10.00 6.50 20.00	Director 50,900 67,000 51,542 65,000	e 4.00 11.00 17.00	45,073 46,612	Operator 35,942 39,104 41,496 65,882	51,700 66,000 4,000 67,600	Experience 13.00 8.00	dic	Secretary 45,427 40,000 37,323	Admin	Clerk 42,848 31,200
42 360	33 Municip 34 Poland 35 Rockland 36 North Yarmouth 37 Topsham 38 Buxton 39 Cape Elizabeth	Dality County Androscoggin Knox Cumberland Sagadahoc York Cumberland	Census Population 5376 729 3565 8784 8034 721	Peak Polysesonal Char Population (% 8 8000 8 8400 1 8 8784 9 9000 9000	Info 49% Town Office(?) 12% Town Office*** 36% Town Office 0% Town Office 12% Town Office 25% Town Clerk) 666,750,000 792,050,000 451,550,000 837,800,000 756,550,000 1,789,750,000	124,023.44 108,544.61 126,661.99 95,377.96 94,168.53 248,197.20	13.40 18.78 13.12 16.15 10.30 15.84	22 3 101 2 7 5 55 0 35 4 49	diem 23 24 41 90 93 150	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459	Salary 73,500 80,000 92,996	0.00 34.00	51,700 67,000 32,614	4.00 6.00 5.00	/ payroll 42,993 39,000	Clerk E 43,492 50,000 59,202 53,164 49,067	30.00 20.00 25.00 25.00 26.00	42,000 33,696	31,000 30,557 24,674 33,280	Administrator 31,574 18,094	Officer 50,000 55,000 43,388 49,504 39,253	10.00 6.50 20.00 14.00	50,900 67,000 51,542 65,000 50,731	4.00 11.00 17.00 3.00 33.00	45,073 46,612 40,892	Operator 35,942 39,104 41,496 65,882 43,035	51,700 66,000 4,000 67,600 49,920	Experience 13.00 8.00 0 3.00	dic 16.52	Secretary 45,427 40,000 37,323 39,520	Admin	Clerk 42,848 31,200 37,791
43 Gorham Cumberland 16381 17400 69% Town Clerk 1443;100000 875,4744 19.0 85 229 4,880,834 106,40 18.0 75,582 10.0 27,7846 19.0 19.0 15.9 19.0 17.5 19.0 19	33 Municip 34 Poland 35 Rockland 36 North Yarmouth 37 Topsham 38 Buxton	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland	Census Populatior 5376 7297 3568 8784 8034 7211	Feak Follows F	Info Info	666,750,000 792,050,000 451,550,000 837,800,000 756,550,000 1,789,750,000 1,063,200,000	124,023.44 108,544.61 126,661.99 95,377.96 94,168.53 248,197.20 239,675.38	13.40 18.78 13.12 16.15 10.30 15.84 10.40	22 3 101 2 7 5 55 0 35 4 49 0 16	diem 23 24 41 90 93 150 58	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325	Salary 73,500 80,000 92,996 94,151	0.00 0.00 34.00 30.00	Treasurer 51,700 67,000 32,614 74,776	4.00 6.00 5.00	/ payroll 42,993 39,000	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757	25.00 26.00 25.00 25.00 25.00 26.00 23.00	42,000 33,696 30,468	31,000 30,557 24,674 33,280 20,995	Administrator 31,574 18,094 combined	Officer 50,000 55,000 43,388 49,504 39,253 62,000	10.00 6.50 20.00 14.00 7.00	Director 50,900 67,000 51,542 65,000 50,731	e 4.00 11.00 17.00 3.00 33.00 17.00	45,073 46,612 40,892 41,600	Operator 35,942 39,104 41,496 65,882 43,035	51,700 66,000 4,000 67,600 49,920	Experience 13.00 8.00 0 3.00 0 3.00	dic 16.52	Secretary 45,427 40,000 37,323 39,520 43,017	Admin	Clerk 42,848 31,200 37,791 combined
48 Bridgen	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Hancock	Census Populatior 5376 7291 3565 8784 8034 7211 4443 7744	Feak Follows Feak Feak Follows	Info 12% Town Office(?) 12% Town Office*** 36% Town Office 12% Town	666,750,000 792,050,000 451,550,000 837,800,000 756,550,000 1,063,200,000 1,063,200,000 1,065,500,000 1,065,500,000 1,065,500,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,3 248,197,20 239,675,38 140,356,54 163,455,37	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25	22 3 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10	diem 23 24 41 90 93 150 58 6	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786	Salary 73,500 80,000 92,996 94,151 90,519 75,920	34.00 30.00 5.00 34.00	74,776 60,106	Experience 4.00 6.00 5.00 6.00 5.00	/ payroll 42,993 39,000 39,276 38,890 38,542	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00	42,000 33,696 30,468 37,285	31,000 30,557 24,674 33,280 20,995 33,164 32,032	Administrator 31,574 18,094 combined 33,799	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743	10.00 6.50 20.00 14.00 7.00 7.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993	4.00 11.00 17.00 3.00 33.00 17.00 0.00	45,073 46,612 40,892 41,600 43,173	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,875	Experience 13.00 18.00 19.00 1	dic 16.52	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320
40 Average 6,918 12,232 199% 996,897,500 158,483 13,64 47 74 2,378,569 88,625 22 61,212 6 40,111 48,574 20 37,441 31,099 50,510 11 62,762 13 42,667 37,319 63,672 38,787 18,78	33 Municig 34 Poland 35 Rockland 36 North Yarmoutf 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymod 41 Elisworth 42 Casco 43 Gorham	Androscoggin Androscoggin Knox Cumberland Sagadahoc York Cumberland Hancock Cumberland Hancock Cumberland	Census Population 5376 7297 3568 8784 8034 7211 4436 7744 3744 1638	Feak Foj	Info 49% Town Office(?) 12% Town Office*** 35% Town Clerk(?) 0% Town Office 12% Town Office 12% Town Clerk 71% Town Office 88% Assessor 01% website 6% Town Clerk	666,750,000 792,050,000 451,550,000 2 756,550,000 1,789,750,000 1,063,200,000 1,086,500,000 6 11,650,000 1,432,100,000	124,023,44 108,544.61 126,661.99 95,377.96 94,168.53 248,197.20 239,675.38 140,356.54 163,455.37 87,424.46	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30	22 3 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85	diem 23 24 41 90 93 150 58 5 6 229	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840	34.00 30.00 34.00 30.00 5.00 34.00 18.00	75,582	5.00 6.00 5.00 5.00	/ payroll 42,993 39,000 39,276 38,890 38,542	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213	25.00 23.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00	42,000 33,696 30,468 37,285 27,846	31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854	Administrator 31,574 18,094 combined 33,799	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743	10.00 6.50 20.00 14.00 7.00 7.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00	45,073 46,612 40,892 41,600 43,173 45,968	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,875 82,602	Experience 13.00 8.00 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	16.83 14.47 26.00	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320
Raymond Variance	33 Municip 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland Hancock Cumberland Cumberland Cumberland	Census Populatior 5376 7297 3568 8784 8034 7211 4436 7744 3744 1638	Feak Fro Char Population (% 8000 8200 8400 1 8784 9000 9000 1 13000 2 15000 3 17400 1	Info 49% Town Office(?) 22% Town Office*** 36% Town Clerk(?) 0% Town Office 25% Town Office 25% Town Office 80% Assessor 01% website 6% Town Clerk 47% Town Clerk 47% Town Clerk 47% Town Clerk	666,750,000 792,050,000 451,550,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 611,650,000 611,650,000 1,443,700,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	22 3 101 2 7 5 55 0 35 4 49 0 16 6 83 6 10 0 85 0 71	diem 23 24 41 90 93 150 58 5 6 229	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779	92,996 94,151 90,519 75,920 106,840 103,747	34.00 30.00 30.00 5.00 34.00 18.00 25.00	74,776 60,106 75,582 87,029	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936	25.00 23.00 25.00 25.00 25.00 26.00 23.00 7.00 1.00 14.00	42,000 33,696 30,468 37,285 27,846	31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520	4.00 11.00 17.00 3.00 33.00 17.00 0.00 8.00 15.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,875 82,602 76,310	Experience 13.00 13.00 13.00 1.00 1.00 19.00	16.83 14.47 26.00 15.96	Secretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
48	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland Hancock Cumberland Cumberland Cumberland	Census Population 5376 7299 3568 8784 8034 7211 4436 7744 1638 5233 5236	Feak Fro Char	Info 49% Town Office(*) 12% Town Office** 36% Town Office **Town Office 25% Town Office 25% Town Office 68% Assesor 01% website 6% Town Clerk 44% Town Clerk 44% Town Clerk 44% Town Office 6% Town Office	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336	92,996 94,151 90,519 75,920 106,840 103,747 79,955	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	42,000 33,696 30,468 37,285 27,846 53,351	31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,878 82,602 76,310	Experience 13.00	16.83 14.47 26.00 15.96	Secretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
The flue des camps	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Euxton 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 45 Revage	Androscoggin Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Cumberland Cumberland	Census Population 5376 7299 3568 8784 8034 7211 4436 7744 1638 5233 5236	Feak Fro Char	Info 49% Town Office(*) 12% Town Office** 36% Town Office **Town Office 25% Town Office 25% Town Office 68% Assesor 01% website 6% Town Clerk 44% Town Clerk 44% Town Clerk 44% Town Office 6% Town Office	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 1.00 2.25.00 1.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
50 (2) Answered, but acknowledged just guessing	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Euxton 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 45 Revage	Androscoggin Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Cumberland Cumberland	Census Population 5376 7299 3568 8784 8034 7211 4436 7744 1638 5233 5236	Feak Fro Char	Info 49% Town Office(*) 12% Town Office** 36% Town Office **Town Office 25% Town Office 25% Town Office 68% Assesor 01% website 6% Town Clerk 44% Town Clerk 44% Town Clerk 44% Town Office 6% Town Office	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 1.00 2.25.00 1.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
51 Ser Decining the answer because they did not know	33 Municig 34 Poland 35 Rockland 36 North Yarmoutt 37 Topsham 39 Buxton 39 Cape Elizabeth 40 Raymond 41 Ellsworth 42 Casco 43 Gortham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian	Androscoggin Androscoggin Knox Cumberland Sagadahoc York Cumberland Hancock Cumberland Hancock Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland	Census Population 5376 7299 3568 8784 8034 7211 4436 7744 1638 5233 5236	Feak Fro Char	Info 49% Town Office(*) 12% Town Office** 36% Town Office **Town Office 25% Town Office 25% Town Office 68% Assesor 01% website 6% Town Clerk 44% Town Clerk 44% Town Clerk 44% Town Office 6% Town Office	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 1.00 2.25.00 1.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
Second Part	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 48 49 *Includes cam 40 **Includes cam 41 **Includes cam 42 **Includes cam 43 **Includes cam 44 **Includes cam 45 **Includes cam 46 **Includes cam 47 **Includes cam 48 *	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Cumberland Cumberland Hancock Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland	Census Populatior 5376 7299 3566 8784 8034 7211 4436 7774 1638 5236 5231 6,918	Feak Fro Char	Info 49% Town Office(*) 12% Town Office** 36% Town Office **Town Office 25% Town Office 25% Town Office 68% Assesor 01% website 6% Town Clerk 44% Town Clerk 44% Town Clerk 44% Town Office 6% Town Office	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 1.00 2.25.00 1.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
56 Vars Experience is requested for Dept Heads on	33 Municig 34 Poland 35 Rockland 36 North Yarmoutt 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 *Includes cam 50 (?) Answerd, (?)	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Cumberland Cumberland Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland	Census Populatior 5376 7299 3566 878-8 803-7211 4433 7744 1638 5233 5211 6,911	Feak Fro Char Population Char Population (% 8 8000 8 8400 1 8 784 9 9000 9 9000 1 13000 1 15000 3 17400 18000 2 12,232 1 V	Info 49% Town Office(*) 49% Town Office(*) 20% Town Office** 38% Town Clerk(*) 0% Town Office 25% Town Office 68% Town Office 68% Assessor 01% website 6% Town Clerk 44% Town Clerk 44% Town Office* 09%	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 1.00 2.25.00 1.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
56 Vars Experience is requested for Dept Heads on	33 Municig 34 Poland 35 Rockland 36 North Yarmoutt 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 *Includes cam 50 (?) Answerd, 6)	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Cumberland Cumberland Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland	Census Populatior 5376 7299 3566 878-8 803-7211 4433 7744 1638 5233 5211 6,911	Feak Fro Char Population Char Population (% 8 8000 8 8400 1 8 784 9 9000 9 9000 1 13000 1 15000 3 17400 18000 2 12,232 1 V	Info 49% Town Office(*) 49% Town Office(*) 20% Town Office** 38% Town Clerk(*) 0% Town Office 25% Town Office 68% Town Office 68% Assessor 01% website 6% Town Clerk 44% Town Clerk 44% Town Office* 09%	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 1.00 2.25.00 1.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
56 Vars Experience is requested for Dept Heads on	33 Municig 34 Poland 35 Rockland 36 North Yarmoutt 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 *Includes cam 50 (?) Answerd, 6)	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Cumberland Cumberland Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland	Census Populatior 5376 7299 3566 878-8 803-7211 4433 7744 1638 5233 5211 6,911	Feak Fro Char Population Char Population (% 8 8000 8 8400 1 8 784 9 9000 9 9000 1 13000 1 15000 3 17400 18000 2 12,232 1 V	Info 49% Town Office(*) 49% Town Office(*) 20% Town Office** 38% Town Clerk(*) 0% Town Office 25% Town Office 68% Town Office 68% Assessor 01% website 6% Town Clerk 44% Town Clerk 44% Town Office* 09%	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 1.00 2.25.00 1.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
Per Diem employees not eligible for benefits	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 *Includes cam 50 (?) Answered, It 51 ** Declined to 52 **** Does not inc 53	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Cumberland Cumberland Cumberland Hancock Cumberland Cumberland Cumberland Cumberland Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland	Census Populatior 5376 729:30 3566 878-803-3566 774-1 4436 774-1 5236 5236 5216 6,911	Feak Fro Char Population Char Population (% 8 8000 8 8400 1 8 784 9 9000 9 9000 1 13000 1 15000 3 17400 18000 2 12,232 1 V	Info 49% Town Office(*) 49% Town Office(*) 20% Town Office** 38% Town Clerk(*) 0% Town Office 25% Town Office 68% Town Office 68% Assessor 01% website 6% Town Clerk 44% Town Clerk 44% Town Office* 09%	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 2.25.00 1.00 2.31.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
BWW Notes: All data obtained from: Compensation+Benefits Study. Both Pop + Val incl 20-mile radius.xls Averages only calculated if there were more than 6 day For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position Expression of the sum of the compensation of the sum of the compensation of the compe	33 Municip 34 Poland 35 Rockland 36 North Yarmoutt 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Elisworth 43 Gorman 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 ** Includes cam 50 (?) Answered, b 51 ** - Declined to 52 *** Does not inc 53 54 55 5012-2013 Budg 55 57 58 58 58 58 58 58 58 58 58 58 58 58 58	Androscoggin Knox Cumberland Sagadahoc York Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Cumberland Cumberland Cumberland Hancock Cumberland H	Census Populatior 5376 7299 3566 8784 8034 7721 4434 4434 1538 5231 6,918 guessing did not knowho attend fe	Feak Fro Char Seasonal Population (% 8 8000 7 8 2200 6 8 400 1 4 9000 9000 5 12000 1 13000 2 15000 3 17400 6 18000 2 2 00000 2 3 12,232 1 v v stivals during the st	Info 49% Town Office(*) 49% Town Office(*) 20% Town Office** 38% Town Clerk(*) 0% Town Office 25% Town Office 68% Town Office 68% Assessor 01% website 6% Town Clerk 44% Town Clerk 44% Town Office* 09%	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 2.25.00 1.00 2.31.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
Averages only calculated if there were more than 6 da	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 *Includes cam 50 (?) Answered, E. 51 *** - Declined to 52 *** Does not inc 53 54 55 2012-2013 Budg 56 Years Experien	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Cumberland Hancock Cumberland Comberland Com	Census Population 5374 7299 3566 878-8 803-9 7211 4433 7744 1638 5231 5211 6,918 guessing did not knowho attend fe	Feak Fro Char Seasonal Population (% 8 8000 7 8 2200 6 8 400 1 4 9000 9000 5 12000 1 13000 2 15000 3 17400 6 18000 2 2 00000 2 3 12,232 1 v v stivals during the st	Info 49% Town Office(*) 49% Town Office(*) 20% Town Office** 38% Town Clerk(*) 0% Town Office 25% Town Office 68% Town Office 68% Assessor 01% website 6% Town Clerk 44% Town Clerk 44% Town Office* 09%	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 2.25.00 1.00 2.31.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
Averages only calculated if there were more than 6 dal	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 *Includes cam 50 (?) Answered, E. 51 *** - Declined to 52 *** Does not inc 53 54 55 2012-2013 Budg 56 Years Experien	Androscoggin Knox Cumberland Sagadahoc York Cumberland Cumberland Cumberland Hancock Cumberland Comberland Com	Census Population 5374 7299 3566 878-8 803-9 7211 4433 7744 1638 5231 5211 6,918 guessing did not knowho attend fe	Feak Fro Char Seasonal Population (% 8 8000 7 8 2200 6 8 400 1 4 9000 9000 5 12000 1 13000 2 15000 3 17400 6 18000 2 2 00000 2 3 12,232 1 v v stivals during the st	Info 49% Town Office(*) 49% Town Office(*) 20% Town Office** 38% Town Clerk(*) 0% Town Office 25% Town Office 68% Town Office 68% Assessor 01% website 6% Town Clerk 44% Town Clerk 44% Town Office* 09%	666,750,000 792,050,000 792,050,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,1432,100,000 1,443,700,000 1,032,250,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 239,675,38 140,356,54 163,455,37 87,424,46 275,778,41 198,128,60	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 2.25.00 1.00 2.31.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
62 Raymond Variance significantly above average (>20%)	33 Municig 34 Poland 35 Rockland 36 North Yarmoutf 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Ellsworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 *Includes cam 50 (?) Answered, t 51 **- Declined to 52 *** Does not inc 53 54 55 2012-2013 Budg 56 Years Experien 57 Per Diem empl 58	Androscoggin Androscoggin Knox Cumberland Sagadahoc York Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Comberland Comberl	Census Populatior 5374 729: 3568 878- 803- 721: 4433 1638 5231 6,918 6,918 f guessing did not know who attend fe	Feak Fro Char Seasonal Char Population (% 8 8000 8 8000 8 8400 1 8 784 9 9000 9 9000 13000 13000 15000 3 17400 188000 2 2 0 20000 2 3 12,232 1 Vestivals during the st	Info 49% Town Office(?) 49% Town Office(*) 49% Town Office(*) 36% Town Clerk(*) 9% Town Office 12% Town Office 12% Town Office 12% Town Office 68% Assessor 6% Town Clerk 44% Town Clerk 44% Town Office 99%	666,750,000 792,050,000 451,550,000 837,800,000 756,550,000 1,769,750,000 1,769,750,000 1,106,500,000 611,650,000 611,650,000 1,432,100,000 1,432,100,000 1,432,700,000 1,432,700,000 1,432,700,000	124,023,44 108,544,61 126,661,99 95,377,96 94,168,33 248,197,20 239,675,38 140,356,54 163,455,37 87,424,64 275,778,41 198,128,60 158,483	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60	0 22 8 101 2 7 5 55 0 35 4 49 0 16 5 83 5 10 0 85 0 71	diem 23 24 41 90 93 150 58 6 229 8 161	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 2.25.00 1.00 2.31.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
	33 Municig 34 Poland 35 Rockland 36 North Yarmoutf 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Ellsworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 *Includes cam 50 (?) Answered, t 51 **- Declined to 52 *** Does not inc 53 54 55 2012-2013 Budg 56 Years Experien 57 Per Diem empl 58	Androscoggin Androscoggin Knox Cumberland Sagadahoc York Cumberland Hancock Cumberland Cumberland Cumberland Cumberland For Cumberland Comberland Comberla	Census Populatior 5376 7299 3566 8784 8034 7721 4434 4434 1638 5231 6,918 guessing did not knowho attend for the company of th	Feak Fro Char Seasonal Population (% 8000 8200 8200 8200 8200 8200 9000 13000 13000 13000 13000 13000 2 15000 3 17400 12,332 1 1	Info 49% Town Office(?) 49% Town Office(*) 36% Town Office** 36% Town Office 12% Town Office 25% Town Office 68% Town Office 68% Assessor 10% Town Office 6% Town Office 6% Town Office 70% Town Office 6% Town Office 9% Town Office* 10% Town Office 10% Tow	666,750,000 792,050,000 451,550,000 837,800,000 756,550,000 1,789,750,000 1,086,500,000 1,086,500,000 1,432,100,000 1,432,100,000 1,032,250,000 1,032,	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 248,197,20 36,675,38 410,356,54 163,455,37 87,424,46 275,778,41 198,128,40 158,483	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60 12.70	22 2 7 7 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	diem	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569 -56,3%	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 2.25.00 1.00 2.31.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
63 "Kaymond variance signincantity below average (2-21%)	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 *Includes cam 50 (?) Answered, E. 51 *** Declined to 52 *** Does not inc 53 55 2012-2013 Budg 56 Years Experien 57 Per Diem empl 58 59 BWW Note 60 61	Androscoggin Androscoggin Knox Cumberland Sagadahoc York Cumberland Hancock Cumberland Cumberland Cumberland Cumberland For Cumberland Comberland Comberla	Census Population 5376 7299 3566 878-8 8034 7711 4433 4433 541 1638 5231 5210 6,911 I guessing did not know ho attend fe one consense of the	Feak Fro Seasonal Char Population Page	Info	666,750,000 792,050,000 481,550,000 837,800,000 756,550,000 1,063,200,000 1,103,200,000 1,103,200,000 1,132,100,000 1,143,700,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,100,000 1,100,	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 248,197,20 36,675,38 410,356,54 163,455,37 87,424,46 275,778,41 198,128,40 158,483	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60 12.70	22 2 7 7 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	diem	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569 -56,3%	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 2.25.00 1.00 2.31.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415
	33 Municig 34 Poland 35 Rockland 36 North Yarmout 37 Topsham 38 Buxton 39 Cape Elizabeth 40 Raymond 41 Elisworth 42 Casco 43 Gorham 44 Bar Harbor 45 Bridgton 46 Average 47 Raymond Varian 48 49 ** Includes cam 50 (?) Answered, b 51 ** - Declined to 52 **** Does not inc 53 46 57 Per Diem empl 58 59 BWW Note 60 61	Androscoggin Androscoggin Knox Cumberland Sagadahoc York Cumberland Hancock Cumberland Cumberland Cumberland Cumberland For Cumberland Comberland Comberla	Census Population 5376 729: 3566 8784 8034 7711 4434 1638 5231 5211 6,911 t guessing did not know ho attend for the company on the company on the company of the company o	Feak Fro Char	Info 49% Town Office(?) 12% Town Office(*) 25% Town Office** 36% Town Office 25% Town Office 25% Town Office 88% Assessor 10% Town Office 80% Town Office 80% Town Office 90% Town Office 90% Town Office 10% Website 90% Town Office* 10% Town Office* 10% Website 10% Town Office* 1	666,750,000 792,050,000 451,550,000 837,800,000 756,550,000 1,983,750,000 1,083,200,000 1,186,500,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,000,000 1,000,000 1,	124,023,44 108,544,61 126,661,99 95,377,96 94,168,53 248,197,20 248,197,20 36,675,38 410,356,54 163,455,37 87,424,46 275,778,41 198,128,40 158,483	13.40 18.78 13.12 16.15 10.30 15.84 10.40 14.85 12.25 16.30 9.60 12.70	22 2 7 7 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	diem	Payroll 1,201,200 3,356,756 479,000 2,951,176 2,075,459 1,039,325 3,781,609 686,786 4,880,834 4,025,779 1,686,336 2,378,569 -56,3%	Salary 73,500 80,000 92,996 94,151 90,519 75,920 106,840 103,747 79,955 88,625	34.00 30.00 5.00 34.00 18.00 25.00 30.00	74,776 60,106 75,582 87,029 40,892 61,212	5.00 6.00 5.00 5.00 1.00 16.00	/ payroll 42,993 39,000 39,276 38,890 38,542 41,964	Clerk E 43,492 50,000 59,202 53,164 49,067 44,757 46,000 38,542 50,213 61,936 37,939 48,574	25.00 25.00 25.00 25.00 25.00 26.00 23.00 7.00 25.00 1.00 14.00 22.00	33,696 30,468 37,285 27,846 53,351 37,441	Clerk 31,000 30,557 24,674 33,280 20,995 33,164 32,032 35,854 36,192 33,238 31,099	Administrator	Officer 50,000 55,000 43,388 49,504 39,253 62,000 54,743 47,794 55,660 47,756 50,510	10.00 6.50 20.00 14.00 7.00 7.00 1.00 12.00 17.00	Director 50,900 67,000 51,542 65,000 50,731 64,443 75,000 42,993 85,529 82,520 54,724 62,762	4.00 11.00 17.00 3.00 33.00 17.00 0.00 0.00 8.00 15.00 35.00	45,073 46,612 40,892 41,600 43,173 45,968 44,096 33,924 42,667	Operator 35,942 39,104 41,496 65,882 43,035 35,256 39,171 1,546 39,624 32,136 37,319	51,700 66,000 4,000 67,600 49,920 52,000 63,240 4,876 82,602 76,310 12,150	Experience 13.00 8.00 3.00 1.00 2.25.00 1.00 2.31.00 2.31.00	16.83 14.47 26.00 15.96	\$ecretary 45,427 40,000 37,323 39,520 43,017 36,726 30,732 37,627 38,797	Admin	Clerk 42,848 31,200 37,791 combined 32,843 14,320 38,415

Property New Pro																									1			***		1	
Control Cont	1 Full List Sortes	by Valuation	n C	D	E	F G	н	-	R	S	1	U	V	W	Х	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	Al	AJ	AK	AL	AM A	N AO AP
The content of the	1 un List Softet	by varuation	1				#PT/pe	r Total Gross	Manager	Years	Director /	Years	Bookkeeper	Town	Years	Tax	Counter	G.A.	Enforcement	Years	Works	Experienc	Works	Equip.		Years	FF/Parame	Exec	Website	Assessing	
Second	2 Municipalit	County	Population	Valuation	Val Per Capita	Mill Rate #F					Treasurer			Clerk	Experience	Collector				Experience					Fire Chief	Experience	dic	Secretary	Admin	Clerk	
Secondary Seco		Androscoggin					16 4	761,897	61,900	7.00	44,512	16.00							39,020	4.00	46,092	16.00			2,704	15.00	10.00			35,547	
Column C	4 Durham						4			13.00	44,137	25.00			28.00																
No. Columns Section																		2,496			38,792				4,500						
No. Col. C								**	69,212				39,291										41,620				15.55	26,416			
No. Canada St.									72.075	25.00			20 126										25 172				10.00				
Control Cont							18							30,431	33.00		20,200									5.00					
Delicate Control Con							10							38,542	25.00		32,032		50,510	7.00			11,771	55,656		0.00	0.00			14,320	
Decimal Control Cont	11 Poland						22 2				51,700	4.00					,	31,574	50,000					35,942		13.00	16.52	45,427		42,848	
1 Septem	12 Buxton	York	8034	756,550,000	94,169	10.30	35 9				32,614	5.00		49,067	25.00	33,696					50,731	3.00	40,892	43,035	49,920	3.00		39,520			
Declaration The Second Th	13 Rockland									0.00	67,000	6.00	39,000		20.00	42,000		18,094		10.00		11.00				8.00					
														53,164																37,791	
Declaration Section																		4,124					42,369				17.95	49,994	21,099		
										20.00		15.00	23,180		25.00			E 457		15.00		40.00	22 522			2.00		27.4/1		12 520	
Personal Members 14										30.00		7.00			22.00					17.00		35.00				31.00	10.00				
													39,276			30,468										31.00			combined		
2 Composition 1 Compos							83																			1.00					
20 Marchan	21 Gorham						85 22																								
Workshorn Cumberland 7901 Machine 1901 Machin	22 Bar Harbor	Hancock	5235	1,443,700,000	275,778	9.60	71																								
Second Authors Second	23 Cape Elizabeth																														
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																81,588													47,112		
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Name Section		Averages	8114	1,033,102,083	147,038	14.23	55 6	2,634,962	83,095	19	61,454	12	43,498	47,587	20	45,744	32,563	27,566	46,678	11	62,762	16	43,270	36,570	65,182	14	16.11	39,641		32,914	
No. Markingslay Causay Population	28 Raymond Variance							-60.6%	13.3%		21.7%		-9.7%	-5.9%		-33.4%	-35.5%		32.8%		2.7%							8.5%			
Manufaction	29																						amo	unts und	er \$20,000 v	vere omitte	1				
Ministry	30 Narrowed List	Sorted by Val	luation																												
20 New Coancesient Camberland 552 680,550,000 88,674 129 10 0 685,000 75,000 67,000 10 10 685,000 75,000 10 10 10 10 10 10 10																															
38 Co. Cumberland 372 2 11,850,000 153,45 122 5 10 0 6 86,76 75.90 30.00 1 4,70	31		T	Malantin .	V.IR. C	ACII D. I. SE	#PT/pe																		Fig. Cl.: (
Seption Androscoggin 5376 6667-70,000 124,022 134 134 22 23 1,201,200 73,500 13,704 13,000 1			Population				#PT/pe	Payroll	Salary	Experience			/ payroll						Officer	Experience	Director	e	Foreman C	perator		Experience	dic				
88 BoxLohn Vork 8834 785-55,000 94,169 10.30 83 95 2075-559	32 New Gloucester	Cumberland	Population 5542	480,350,000	86,674	12.95	#PT/pe T diem 18	Payroll 7 832,000	Salary 68,619	Experience 3.00			/ payroll 45,656	Clerk	Experience		Clerk		Officer	Experience	Director 57,054	e 6.00	Foreman C	perator	54,371	Experience	dic			Clerk	
97 Top-barham Sagadahoc 8784 887,860,000 95,378 16.15 85 99 2.951,177.75 87.590 55.16	32 New Gloucester 33 Casco	Cumberland Cumberland	Population 5542 3742	480,350,000 611,650,000	86,674 163,455	12.95 12.25	18 10	Payroll 7 832,000 6 686,786	Salary 68,619 75,920	Experience 3.00	Treasurer	Experience	/ payroll 45,656 38,542	Clerk 38,542	Experience 25.00		Clerk	Administrator	Officer 58,510	Experience	Director 57,054 42,993	e 6.00 0.00	Foreman C	33,030	54,371 4,875	Experience 5.00	dic 8.00	Secretary		Clerk 14,320	
Secondary Cumberland 145 1955,000 14,988 15,48 33 39 1,877,375 87,580 55,005 14,988 15,489 14,580 1	32 New Gloucester	Cumberland Cumberland Androscoggin	Population 5542 3742 5376	480,350,000 611,650,000 666,750,000	86,674 163,455 124,023	12.95 12.25 13.40	18 10 22 2	Payroll 7 832,000 6 686,786 23 1,201,200	Salary 68,619 75,920	Experience 3.00	Treasurer 51,700	Experience 4.00	/ payroll 45,656 38,542	Clerk 38,542 43,492	25.00 30.00	Collector	Clerk 32,032	Administrator	Officer 58,510 50,000	Experience 9.00	Director 57,054 42,993 50,900	e 6.00 0.00 4.00	Foreman C 41,974	33,030 35,942	54,371 4,875 51,700	5.00 13.00	dic 8.00	Secretary 45,427		Clerk 14,320	
39 y	32 New Gloucester 33 Casco 34 Poland	Cumberland Cumberland Androscoggin York Knox	Population 5542 3742 5376 8034 7297	480,350,000 611,650,000 666,750,000 756,550,000 792,050,000	86,674 163,455 124,023 94,169 108,545	12.95 12.25 13.40 10.30 18.78 1	18 10 22 2 35 9	Payroll 7 832,000 6 686,786 23 1,201,200 33 2,075,459 44 3,356,756	Salary 68,619 75,920 73,500 80,000	3.00 34.00	51,700 32,614	4.00 5.00	/ payroll 45,656 38,542 42,993	38,542 43,492 49,067 50,000	25.00 30.00 25.00	Collector	32,032 33,280 31,000	Administrator 31,574 18,094	Officer 58,510 50,000 39,253 55,000	Experience 9.00 20.00	Director 57,054 42,993 50,900 50,731 67,000	e 6.00 0.00 4.00 3.00	Foreman C 41,974 40,892	33,030 35,942 43,035 39,104	54,371 4,875 51,700 49,920 66,000	5.00 13.00 3.00	dic 8.00	45,427 39,520 40,000		Clerk 14,320 42,848 31,200	
46 Cockport Knox 330 1,002250,000 300,976 1221 29 35 1,450,738 89,655 49,912 48,1010 13,102 25,000 198,129 1,102 2	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham	Cumberland Cumberland Androscoggin York Knox Sagadahoc	Population 5542 3742 5376 8034 7297 8784	480,350,000 611,650,000 666,750,000 756,550,000 792,050,000 837,800,000	86,674 163,455 124,023 94,169 108,545 95,378	12.95 12.25 13.40 10.30 18.78 1 16.15	18 10 22 2 35 9 01 2 55 9	Payroll 7 832,000 6 686,786 23 1,201,200 03 2,075,459 24 3,356,756 00 2,951,176	Salary 68,619 75,920 73,500 80,000 92,996	3.00 34.00	51,700 32,614 67,000	4.00 5.00	/ payroll 45,656 38,542 42,993	38,542 43,492 49,067 50,000	25.00 30.00 25.00	Collector	32,032 33,280 31,000 24,674	Administrator 31,574 18,094	Officer 58,510 50,000 39,253 55,000 49,504	Experience 9.00 20.00	Director 57,054 42,993 50,900 50,731 67,000 65,000	e 6.00 0.00 4.00 3.00	40,892 45,073 46,612	35,942 43,035 39,104 65,882	54,371 4,875 51,700 49,920 66,000 67,600	5.00 13.00 3.00	dic 8.00	45,427 39,520 40,000 37,323	Admin	Clerk 14,320 42,848 31,200	
48 Findsor Cumberland S210 1,022,250,000 198,129 1270 30 161 1,086,326 79,955 30.00 40,992 700 37,295 20.00 32,206 12,150 31.00 10.00 37,076 20.00 10.	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray	Cumberland Cumberland Androscoggin York Knox Sagadahoc Cumberland	Population 5542 3742 5376 8034 7297 8784 7761	480,350,000 611,650,000 666,750,000 756,550,000 792,050,000 837,800,000 891,800,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908	12.95 12.25 13.40 10.30 18.78 1 16.15 15.45	18 10 22 2 35 9 01 2 55 9 33 3	Payroll 7 832,000 6 686,786 23 1,201,200 30 2,075,459 24 3,356,756 40 2,951,176 30 1,877,375	Salary 68,619 75,920 73,500 80,000 92,996 87,550	3.00 34.00 0.00	51,700 32,614 67,000 55,105	4.00 5.00 6.00	/ payroll 45,656 38,542 42,993 39,000	38,542 43,492 49,067 50,000 53,164	25.00 30.00 25.00 20.00	Collector	32,032 33,280 31,000 24,674 37,731	31,574 18,094 4,124	Officer 58,510 50,000 39,253 55,000 49,504 53,560	9.00 20.00 10.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127	e 6.00 0.00 4.00 3.00 11.00	40,892 45,073 46,612	35,942 43,035 39,104 65,882 36,171	54,371 4,875 51,700 49,920 66,000 67,600 65,137	5.00 13.00 3.00 8.00	dic 8.00	45,427 39,520 40,000 37,323	Admin	Clerk 14,320 42,848 31,200	
42 Mymord Cumberland 448 1,063,200,000 129,675 1040 16 58 1,099,225 94,181 30.00 74,776 6.00 39,26 44,77 23.00 30,468 20,99 combined Cumberland 16,81 1,482,100,000 140,387 1485 83 5 3,781,690 90,519 90,519 90,519 18,88 34 5 3,781,69 90,519 18,88 34 18,00 18,	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay	Cumberland Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin	Population 5542 3742 5376 8034 7297 8784 7761 4851	480,350,000 611,650,000 666,750,000 756,550,000 792,050,000 837,800,000 891,800,000 955,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970	12.95 12.25 13.40 10.30 18.78 1 16.15 15.45 13.45	18 10 22 23 35 9 01 2 55 9 33 33 34 5	Payroll 7 832,000 6 686,786 23 1,201,200 33 2,075,459 60 2,951,176 60 1,877,375 67 1,866,949	Salary 68,619 75,920 73,500 80,000 92,996 87,550 65,575	3.00 34.00 0.00	51,700 32,614 67,000 55,105 46,361	4.00 5.00 6.00	/ payroll 45,656 38,542 42,993 39,000	Sa,542 43,492 49,067 50,000 53,164 46,361	25.00 30.00 25.00 20.00	Collector	32,032 33,280 31,000 24,674 37,731 36,586	31,574 18,094 4,124	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180	9.00 20.00 10.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575	e 6.00 0.00 4.00 3.00 11.00	40,892 45,073 46,612 42,369	33,030 35,942 43,035 39,104 65,882 36,171 42,016	54,371 4,875 51,700 49,920 66,000 67,600 65,137 5,000	5.00 13.00 3.00 8.00	dic 8.00	45,427 39,520 40,000 37,323 49,994	Admin	14,320 42,848 31,200 37,791	
Elloworth Hancock 774 1,085,500,000 140,337 14,85 83 3,781,609 90,519 50,0 60,106 5,00 38,809 46,000 70,0 37,285 33,164 33,799 54,743 70,0 75,000 0.00 43,173 39,171 63,240 10,0 30,732 32,843 10,840 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 10,0 278,789 10,0 278	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport	Cumberland Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox	Population 5542 3742 5376 8034 7297 8784 7761 4851 3330	480,350,000 611,650,000 666,750,000 756,550,000 792,050,000 837,800,000 891,800,000 955,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976	12.95 12.25 13.40 10.30 18.78 1 16.15 15.45 13.45 12.21	18 10 22 22 23 35 9 01 2 55 9 33 34 5 59 9 33 34 5 9 35 9 35 9 35 9 35 9 35 9 35 9 35 9 35 9 35 9 36 37 37 37 37 37 37 37 37 37 37	Payroll 7 832,000 6 686,786 33 1,201,200 33 2,075,459 24 3,356,756 60 2,951,776 57 1,866,949 35 1,493,783	Salary 68,619 75,920 73,500 80,000 92,996 87,550 65,575 89,655	8.00 34.00 0.00 0.00 20.00	51,700 32,614 67,000 55,105 46,361 49,912	4.00 5.00 6.00	/ payroll 45,656 38,542 42,993 39,000	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010	25.00 30.00 25.00 20.00 25.00	Collector	32,032 33,280 31,000 24,674 37,731 36,586 31,762	31,574 18,094 4,124 5,456	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307	20.00 10.00 15.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452	e 6.00 0.00 4.00 3.00 11.00	40,892 45,073 46,612 42,369 33,523	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634	54,371 4,875 51,700 49,920 66,000 67,600 65,137 5,000 52,270	Experience 5.00 13.00 3.00 8.00 2.00	dic 8.00 16.52	45,427 39,520 40,000 37,323 49,994 37,461	Admin	14,320 42,848 31,200 37,791	
46 Gordam Cumberland 1638 1.432.100,000 87.424 16.30 85 229 4.880,834 106.464 13.00 75.582 10.0 41.904 50.213 1.00 27.846 35.854 47.794 1.00 85.529 8.00 45.968 1.546 82.00 25.00 30.732 38.415 47.794 1.00 1.789.750,000 2.789 1.00 1.789.750,000 2.889.778 1.00 1.789.750,000 2.889.778 1.00	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton	Cumberland Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland	Population 5542 3742 5376 8034 7297 8784 7761 4851 3330 5210	480,350,000 611,650,000 666,750,000 756,550,000 792,050,000 837,800,000 955,500,000 1,002,250,000 1,032,250,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129	12.95 12.25 13.40 10.30 18.78 1 16.15 15.45 13.45 12.21 12.70	18	Payroll 7 832,000 6 686,786 23 1,201,200 33 2,075,459 24 3,356,756 00 2,951,176 10 1,877,375 7 1,866,949 55 1,493,783 61 1,686,336	Salary 68,619 75,920 73,500 80,000 92,996 87,550 65,575 89,655 79,955	20.00 30.00 34.00	51,700 32,614 67,000 55,105 46,361 49,912 40,892	4.00 5.00 6.00 15.00	/ payroll 45,656 38,542 42,993 39,000 23,180	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939	25.00 30.00 25.00 20.00 25.00 20.00	33,696 42,000	32,032 33,280 31,000 24,674 37,731 36,586 31,762 33,238	31,574 18,094 4,124 5,456 33,238	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756	20.00 10.00 17.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724	e 6.00 0.00 4.00 3.00 11.00 40.00	40,892 45,073 46,612 42,369 33,523 33,924	35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136	54,371 4,875 51,700 49,920 66,000 67,600 65,137 5,000 52,270 12,150	Experience 5.00 13.00 3.00 8.00 2.00	dic 8.00 16.52 17.95	45,427 39,520 40,000 37,323 49,994 37,461 37,627	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260	
48 BY Harbor Hancock 523 1,443,700,000 275,778 9,60 71 8 4,025,779 103,747 25.00 8,029 10.00 61,936 14.00 53.351 36,192 55,660 12.00 82,520 15.00 44,996 39,624 76,310 19.00 15.96 14.00 13.00 19.00 10.353 13.96 80 107 4,629,000 99,769 15.00 73,756 70.0 55,300 10.00 59,716 30,983 46,650 55,577 12.00 71,260 19.00 42,211 38,313 78,988 19.00 18.71 41,038 31,599 19.00 18.71 41,038 31,599 19.00 18.71 41,038 31,599 19.00 18.71 41,038 31,599 19.00 18.71 41,038 31,599 19.00 18.71 41,038 31,599 19.00 18.71 41,038 31,599 19.00 18.71 41,038 31,599 19.00 18.71 41,038 31,599 19.00 18.71 41,038 19.00 19	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond	Cumberland Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland	Population 5542 3742 5376 8034 7297 8784 7761 4851 3330 5210 4436	480,350,000 611,650,000 666,750,000 756,550,000 792,050,000 837,800,000 955,500,000 1,002,250,000 1,032,250,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675	12.95 12.25 13.40 10.30 18.78 1 16.15 15.45 13.45 12.21 12.70 10.40	18	Payroll 7 832,000 6 686,786 23 1,201,200 03 2,075,459 44 3,356,756 00 2,951,176 00 1,877,375 77 1,866,949 15 1,493,783 11 1,686,336 88 1,039,325	Salary 68,619 75,920 73,500 80,000 92,996 87,550 65,575 89,655 79,955	20.00 30.00 34.00 20.00 30.00 30.00	51,700 32,614 67,000 55,105 46,361 49,912 40,892 74,776	4.00 5.00 6.00 15.00 7.00 6.00	/ payroll 45,656 38,542 42,993 39,000 23,180	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757	25.00 30.00 25.00 20.00 25.00 20.00 25.00 25.00 25.00	33,696 42,000	32,032 33,280 31,000 24,674 37,731 36,586 31,762 33,238 20,995	31,574 18,094 4,124 5,456 33,238 combined	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000	20.00 10.00 15.00 17.00 7.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600	35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256	54,371 4,875 51,700 49,920 66,000 67,600 55,137 5,000 52,270 12,150 52,000	Experience 5.00 13.00 3.00 8.00 2.00 31.00	16.52 17.95 10.00 16.83	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined	
47 Windham Cumberland 17001 1,808,100,000 106,353 13.90 80 107 4,629,000 99,769 15.00 73,756 7,00 55,300 10.00 59,716 30,983 46,650 55,577 12.00 71,260 19.00 42,211 38,313 78,998 19.00 18.71 41,038 31,599 19.00 18.71 41,038 31	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton	Cumberland Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Cumberland Hancock	Population 5542 3742 5376 8034 7297 8784 4851 3330 5210 4436 7741	480,350,000 611,650,000 666,750,000 756,550,000 891,800,000 955,500,000 1,002,250,000 1,063,200,000 1,083,000,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357	12.95 12.25 13.40 10.30 18.78 1 16.15 15.45 13.45 12.21 12.70 10.40 14.85	18	Payroll 7 832,000 6 686,786 23 1,201,200 33 2,075,459 60 2,951,176 60 1,877,375 71 1,866,949 15 1,493,783 61 1,686,336 88 1,039,325 5 3,781,609	Salary 68,619 75,920 73,500 80,000 92,996 87,550 65,575 89,655 79,955 94,151 90,519	20.00 30.00 20.00 30.00 30.00 5.00	51,700 32,614 67,000 55,105 46,361 49,912 40,892 74,776 60,106	4.00 5.00 6.00 15.00 7.00 6.00 5.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000	25.00 30.00 25.00 20.00 25.00 25.00 25.00 25.00 25.00 25.00	33,696 42,000 30,468 37,285	32,032 33,280 31,000 24,674 37,731 36,586 31,762 33,238 20,995 33,164	31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743	20.00 10.00 15.00 17.00 7.00 7.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173	35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171	54,371 4,875 51,700 49,920 66,000 67,600 55,137 5,000 52,270 12,150 52,000 63,240	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00	16.52 17.95 10.00 16.83 14.47	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 2000 2000 20,843	
48 Averages 4914 1,040,643,750 161,313 13.66 47 68 2,425,624 86,943 19 59,599 7 38,688 48,060 19 40,623 32,115 24,705 49,275 11 63,287 15 41,785 36,776 70,229 10 16.05 39,897 30,533	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth	Cumberland Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Umberland Hancock Cumberland Hancock	Population 5542 3742 5376 8034 7297 8784 7761 4851 3330 5210 4436 7741 16381 5235	480,350,000 611,650,000 756,550,000 792,050,000 871,800,000 955,500,000 1,002,250,000 1,032,250,000 1,063,200,000 1,432,700,000 1,432,700,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778	12.95 12.25 13.40 10.30 18.78 1 16.15 15.45 13.45 12.21 12.70 10.40 14.85 16.30 9.60	18	Payroll 832,000 6 6 686,786 33 1,201,200 33 2,075,439 34 3,356,756 60 2,951,176 60 1,877,375 67 1,866,949 55 1,493,783 56 1,686,346 88 1,039,325 5 3,781,609 4,880,834 8 4,025,779	Salary 68,619 75,920 73,500 80,000 92,996 87,550 65,575 89,655 79,955 94,151 90,519	20.00 30.00 20.00 30.00 30.00 5.00 25.00	51,700 32,614 67,000 55,105 46,361 49,912 40,892 74,776 60,106 75,582	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213	25.00 30.00 25.00 20.00 25.00 20.00 25.00 25.00 25.00 25.00 20.00 20.00 20.00	33,696 42,000 30,468 37,285 27,846	Clerk 32,032 33,280 31,000 24,674 37,731 36,586 31,762 33,238 20,995 33,164 35,854	31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 47,756 62,000 54,743 47,794	20.00 10.00 15.00 17.00 7.00 7.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968	35,942 43,035 39,104 65,882 36,171 42,016 33,634 35,256 39,171 1,546	54,371 4,875 51,700 49,920 66,000 67,600 65,137 5,000 52,270 12,150 52,000 63,240 82,602	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00	16.52 17.95 10.00 16.83 14.47 26.00	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 2000 2000 20,843	
## Raymond Variance	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 44 Gorham 45 Bar Harbor 46 Cape Elizabeth	Cumberland Cumberland Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Cumberland Cumberland Hancock Cumberland Cumberland Cumberland Cumberland	Population 5542 3742 3742 5376 8034 7297 8784 7761 4851 3330 5210 4436 7741 16381 5235 7211	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 891,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,437,750,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197	12.95 12.25 13.40 10.30 18.78 1 16.15 15.45 13.45 12.21 12.70 10.40 14.85 16.30 9.60 15.84	18	Payroll 832,000 6 6 686,786 23 1,201,200 23 1,201,200 24 3,356,756 40 1,877,37 57 1,866,949 11 1,686,336 88 1,039,325 5 3,781,686,849 19 4,880,834 4,025,779 50 0	Salary 68,619 75,920 73,500 80,000 92,996 87,550 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 20.00 20.00 30.00 5.00 18.00 25.00 34.00	51,700 32,614 67,000 55,105 46,361 49,912 40,892 74,776 60,106 75,582 87,029	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890	38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00	33,696 42,000 30,468 37,285 27,846 53,351	32,032 33,280 31,000 24,674 37,731 36,586 31,762 33,238 20,995 33,164 35,854 36,192	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660	20.00 10.00 15.00 17.00 7.00 7.00 1.00 14.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520	e e 6.00 0.00 4.00 35.00 11.00 40.00 8.00 15.00 33.00 33.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096	35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624	54,371 4,875 51,700 49,920 66,000 67,600 65,137 5,000 52,270 12,150 52,000 63,240 82,602 76,310	5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 17.95 10.00 16.83 14.47 26.00 15.96	Secretary 45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415	
Solid Soli	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 44 Gorham 45 Bar Harbor 46 Cape Elizabeth 47 Windham	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Cumberland Hancock Cumberland Hancock Cumberland	Population 5542 3742 3742 5376 8034 7297 8784 4851 3330 5210 4436 7741 16381 5235 7211 17001	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,443,700,000 1,898,750,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353	12,95 12,25 13,40 10,30 18,78 1 16,15 15,45 13,45 12,21 12,70 10,40 14,85 16,30 9,60 15,84 13,90	18	Payroll 832,000 6 686,786 33 1,201,200 33 2,075,459 44 3,356,756 60 2,951,176 60 1,877,375 67 1,866,949 65 1,493,783 68 1,039,325 5 3,781,609 9 4,880,808 8 4,025,779 67 4,629,000 67 482,000	Salary 68,619 75,920 73,500 80,000 92,996 87,550 65,575 89,655 79,955 94,151 90,519 106,840 103,747 99,769	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,361 49,912 40,892 74,776 60,106 75,582 87,029	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716	Clerk 32,032 33,280 31,000 24,674 37,731 36,586 31,762 33,238 20,995 33,164 35,854 36,192	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	Foreman C 41,974 40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,200 63,240 82,602 76,310	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 41,038	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
Solid Soli	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 45 Bar Harbor 46 Cape Elizabeth 47 Windham	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Hancock Cumberland Hancock Cumberland Cumberland Averages	Population 5542 3742 3742 5376 8034 7297 8784 4851 3330 5210 4436 7741 16381 5235 7211 17001	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,808,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353	12,95 12,25 13,40 10,30 18,78 1 16,15 15,45 13,45 12,21 12,70 10,40 14,85 16,30 9,60 15,84 13,90	18	Payroll 832,000 6 686,786 33 1,201,200 33 2,075,459 44 3,356,756 60 2,951,176 60 1,877,375 67 1,866,949 65 1,493,783 68 1,039,325 5 3,781,609 9 4,880,808 8 4,025,779 67 4,629,000 67 482,000	Salary 68,619 75,920 73,500 80,000 92,996 87,550 65,575 89,655 79,955 94,151 90,519 106,840 103,747 99,769	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,361 49,912 40,892 74,776 60,106 75,582 87,029	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716	Clerk 32,032 33,280 31,000 24,674 37,731 36,586 31,762 33,238 20,995 33,164 35,854 36,192	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	Foreman C 41,974 40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,200 63,240 82,602 76,310	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 41,038	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
Second Control of the Component of the Work Component of the Wor	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 45 Bar Harbor 46 Cape Elizabeth 47 Windham	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Hancock Cumberland Hancock Cumberland Cumberland Averages	Population 5542 3742 3742 5376 8034 7297 8784 4851 3330 5210 4436 7741 16381 5235 7211 17001	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,808,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353	12,95 12,25 13,40 10,30 18,78 1 16,15 15,45 13,45 12,21 12,70 10,40 14,85 16,30 9,60 15,84 13,90	18	Payroll 832,000 6 686,786 33 1,201,200 33 2,075,459 44 3,356,756 70 2,951,176 70 1,866,949 15 1,493,783 16 1,039,325 5 3,781,609 9 4,880,80 8 4,025,779 17 4,629,000 88 2,425,624	Salary 68,619 75,920 73,500 80,000 92,996 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,631 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
52 2012-2013 Budget; 2011 State Valuation; 2010 Cers	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 44 Gorham 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 Raymond Variance 50	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Hancock Cumberland Hancock Cumberland Cumberland Averages	Population 5542 3742 3742 5376 8034 7297 8784 4851 3330 5210 4436 7741 16381 5235 7211 17001	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,808,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353	12,95 12,25 13,40 10,30 18,78 1 16,15 15,45 13,45 12,21 12,70 10,40 14,85 16,30 9,60 15,84 13,90	18	Payroll 832,000 6 686,786 33 1,201,200 33 2,075,459 44 3,356,756 70 2,951,176 70 1,866,949 15 1,493,783 16 1,039,325 5 3,781,609 9 4,880,80 8 4,025,779 17 4,629,000 88 2,425,624	Salary 68,619 75,920 73,500 80,000 92,996 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,631 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
Varse Experience is requested for Dept Heads only	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 Raymond Variance 50 Summer Variance 51 Summer Variance	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Hancock Cumberland Hancock Cumberland Cumberland Averages	Population 5542 3742 3742 5376 8034 7297 8784 4851 3330 5210 4436 7741 16381 5235 7211 17001	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,808,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353	12,95 12,25 13,40 10,30 18,78 1 16,15 15,45 13,45 12,21 12,70 10,40 14,85 16,30 9,60 15,84 13,90	18	Payroll 832,000 6 686,786 33 1,201,200 33 2,075,459 44 3,356,756 70 2,951,176 70 1,866,949 15 1,493,783 16 1,039,325 5 3,781,609 9 4,880,80 8 4,025,779 17 4,629,000 88 2,425,624	Salary 68,619 75,920 73,500 80,000 92,996 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,631 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
Per Diem employees not eligible for benefits BWW Notes: BWW Notes: All data obtained from: Compensation+Benefits Study_Both Pop + Val incl 20-mile radius.xls Averages only calculated if there were more than 6 data points For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position Raymond Variance significantly above average (>20%)	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 44 Gorham 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 Paymond 49 Raymond 49 Raymond 40 Cape Elizabeth 47 Windham 48 Paymond Variance 50 51 52 52 53 Poland 54 Poland 55 Poland 55 Poland 56 Poland 57 Polan	Cumberland Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Cumberland Hancock Cumberland Averages	Population 5542 3742 3742 3746 8034 7761 4851 3330 5210 4436 7741 1638 5235 72111	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,808,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353	12,95 12,25 13,40 10,30 18,78 1 16,15 15,45 13,45 12,21 12,70 10,40 14,85 16,30 9,60 15,84 13,90	18	Payroll 832,000 6 686,786 33 1,201,200 33 2,075,459 44 3,356,756 70 2,951,176 70 1,866,949 15 1,493,783 16 1,039,325 5 3,781,609 9 4,880,80 8 4,025,779 17 4,629,000 88 2,425,624	Salary 68,619 75,920 73,500 80,000 92,996 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,631 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
56 BWW Notes: All data obtained from: Compensation+Benefits Study_Both Pop + Val incl 20-mile radius.xls 58 Averages only calculated if there were more than 6 data points 59 For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position 60 Raymond Variance significantly above average (>20%)	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 44 Gorham 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 49 Raymond Variance 50 51 52 2012-2013 Budget; 53 2012-2013 Budget; 53 2012-2013 Budget; 55 50 50 50 50 50 50 5	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Hancock Cumberland Hancock Cumberland Averages	Population 5542 3742 3742 3742 3742 3747 3742 3747 3743 3744 37297 3754 3754 3754 3754 3754 3754 3754 375	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,808,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353	12,95 12,25 13,40 10,30 18,78 1 16,15 15,45 13,45 12,21 12,70 10,40 14,85 16,30 9,60 15,84 13,90	18	Payroll 832,000 6 686,786 33 1,201,200 33 2,075,459 44 3,356,756 70 2,951,176 70 1,866,949 15 1,493,783 16 1,039,325 5 3,781,609 9 4,880,80 8 4,025,779 17 4,629,000 88 2,425,624	Salary 68,619 75,920 73,500 80,000 92,996 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,631 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position Raymond Variance significantly above average \$(20%) Raymond Variance significantly a	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 44 Gorham 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 49 Raymond Variance 50 51 52 53 2012-2013 Budget; 54 Years Experience is 50 51 54 Years Experience is 50 51 54 Years Experience is 50 51 54 Years Experience is 53 54 Poland 55 55 54 Years Experience is 56 56 57 58 57 58 58 58 58 58	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Franklin Knox Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Cumberland Cumberland Hancock Cumberland Franklin Cumberland Cumberland Cumberland Cumberland Reges	Population 5542 3742 3742 3742 3745 38034 7297 387848 7761 4851 3330 5210 44363 7741 16381 5235 7211 17001 4914 4914 4914 4914 4914 4914 4914 4	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,808,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353	12,95 12,25 13,40 10,30 18,78 1 16,15 15,45 13,45 12,21 12,70 10,40 14,85 16,30 9,60 15,84 13,90	18	Payroll 832,000 6 686,786 33 1,201,200 33 2,075,459 44 3,356,756 70 2,951,176 70 1,866,949 15 1,493,783 16 1,039,325 5 3,781,609 9 4,880,80 8 4,025,779 17 4,629,000 88 2,425,624	Salary 68,619 75,920 73,500 80,000 92,996 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,631 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
Averages only calculated if there were more than 6 data points For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of its being a part-time position with a part-time position wi	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 44 Gorham 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 49 Raymond Variance 50 51 52 53 2012-2013 Budget; 54 Years Experience is 55 Per Diem employee	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Franklin Knox Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Cumberland Cumberland Hancock Cumberland Franklin Cumberland Cumberland Cumberland Cumberland Reges	Population 5542 3742 3742 3742 3745 38034 7297 387848 7761 4851 3330 5210 44363 7741 16381 5235 7211 17001 4914 4914 4914 4914 4914 4914 4914 4	480,350,000 611,650,000 756,550,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,432,100,000 1,432,100,000 1,808,500,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353	12,95 12,25 13,40 10,30 18,78 1 16,15 15,45 13,45 12,21 12,70 10,40 14,85 16,30 9,60 15,84 13,90	18	Payroll 832,000 6 686,786 33 1,201,200 33 2,075,459 44 3,356,756 70 2,951,176 70 1,866,949 15 1,493,783 16 1,039,325 5 3,781,609 9 4,880,80 8 4,025,779 17 4,629,000 88 2,425,624	Salary 68,619 75,920 73,500 80,000 92,996 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,631 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of it being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of its being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of its being a part-time position For Fire Chief salary, amounts under \$40,000 were omitted in averaging with assumption of its being a part-time position with a second or a part-time position w	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 49 Raymond Variance 50 51 52 53 2012-2013 Budget; 54 Years Experience is 56 Per Diem employee 56 56 50 50 50 50 50 50	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Sagadahoc Cumberland Cumberland Cumberland Averages	Population 5542 3742 3742 3742 3742 3742 3745 3747 3745 3757 3757 3757 3757 3757	480,350,000 611,650,000 666,750,000 756,550,000 837,800,000 81,800,000 1,002,250,000 1,002,250,000 1,032,250,000 1,032,250,000 1,432,100,000 1,432,100,000 1,432,100,000 1,808,100,000 1,808,100,000 1,808,100,000	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353 161,313	12.95 12.25 13.40 10.30 18.78 16.15 15.45 12.21 12.70 10.40 14.85 16.30 9.60 15.84 13.90 13.66	18	Payroll 832,000 6 686,786 23 1,201,200 30 2,075,400 44 3,356,756 50 1,877,375 51 1,866,949 51 1,686,336 51 1,493,235 55 3,781,609 99 4,880,834 88 4,025,790 107 4,629,000 108 2,425,624 -57.2%	Salary 68,619 75,920 73,500 80,000 92,996 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,631 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 49 Raymond Variance 50 51 52 53 2012-2013 Budget; 54 Years Experience is 56 Per Diem employee 56 56 50 50 50 50 50 50	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Gumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock All State Valuat requested for Des	Population 5542 3742 3742 3746 8834 7761 4851 3330 5210 4436 7741 17001 4914 1001, 2010 Censept Heads only benefits	480,350,000 611,650,000 666,750,000 756,550,000 792,050,000 837,800,000 837,800,000 95,500,000 1,002,250,000 1,032,250,000 1,032,250,000 1,032,250,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,032,000 1,040,500,000 1,040,750 1,040,643,750	86,674 163,455; 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353 161,313	12.95 12.25 13.40 10.30 18.78 16.15 13.45 12.21 12.70 10.40 14.85 16.30 9.60 15.84 13.90 13.66	18	Payroll 832,000 6 686,786 23 1,201,200 30 2,075,400 44 3,356,756 50 1,877,375 51 1,866,949 51 1,686,336 51 1,493,235 55 3,781,609 99 4,880,834 88 4,025,790 107 4,629,000 108 2,425,624 -57.2%	Salary 68,619 75,920 73,500 80,000 92,996 65,575 89,655 79,955 94,151 90,519 106,840 103,747	20.00 30.00 30.00 20.00 30.00 5.00 18.00 25.00 15.00	51,700 32,614 67,000 55,105 46,631 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
61 = Raymond Variance significantly below average (>20%)	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 44 Gorham 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 49 Raymond Variance 50 51 52 53 2012-2013 Budget; 54 Years Experience is 56 Per Diem employee 56 57 8WW Notes: 57 58 Buxton 59 Buxton	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Gumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock All State Valuat requested for Des	Population 5542 3742 3742 3742 3742 3742 3742 3742 37	480,350,000 611,650,000 666,750,000 750,550,000 750,550,000 837,800,000 955,500,000 1,002,250,000 1,032,250,000 1,032,250,000 1,032,250,000 1,032,250,000 1,032,500,000 1,032,500,000 1,032,500,000 1,032,500,000 1,032,500,000 1,032,500,000 1,032,500,000 1,032,500,000 1,032,500,000 1,032,500,000 1,043,750,000 1,040,643,750	86,674 163,455 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353 161,313	12.95 12.25 13.40 10.30 18.78 16.15 15.45 13.45 12.21 12.70 10.40 14.85 16.30 9.60 13.96 13.90 13.66	18	Payroll 832,000 6 686,786 3 1,201,200 3 2,075,400 4 3,356,756 5 1,867,949 5 1,866,949 5 1,493,765 5 3,781,609 9 4,880,834 8 4,025,700 8 4,880,834 8 4,025,700 8 2,425,624 -57.2%	Salary 68.613 75.920 73.500 80.000 87.550 65.575 89.655 79.955 79.955 106.840 103.747 103.747 99.769 86.343 9.0%	Experience 3.00 34.00 0.00 20.00 30.00 5.00 18.00 25.00 19.00 19	Treasurer 51,700 32,614 67,000 55,105 46,361 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569 25,5%	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	
	32 New Gloucester 33 Casco 34 Poland 35 Buxton 36 Rockland 37 Topsham 38 Gray 39 Jay 40 Rockport 41 Bridgton 42 Raymond 43 Ellsworth 44 Gorham 45 Bar Harbor 46 Cape Elizabeth 47 Windham 48 49 Raymond Variance 50 51 52 53 2012-2013 Budget; 54 Years Experience is 55 Per Diem employee 56 57 58 59 59 50 50 50 50 50 50	Cumberland Androscoggin York Knox Sagadahoc Cumberland Franklin Knox Cumberland Gumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock Cumberland Hancock All State Valuat requested for Des	Population	480,350,000 611,650,000 666,750,000 756,550,000 792,050,000 837,800,000 837,800,000 1,002,250,000 1,032,250,000 1,032,250,000 1,032,250,000 1,032,250,000 1,032,750,000 1,032,750,000 1,044,700,000 1,789,750,000 1,	86,674 163,455; 124,023 94,169 108,545 95,378 114,908 196,970 300,976 198,129 239,675 140,357 87,424 275,778 248,197 106,353 161,313	12.95 12.25 13.40 10.30 18.78 1 16.15 13.45 12.21 12.70 10.40 14.85 16.30 9.60 15.84 13.90 13.66	18	Payroll 832,000 6 686,786 3 1,201,200 3 2,075,400 4 3,356,756 5 1,867,949 5 1,866,949 5 1,493,765 5 3,781,609 9 4,880,834 8 4,025,700 8 4,880,834 8 4,025,700 8 2,425,624 -57.2%	Salary 68.613 75.920 73.500 80.000 87.550 65.575 89.655 79.955 79.955 106.840 103.747 103.747 99.769 86.343 9.0%	Experience 3.00 34.00 0.00 20.00 30.00 5.00 18.00 25.00 19.00 19	Treasurer 51,700 32,614 67,000 55,105 46,361 49,912 40,892 74,776 60,106 75,582 87,029 73,756 59,569 25,5%	4.00 5.00 6.00 15.00 7.00 6.00 5.00 1.00	/ payroll 45,656 38,542 42,993 39,000 23,180 39,276 38,890 41,964	Clerk 38,542 43,492 49,067 50,000 53,164 46,361 48,010 37,939 44,757 46,000 50,213 61,936	25.00 30.00 25.00 20.00 25.00 20.00 25.00 22.00 23.00 7.00 1.00 14.00 26.00 10.00	33,696 42,000 30,468 37,285 27,846 53,351 59,716 40,623	Clerk 32,032 33,280 33,000 24,674 37,731 36,586 31,762 33,238 20,995 33,146 35,854 30,983 32,115	Administrator 31,574 18,094 4,124 5,456 33,238 combined 33,799	Officer 58,510 50,000 39,253 55,000 49,504 53,560 23,180 37,307 47,756 62,000 54,743 47,794 55,660 55,577 49,275	20.00 10.00 15.00 17.00 7.00 7.00 1.00 12.00 14.00 12.00	Director 57,054 42,993 50,900 50,731 67,000 65,000 64,127 60,575 57,452 54,724 64,443 75,000 85,529 82,520 71,260 63,287	e 6.00 0.00 4.00 3.00 11.00 40.00 35.00 17.00 0.00 8.00 15.00 33.00	40,892 45,073 46,612 42,369 33,523 33,924 41,600 43,173 45,968 44,096 42,211 41,785	33,030 35,942 43,035 39,104 65,882 36,171 42,016 33,634 32,136 35,256 39,171 1,546 39,624 38,313 36,776	54,371 4,875 51,700 49,920 66,000 67,600 52,270 12,150 52,270 12,150 52,000 63,240 82,602 76,310 78,998 70,229	Experience 5.00 13.00 3.00 8.00 2.00 31.00 1.00 25.00 19.00	16.52 16.52 17.95 10.00 16.83 14.47 26.00 15.96	45,427 39,520 40,000 37,323 49,994 37,461 37,627 43,017 36,726 30,732	Admin 21,099	Clerk 14,320 42,848 31,200 37,791 13,520 32,260 combined 32,843 38,415 31,599	

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000 10.00 700 13.00 16.52 270 150 31.00 10.00 137 17.95 920 3.00	0.00 6.52 45,427 37,461 0.00 37,627 7.95 49,994 21,09
700 13.00 16.52 270 150 31.00 10.00 137 17.95 17.95	5.52 45,427 37,461 0.00 37,627 7.95 49,994 21,09
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Full List Sorte	ed by Total Con	npensation-	Population R	latio (Total C	Compens	sation/ Bas	e Population)	Lower ratio	number = lower	town labor costs	per equiv	alent por	oulation																		
	T	1		,		1	T 1		"Tota"l Comp	Tel	Tourn		Finance		Treas/						Code	1	Public	Years	Public	P.W.	$\overline{}$	$\overline{}$	$\overline{}$	$\overline{}$	
2						#PT/pe	r Total Gross	Health/Dental	(Payroll &	Comp/Population	Manager	Years	Director /	Years	Bookkeeper	Town	Years	Tax	Counter	G.A.	Enforcement	Years	Works	Experienc		Equip.		Years F	FF/Parame	Exec V	Website Asse
4		D 1.0	X7 1 X	7.1D C '1 1	ACTED A																										
Municipali		Population		/al Per Capita				Total Cost	Health/Dental)	Ratio	Salary		Treasurer I		/ payroll		xperience	Collector	Clerk	Administrator		Experience	Director	e	Foreman C	Operator Fire		perience	dic Se	Secretary	Admin Cle
3 Durham	Androscoggin	3848	350,600,000	91,112			6 177,477	62,179		62	50,000	13.00	44,137	25.00		30,180					19,457						53,160				
4 North Yarmouth	Cumberland	3565	451,550,000	126,662		7 4		87,465	566,465	159						59,202	25.00		30,557		43,388		51,542	17.00			4,000				
5 New Gloucester	Cumberland	5542	480,350,000	86,674			7 832,000	205,000	1,037,000	187		3.00			45,656						58,510	9.00	57,054		41,974		54,371	5.00	8.00		
6 Casco	Cumberland	3742	611,650,000	163,455		10	6 686,786	170,456	857,242	229		34.00			38,542	38,542			32,032				42,993				4,875				14
7 Norway	Oxford	5014	462,500,000	92,242	13.60	30 5	0 1,080,600	270,000	1,350,600	269	72,975	35.00			38,126	30,451	35.00		28,288		17,680	1.00	46,597	30.00	35,172	31,532	2,000		10.00		
8 Gray	Cumberland	7761	891,800,000	114,908	15.45	33 3	0 1,877,375	322,000	2,199,375	283	87,550		55,105						37,731	4,124	53,560		64,127		42,369	36,171 6	65,137		17.95	49,994	21,099
9 Raymond	Cumberland	4436	1.063.200.000	239,675	10.40	16 5	8 1.039.325	220.524	1,259,849	284	94.151	30.00	74.776	6.00	39.276	44.757	23.00	30,468	20.995	combined	62,000	7.00	64,443	17.00	41.600	35.256 5	52.000		16.83	43.017 C	ombined comb
10 Poland	Androscoggin	5376	666,750,000	124,023			3 1,201,200	351,600	1,552,800	289			51,700		42,993	43,492				31,574			50,900			35,942 5		13.00		45.427	42
11 Buxton	York	8034	756,550,000	94,169		35 0	3 2,075,459	269,700	2.345.159	292				5.00	12,000	49.067		33.696	33,280	01,011		20.00	50,731	3.00	40.892		49,920			39.520	
12 Sebago	Cumberland	1719	391,700,000	227.865		0 7	3 450,853	63,043	513.896	299			32,014	3.00		45.968	20.00	55,050	33,200	2.496		20.00	38,792	0.00	40,032		4,500	-5.00	\rightarrow	03,020	
13 Mechanic Falls	Androscoggin	3031	166.550.000	54,949		16 4		192.984	954.881	315		7.00	44.512	16.00		31,200	1.00			2,430	39.020	4.00	46.092	16.00	+			15.00	10.00	-	35
14 Gorham				87.424		85 22			5,863,902	358			75,582		44.004			07.040	05.054		47.794				45.000				26.00	20.720	38
	Cumberland	16381 5210	1,432,100,000	198.129				983,068 375,015	5,863,902 2.061.350	358				1.00	41,964		1.00	27,846	35,854	20.000			85,529	8.00 35.00	45,968			25.00		37,627	32
15 Bridgton	Cumberland		1,032,250,000						2,061,350 3.688.827			30.00	40,892	7.00		37,939 53,164	22.00		33,238	33,238		17.00	54,724	35.00	33,924			31.00			
16 Topsham	Sagadahoc	8784	837,800,000	95,378				737,651		420		00.00	1000	45.00			05.00		24,674		49,504	45.00	65,000	10.00	46,612		67,600		\longrightarrow	37,323	37
17 Jay	Franklin	4851	955,500,000	196,970				535,944	2,402,893	495		20.00	46,361	15.00	23,180	46,361			36,586	70.5	23,180		60,575				5,000				17.110
18 Lewiston	Androscoggin		2,334,250,000	63,791				3,113,372	19,113,372	522		25.00		23.00	72,657	81,588	20.00	81,588	40,677	72,930		28.00		25.00	48,672		81,724	26.00			47,112 35
19 Rockport	Knox		1,002,250,000	300,976				412,430	1,906,213	572			49,912			48,010			31,762	5,456			57,452		33,523		52,270			37,461	13
20 Ellsworth	Hancock		1,086,500,000	140,357	14.85		5 3,781,609	1,121,000	4,902,609	633				5.00	38,890	46,000		37,285	33,164	33,799			75,000		43,173			1.00		36,726	32
21 Rockland	Knox	7297	792,050,000	108,545	18.78	101 2	4 3,356,756	1,630,898	4,987,654	684				6.00	39,000	50,000		42,000	31,000	18,094		10.00	67,000		45,073			8.00		40,000	31
22 Bar Harbor	Hancock	5235	1,443,700,000	275,778	9.60	71	8 4,025,779	647,305		893	103,747	25.00	87,029	16.00		61,936	14.00	53,351	36,192		55,660	12.00	82,520	15.00	44,096	39,624 7	76,310	19.00	15.96		
23 Average		7374	860,480,000	144,154	14	51 5	5 2,535,260	588,582	3,123,841	382	81,417	19	58,695	12	42,028	47,115	20	43,748	32,402		45,214	11	61,433	15	41,773	36,679 6	62,772			39,708	
24 Raymond Variand	ce						-59%				16%		27%		-7%	-5%		-30%	-35%		37%	1	5%	1	0%	-4%	-17%			8%	
25																											-				
26 These towns were	e excluded due to i	nsufficient data	:																						$\overline{}$		-	\rightarrow	-	-	
27 Windham	Cumberland	17001	1.808.100.000	106.352.57	13.90	80 10	7 4.629.000		#VALUE!	#VALUE!	99 769	15.00	73,756	7.00		55.300	10.00	59,716	30.983	46.650	55,577	12.00	71,260	19.00	42.211	38.313 7	78 998	19.00	18.71	41 038	31
28 Cape Elizabeth	Cumberland		1.789.750.000	248,197.20				555.858	#VALUE!	#VALUE!		34.00					26.00	20,1.10	,	,		14.00	,	33.00			-,,,,,,				
29 Oxford	Oxford	4110	422.850.000	102.883.21	12.95		a l	123,293	#VALUE!	#VALUE!	69,212	01.00	 		39.291	37.169	20.00		28.121		46,770	11.00	-	00.00	41.620	22.977		+	15.55	26.416	
30 Scarborough	Cumberland		3.564.150.000	188,389,98			5	320.592	#VALUE!	#VALUE!		2.70	87,776	32.00	62,400		19.00		40.997	27.300		14.00	79,518	14.90	65.437		82.701	11.00		50.731	48
30 Occarborough	Ouribonand	10313	0,004,100,000	100,000.00	10.00	100 21	9	020,032	#VALUE:	#VALUE:	110,510	0.70	07,770	32.00	02,400	30,701	10.00		40,337	27,000	00,400	14.00	75,510	14.50	00,407	40,571	72,701	11.00	21.00	30,731	
31 NY 1 T	1 C . 1 . 1 1 . T . 1	10	. C D 1	D (7	T . (. 1 C .		/D 1 (')	Y		(1.1		.1	1.0												-	-	\rightarrow	\rightarrow	\rightarrow		
32 Narrowed Lis	t Sortea by 1 ot	ai Compens	ation-Popula	ition Katio (I otal Co	mpensatio	n/Population)	Lower ratio	number = lower	town labor costs	per equiv	aient poj	outation																		
									"Tota"l Comp	Ttl	Town		Finance		Treas/						Code		Public	Years	Public	P.W.					
33						#PT/pe	r Total Gross	Health/Dental	(Payroll &	Comp/Population	Manager	Years	Director /	Years	Bookkeeper	Town	Years	Tax	Counter	G.A.	Enforcement	Years	Works	Experienc	Works	Equip.		Years F	FF/Parame	Exec V	Website Asse
Municipali	ity County	Population	Valuation V	/al Per Capita	Mill Rate			Total Cost	Health/Dental)	Ratio	Salary	Experience	Treasurer I	Experience	/ payroll	Clerk E	xperience	Collector	Clerk	Administrator	Officer	Experience	Director	î e	Foreman C	Operator Fire	Chief Ex	xperience	dic Se	Secretary	Admin Cle
34 Casco	Cumberland	3742	611,650,000	163,455			6 686,786	170,456	857,242	229	, ,			1	38,542		25.00		32,032			1	42,993	0.00			4.875	1			14
35 Norway	Oxford	5014	462,500,000	92.242			0 1.080.600	270,000	1.350.600	269		35.00	+ +		38,126			 	28,288		17.680	1.00	46,597	30.00	35,172		2.000	\rightarrow	10.00	-	— <u>'</u> '
36 Gray	Cumberland	7761	891,800,000	114.908				322,000	2,199,375	283		55.00	55,105		30,120	50,451	55.50	—	37,731	4.124	53,560	1.00	64.127	50.00	42,369		65,137	+		49.994	21 000
	Cumberland	4436	1.063.200.000	239.675	10.40		8 1.039.325	220,524	1,259,849	284		20.00		6.00	39,276	44.757	23.00	20.400		combined		7.00	64,443	17.00	41,600		52.000	$\overline{}$			ombined comb
37 Raymond		5376	666,750,000	124,023			3 1,201,200	351,600	1,259,849	284		30.00	74,776 51,700		42,993	44,757		30,468	20,995	31.574	50.000	7.00	50,900	17.00 4.00	41,000			12.00		45,427	ombined comb
38 Poland	Androscoggin														42,993					31,5/4		20.00					51,700				42
39 Buxton	York	8034	756,550,000	94,169	10.30			269,700		292			32,614	5.00		49,067	∠5.00	33,696	33,280			20.00	50,731	3.00	40,892		49,920	3.00	\longrightarrow	39,520	
40 Sebago	Cumberland	1719	391,700,000	227,865			3 450,853	63,043	513,896	299						45,968				2,496			38,792				4,500			\longrightarrow	
41 Mechanic Falls	Androscoggin	3031	166,550,000	54,949	17.55		7 761,897	192,984	954,881	315		7.00	44,512	16.00			1.00				39,020	4.00	46,092	16.00				15.00	10.00		35
42 Average		4889	626,337,500	138,911	13.33	21 4	8 1,146,687	232,538	1,379,225	283	74,148					40,497					40,330		50,584				54,689				
43 Raymond Variance	ce						-9%				27%					11%					54%		27%			-2%	-5%				
44																															
45 2012-2013 Budget	; 2011 State Valuati	on; 2010 Cen																													
46 Years Experience																															
47 Per Diem employ	ees not eligible for	benefits																													
48	T																									-	-	\rightarrow	-	-	
49 BWW Notes:	All data obtaine	d from: Comp	ensation+Benefit	s Study Both P	op + Val ir	ncl 20-mile ra	dius.xls																		$\overline{}$	-	-	\rightarrow	-	$\overline{}$	
			re were more th										+ +											-	+		-+	\rightarrow	+	-	
				data pontis			1																			-	-				
50	Averages only c		salary amount	s under \$40 000	were omit	tted in averag	ring with assumpt	ion of it being a	nart-time position																						
50 51	Averages only c	For Fire Chie					ging with assumpt	ion of it being a	part-time position																\rightarrow	-	\rightarrow	\rightarrow	\rightarrow	-	
50	Averages only c	For Fire Chie = Raymond	f salary, amount /ariance signific /ariance signific	antly above ave	erage (>20%	%)	ging with assumpt	ion of it being a	part-time position							\rightarrow									\Rightarrow	==	\pm	=	\Rightarrow	\Rightarrow	

	T p	1 6	D	-	F G	I u I			V	М	U	I v	W	х	V 1	7	AA	AB	AC	AD	AE	AF	AG	AH	AI I	AJ	AK	AL	AM	AN	AO	AD
Full List Sorted	by Total Con	nnensation	-Valuation R	atio (TotalCo	nmn/Valuati	on * 1000)) Lower ra	tio number = l	ower town labor					^			AA	AD	AC	AD	AE	AF	AG	АП	AI	AJ	AK	AL	Alvi	AIN	AU	AP
Tun List bortee	by rotar con	препзиноп	· variation i	atio (Totale)	omp, varaati	1000)	Loweria	llo Italitoci – I	ower town nabor	Tel		Variation			Trong/						Code		Public '	Voore	Public	P.W.						
						#DT/	Total Gross	IIIlab /Da-l	Total Comp (Payroll	7	Town	V	Finance Director /	V	Treas/ Bookkeeper	Т	V	т	C	G.A.	Enforcement	V		Years	Works			V I	FF/Parame	E	Website	٠
		D 1.0	37.1	W. I.D. C. '1	ACU D . AFT	#PT/per				1.	Manager	Years		Years		Town	Years	Tax	Counter							Equip.						Asses
Municipality	County	Population	Valuation	Val Per Capita		Γ diem	Payroll	Total Cost	& Health/Dental)	ion Ratio	Salary				/ payroll	Clerk	Experience	Collector	Clerk	Administrator	Officer	Experience	Director	е .	Foreman	Operator Fir		perience	dic 5	Secretary	Admin	Cle
Durham	Androscoggin	3848				4 6	177,477	62,179	239,656	7	50,000			25.00			28.00				19,457						53,160					
Raymond	Cumberland	4436				16 58	1,039,325	220,524	1,259,849	12		1 30.00	74,776	6.00	39,276		23.00	30,468		combined	62,000			17.00	41,600		52,000		16.83	43,017 c	ombined	omb
North Yarmouth	Cumberland	3565				7 41		87,465	566,465	13							25.00		30,557		43,388	6.50		17.00		41,496	4,000					
Sebago	Cumberland	1719				8 73	450,853	63,043	513,896	13						45,968				2,496	20,800		38,792			33,280	4,500					
Casco	Cumberland	3742				10 6	686,786	170,456	857,242	14		34.00			38,542		25.00		32,032					0.00			4,875					14
Rockport	Knox	3330				29 35	1,493,783		1,906,213	19			49,912			48,010			31,762	5,456			57,452		33,523		52,270			37,461		13
Bridgton	Cumberland	5210			12.70	30 161	1,686,336	375,015	2,061,350	20			40,892	7.00		37,939	22.00		33,238	33,238				35.00	33,924			31.00	10.00	37,627		32
New Gloucester	Cumberland	5542				18 7	832,000	205,000	1,037,000	22					45,656						58,510	9.00		6.00	41,974			5.00	8.00			
Poland	Androscoggin	5376	666,750,000	124,023.44	13.40 2	22 23	1,201,200	351,600	1,552,800	23	73,500		51,700	4.00	42,993	43,492	30.00			31,574	50,000		50,900	4.00		35,942	51,700	13.00	16.52	45,427		42
Gray	Cumberland	7761	891,800,000	114,907.87	15.45	33 30	1,877,375	322,000	2,199,375	25	87,550	D	55,105						37,731	4,124	53,560		64,127		42,369	36,171	65,137		17.95	49,994	21,099	
Jay	Franklin	4851	955,500,000	196,969.70	13.45	34 57	1,866,949	535,944	2,402,893	25	65,575	20.00	46,361	15.00	23,180	46,361	25.00		36,586		23,180	15.00	60,575	40.00		42,016	5,000	2.00				
Norway	Oxford	5014	462,500,000	92,241,72	13.60	30 50	1.080.600	270,000	1,350,600	29			- 7,		38,126		35.00		28,288		17,680			30.00	35.172	31,532	2.000		10.00			_
Buxton	York	8034	756.550.000	94.168.53	10.30	35 93	2.075.459	269,700	2.345.159	31			32.614	5.00	,	49.067	25.00	33.696	33,280		39,253	20.00	50,731	3.00	40,892	43.035	49.920	3.00		39.520		_
Bar Harbor	Hancock	5235	1,443,700,000			71 8	4,025,779	647,305	4,673,084	32		7 25.00	87,029				14.00	53,351	36,192		55,660			15.00	44,096			19.00	15.96			_
Gorham	Cumberland	16381	1,432,100,000			85 229		983.068	5,863,902	41			75,582		41.964			27.846	35,854		47.794			8.00	45,968					30.732		3
opsham	Sagadahoc	8784				55 an	2.951.176	737.651	3,688,827	44			. 0,002	1.00	11,504	53.164		27,540	24.674		49.504	1.00	65,000	00			67.600	_5.00	_0.00	37,323		3
Ilsworth	Hancock	7741				83 5	3,781,609	1,121,000	4,902,609	45			60,106	5.00	38,890		7.00	37,285	33,164	33,799		7.00	,	0.00	43,173		,	1.00	14.47	36,726		3
lechanic Falls	Androscoggin	3031				16 47	761.897	192,984	954.881	57			44,512		50,050	31,200		07,200	00,104	30,733	39.020			16.00	40,170	55,171		15.00	10.00	30,720		3
Rockland	Knox	7297					3.356.756	1.630.898	4.987.654	63			67.000		30,000	50,000		42.000	31.000	18.094	55.000			11.00	45,073	39.104		8.00	10.00	40.000		3
Lewiston	Androscoggin	36592							19,113,372	82					72,657		20.00	81,588		72.930		28.00	106,163			40,684			23.85		47.112	3
	Androscoggin																			12,930							01,724	20.00	23.00		47,112	
Average		7,374	860,480,000	144,154	14.29 5	51 55		588,582	3,123,841	31		7 19	58,695	11	42,028						45,214	11	61,433	15	41,773					39,708		
Raymond Variance							-59%	-63%	-60%		16%	0	27%		-7%	-5%	•	-30%	-35%		37%		5%		0%	-4%				8%		
These towns were																																
Windham	Cumberland	17001				80 107	4,629,000		#VALUE!	#VALUE!	99,769		73,756	7.00		55,300	10.00	59,716	30,983	46,650	55,577	12.00	71,260		42,211	38,313	78,998	19.00	18.71	41,038		31
Cape Elizabeth	Cumberland	7211	1,789,750,000	248,197.20	15.84	49 150		555,858	#VALUE!	#VALUE!		34.00					26.00					14.00		33.00								
Oxford	Oxford	4110	422,850,000	102,883.21	12.95 2	20 89		123,293	#VALUE!	#VALUE!	69,212	2			39,291	37,169	9		28,121		46,770				41,620	22,977			15.55	26,416		
Scarborough	Cumberland	18919	3,564,150,000	188,389.98	13.03 15	55 215		320,592	#VALUE!	#VALUE!	110,510	3.70	87,776	32.00	62,400	58,781	18.00		40,997	27,300	65,499	14.00	79,518	14.90	65,437	46,571	82,701	11.00	21.65	50,731		48
Varrowed Liet	Sorted by Tot	al Compon	eation-Valua	tion Ratio (T	Cotal Comp/V	Valuation	* 1000) Low	or ratio numb	er = lower town l	phor costs r	or aguis	alont walu	ation																			_
variowed List	Jonea by 100	ai Compen	Sation- v arua	tion Katio (1		aiuation	1000) LOW	er ratio numb	er – lower town is	Ttl	Town	aleitt valu	Finance		Treas/						Code		Public '	Years	Public	P.W.						_
						#DT/n	Total Gross	Hoalth/Dont-1	Total Comp (Payroll			Voore		Voore	Bookkeeper	Town	Voore	Tax	Countra	G.A.		Voore			Works			Voors T	FF/Parame	Even	Wobcito	Asses
	1	n	37.1	VID C	Leup .	#PT/per						Years	Director /	Years	1	Town	Years		Counter		Enforcement			perienc		Equip.						
Municipality		Population		Val Per Capita		Γ diem	Payroll			ion Ratio	Salary		Treasurer		/ payroll	Clerk	Experience	Collector	Clerk	Administrator		Experience	Director	e :	Foreman	Operator Fir		perience	dic 5	Secretary	Admin	Cl
urham	Androscoggin	3848				4 6	177,477	62,179	239,656	7	50,000		44,137				28.00				19,457						53,160					
Raymond	Cumberland	4436				16 58	1,039,325	220,524	1,259,849	12	- , .	1 30.00	74,776	6.00	39,276		23.00	30,468	20,995	combined	62,000			17.00	41,600		52,000		16.83	43,017 c	ombined	omt
lorth Yarmouth	Cumberland	3565				7 41		87,465	566,465	13							25.00		30,557	1	43,388			17.00		41,496	4,000	T		T		_
Sebago	Cumberland	1719	391,700,000			8 73	450,853	63,043	513,896	13						45,968				2,496	20,800		38,792			33,280	4,500					
asco	Cumberland	3742				10 6	686,786	170,456	857,242	14		34.00			38,542		25.00		32,032					0.00			4,875					1
ockport	Knox	3330				29 35	1,493,783	412,430	1,906,213	19		5	49,912			48,010			31,762	5,456			57,452		33,523		52,270			37,461		1
Bridgton	Cumberland	5210	1,032,250,000	198,128.60	12.70	30 161	1,686,336	375,015	2,061,350	20		30.00	40,892	7.00		37,939	22.00		33,238	33,238	47,756			35.00	33,924		12,150	31.00	10.00	37,627		32
ew Gloucester	Cumberland	5542	480,350,000	86,674.49	12.95	18 7	832,000	205,000	1,037,000	22	68,619	3.00			45,656						58,510	9.00	57,054	6.00	41,974	33,030	54,371	5.00	8.00			_
oland	Androscoggin	5376	666,750,000			22 23	1,201,200	351,600	1,552,800	23			51,700	4.00	42,993	43,492	30.00			31,574				4.00	- /- 1			13.00		45,427		42
verage		4.085				16 46	894,084		1,110,497	16			1			43,511				. ,	42,402		52,238			34,968						_
nymond Variance		-,,500	0. 2,200,000	,170	12.0		16%	2%	13%		29%		+			3%					46%		23%	_		1%		-				_
<i>чутони чининсе</i>		+		1		+	10 /0	2 /0	13 /0		29 /	"	1			3 /6	1				±0 /o		23 /0	\rightarrow		1 /0						_
		1			\vdash	\perp																										_
010 0010 D . I	2011 Ct + 17 1	2010.6		 								1																				_
012-2013 Budget;						\perp						1																				_
ears Experience is												1																				_
er Diem employee	es not eligible for	benefits																						T				T				_
																																_
BWW Notes:	All data obtaine	ed from: Com	pensation+Bene	fits Study_Both	Pop + Val incl 2	20-mile radii	us.xls																									
	Averages only o	alculated if th	nere were more	han 6 data poin	its																											_
						in averagin	ng with assume	tion of it being a	part-time position			1																				_
			Variance signif					1 1 1 1 1 1 1				1	1																			_
			Variance signif			+						1	1											\rightarrow		-		-		-		_

	A	В	С	D	E	F	G	Н	ı	J	K I	L	M	N	0	Р
1	Full List Sorted				l Time Empl	ovee)				•		_				
		<i></i>		•							Total Comp	Health-	Health/Dental			
2								#PT/per	Total Gross	Health/Dental	(Payroll &	Dental/FT	% Paid for	% Paid for	Deductibl	CPI Increase?
-	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	diem	Payroll	Total Cost	Health/Dental)	Employee	Employee	Family	e	Percent
3	' '	York	8034	756,550,000	94,168.53		35		, ,	269,700		7,706	1 /	50.00	0	0.20
4		Cumberland	1719	391,700,000			8			63,043		7,880	80.00	50.00	U	0.20
5		Oxford	5014	462,500,000	92,241.72		30			270,000	1,350,600	9,000	100.00	60.00	200	3
		Hancock	5235	1,443,700,000	275,778.41	9.60	71	8		647,305		9,117	85.00	85.00	0	3.60
7		Androscoggin	36592	2,334,250,000	63,791.27	25.79	333		16,000,000	3,113,372	19,113,372	9,349		80.00		0.00
		Cumberland	7761	891,800,000	114,907.87	15.45	33			322,000	2,199,375	9,758		80.00	6,000	
9		Cumberland	5542	480,350,000	86,674.49		18		832,000	205,000	1,037,000	11,389	97.00	91.00	0	
10		Cumberland	16381	1,432,100,000	87,424.46		85	229	4,880,834	983,068	5,863,902	11,566	90.00	90.00	0.00	1
11	Mechanic Falls	Androscoggin	3031	166,550,000	54,948.86	17.55	16	47	761,897	192,984	954,881	12,062	100.00	80.00		3
12	North Yarmouth	Cumberland	3565	451,550,000	126,661.99	13.12	7		479,000	87,465	566,465	12,495	100.00	100.00		0
13	Bridgton	Cumberland	5210	1,032,250,000	198,128.60		30	161	1,686,336	375,015	2,061,350	12,500	100.00	50.00	400	3.00
14		Sagadahoc	8784	837,800,000	95,377.96		55		2,951,176	737,651	3,688,827	13,412	85.00	85.00		
15		Hancock	7741	1,086,500,000	140,356.54	14.85	83			1,121,000	4,902,609	13,506				
16		Cumberland	4436	1,063,200,000	239,675.38		16			220,524	1,259,849	13,783	100.00	85.00	6,000	3.00
17	· .	Knox	3330	1,002,250,000	300,975.98		29			412,430	1,906,213	14,222		85.00	500	3.40
18		Androscoggin	3848	350,600,000	91,112.27	13.35	4		,	62,179	239,656	15,545		80.00		
19	,	Franklin	4851	955,500,000	196,969.70		34		1,866,949	535,944	2,402,893	15,763	100.00	80.00	500	
		Androscoggin	5376	666,750,000	124,023.44	13.40	22		1,201,200	351,600	1,552,800	15,982	15.00	15.00	250	3.00
21		Knox	7297	792,050,000	108,544.61	18.78	101	24		1,630,898	4,987,654	16,148		0.00	0	
22	I I	Cumberland	3742	611,650,000	163,455.37	12.25	10	6	,	170,456	857,242	17,046	80.00	80.00		
	Average		7,374	860,480,000	144,154	14	51	55	2,535,260	588,582		12,411				
24	Raymond Variance											11.0%				
25	Th															
26	These towns were ex			1 000 100 000	100 252 57	42.00	00	407	4 620 000		#\/\\\		90.00	75.00	2.000	2.00
27	I I	Cumberland Cumberland	17001 7211	1,808,100,000 1,789,750,000	106,352.57 248,197.20	13.90 15.84	80 49	107 150	4,629,000	555,858	#VALUE!		90.00	75.00 80.00	2,000 0.00	3.00
28	-	Oxford	4110	422,850,000	102,883.21	12.95	20			123,293	#VALUE!		100.00	60.00	0.00	
		Cumberland	18919		188,389.98		155	215		320,592	#VALUE!		100.00	50.00		2.00
30	Scarborough	Cumbenanu	10919	3,304,130,000	100,309.90	13.03	100	213		320,392	#VALUE!		100.00	30.00		2.00
31																
32	Narrowed List S	Sorted by Hea	lth/Dental	Costs Per FT	E (Full Time	Employ	ee)									
		, , , , , , , , , , , , , , , , , , ,									Total Comp	Health-	Health/Dental			
33								#PT/per	Total Gross	Health/Dental	(Payroll &	Dental/FT	% Paid for	% Paid for	Deductibl	CPI Increase?
	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	diem	Payroll	Total Cost	Health/Dental)	Employee	Employee	Family	e	Percent
34	1 7	Androscoggin	3031	166,550,000	54,948.86		16		761,897	192,984		12,062	100.00	80.00		2
35		Cumberland	3565	451,550,000	126,661.99		7		479,000	87,465	566,465	12,495	100.00	100.00		0
		Cumberland	5210	1,032,250,000	198,128.60		30		1,686,336	375,015	2,061,350	12,500	100.00	50.00	400	3.00
37		Sagadahoc	8784	837,800,000	95,377.96		55			737,651	3,688,827	13,412		85.00	100	3.00
31	горонан	Cagadanio	0704	007,000,000	55,511.30	10.13	55	30	2,331,170	7 37 ,03 1	0,000,027	10,712	00.00	00.00		

Α	В	С	D	E	F	G	Н	I	J	K	L	М	N	0	Р
38 Ellsworth	Hancock	7741	1,086,500,000	140,356.54	14.85	83	5	3,781,609	1,121,000	4,902,609	13,506				
39 Raymond	Cumberland	4436	1,063,200,000	239,675.38	10.40	16	58	1,039,325	220,524	1,259,849	13,783	100.00	85.00	6,000	3.00
40 Rockport	Knox	3330	1,002,250,000	300,975.98	12.21	29	35	1,493,783	412,430	1,906,213	14,222	85.00	85.00	500	3.40
41 Durham	Androscoggin	3848	350,600,000	91,112.27	13.35	4	6	177,477	62,179	239,656	15,545	80.00	80.00		
42 Jay	Franklin	4851	955,500,000	196,969.70	13.45	34	57	1,866,949	535,944	2,402,893	15,763	100.00	80.00	500	
43 Poland	Androscoggin	5376	666,750,000	124,023.44	13.40	22	23	1,201,200	351,600	1,552,800	15,982	15.00	15.00	250	3.00
44 Average		5,017	761,295,000	156,823	14	30	52	1,543,875	409,679		13,927				
45 Raymond Variance											-1.0%				
46															
47															
48 2012-2013 Budget; 20															
49 Years Experience is															
50 Per Diem employees	s not eligible for be	enefits													
51															
52 BWW Notes:	All data obtained				+ Val in	cl 20-m	ile radius.	xls							
53	Averages only ca														
54							veraging	with assumption	on of it being a pa	rt-time position					
55			Variance signific												
56		= Raymond	Variance signific	antly below avera	age (>20%	(o)									

	Δ	I B		D	T E	- E	I G	н		P	- s	т	- 11	V	W/	l v		7	Ι ΔΔ	ΔR	ΔC	AD	AE	AF	AG	AH	ΔΙ	AJ	AK	AL	AM
1 5	ort by Towns	Without Po	lice Depart	monte Sorte	d by Rasa Po	nulation						<u> </u>			**		· · ·			_ AB	AC	_ AD	AL	A	AO	7.11			AIX		Pivi
- 0	of by Towns	- Williout 10	nce Depart	ments sorte	Dase 10	Pulation	T	П						Deputy		1	I		I	I						_	1				
										Town	Years	Finance		Treas/						Code		Public	Years	Public	P.W.						
2								#PT/per	Total Gross	Manager	Experien	Director /	Years	Bookkeeper	Town	Years	Tax	Counter	G.A.	Enforcement	Years	Works	Experienc	Works	Equip.		Years	FF/Parame	Exec	Website	Assessing
	Municipality	County	Population	Valuation	Val Per Capita	Mill Rate	#FT	diem	Payroll	Salary	ce	Treasurer	Experience	/ payroll	Clerk	Experience	Collector	Clerk	Administrator	Officer	Experience	Director	e	Foreman	Operator	Fire Chief	Experience	dic	Secretary	Admin	Clerk
3 Se	ebago	Cumberland	1719	391,700,000	227,865.04	13.65	8	73	450,853	53,040					45,968				2,496	20,800		38,792			33,280	4,500					1
4 N	orth Yarmouth	Cumberland	3565	451,550,000				41	479,000						59,202			30,557		43,388	6.50	51,542	17.00		41,496	4,000					
	asco	Cumberland	3742	611,650,000				6	686,786		34.00			38,542				32,032				42,993	0.00			4,875					14,320
-	urham	Androscoggir		350,600,000				6	177,477	50,000		44,137	25.00		30,180	28.00				19,457						53,160					
	aymond	Cumberland	4436	1,063,200,000				58	1,039,325	94,151		74,776	6.00	39,276		23.00	30,468	20,995		62,000		64,443		41,600				16.83		combined	
8 P		Androscoggir		666,750,000				23	1,201,200	73,500 68,619		51,700	4.00	42,993 45,656	43,492	30.00			31,574	50,000 58,510	9.00	50,900	4.00	41.074	35,942 33,030			16.52	45,427		42,848
	ew Gloucester	Cumberland	5542 7761	480,350,000				/	832,000 1,877,375	87,550		55,105		45,656				37,731	4.124			64.127	6.00	41,974 42,369	36,171	54,371 65,137	5.00	8.00 17.95	49,994	21,099	+
10 G	verage	Cumberland	4.499	891,800,000 613,450,00 0				30	843,002	71.826		55,105			43.690			37,731	4,124	43.959		52.836		42,369	35.863			17.95	49,994	21,099	—
	aymond Variance		4,433	013,450,000	140,797	13.07	13	31	23%	31%					2%					41%		22%			-2%	-6%					
13	aymona variance				+				2570	5170					270					4170		22 /0			270	0 70					
14 20	012-2013 Budget	; 2011 State Va	luation; 2010) Census																											
	ears Experience																														
	er Diem employ																														
17 *	Gray has one Cu	ımberland Co	unty Sheriff																												
18																															
19	BWW Notes:				Benefits Study_		+ Val in	cl 20-mile	e radius.xls																						
20		Averages onl			nore than 6 data																										
21					unts under \$40,			in averag	ing with assu	ımption of i	t being a p	part-time pos	sition																		
22			= Raymond	Variance sign	ificantly above	average (>	20%)																								

Position check list – Comp Committee

Position	Tasks	Cross Trained	Comp Town	Notes
Town Clerk	Register of Voters		'	
	Elections Clerk			
	Animal Control Liaison			
	Recording Secretary to			
	B/F committee			
	Cemeteries			
	Maintains office Supplies			
		Counter Clerk		
		Deputy Tax		
		Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Finance Director	Budgets			
	Contracts			
	Auditor Liaison			
	Insurance Coordinator			
	Software application			
	support for front end			
		Counter Clerk		
		Deputy Tax		
		Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Deputy Treasurer	Payroll Clerk			
	Motor Vehicles Agent			
	and weekly report			
	Voter registration			
		Counter Clerk		
		Deputy Tax		
		Collector		
		Deputy Register		
		IFW agent		

		Dog Licensing	
		Notary	
		Vital Records	
Deputy Tax Collector	Back-up for CEO		
		Counter Clerk	
		Deputy Tax	
		Collector	
		Deputy Register	
		IFW agent	
		Dog Licensing	
		Notary	
		Vital Records	
Counter Clerk	General Assistance Administrator		
	Tax Collection		
		Counter Clerk	
		Deputy Tax	
		Collector	
		Deputy Register	
		IFW agent	
		Dog Licensing	
		Notary	
		Vital Records	
Executive	Assistant to Town		
Assistant	Manager, CEO, Contract		
	Assessor, Contract		
	Planner and Public		
	Works Director		
	Secretary to BOS,		
	Planning Board, Zoning		
	Board of appeals, Board		
	of Assessment Review,		
	Compensation		
	Committee		
	Webmaster		
	Videographer		
	LPI and residential code		
	and assists in auditing		
	technology and software		
	needs to give to		
Codo	technology committee Administrative and		
Code Enforcement	technical work in		
Officer			
Officer	carrying out the building, pluming, health and		
	sanitation inspections in		
	samilation inspections in		

	securing compliance		
	with zoning regulations		
	Issuing building,		
	plumbing and demolition		
	permits		
	Building, plumbing		
	house and health		
	inspection		
	Enforcing state and		
	municipal zoning		
	ordinances, maintaining		
	records and reports		
	Investigating complaints		
	Licensed for direct		
	inspections of work		
	performed		
	Attend appropriate		
	planning board, zoning		
	appeals and BOS		
	meetings		
Town manager	Duties under Maine Law		
	Title 30A		
	Tax Collector		
	Parks and beach		
	Management		
	Volunteer recreation		
	Program support		
	Personnel/HR		
	administration		
	Harbormaster		
	Economic Development		
	Support		
	1		
	Purchasing Agent		
	Fleet		
	management/equipment		
	procurement-disposal		
	Risk management		
	Management/oversight		
	and support for tassel		
	top park enterprise		
	fund/related operations		
	General Assistance back		
	up		
	Public Access Officer		
	Public Notary service		
	Outside committees:		
	Tassel Top board of		
	Tasser Tup buatu ui	1	

	directors	
	MWAC representative	
	GPCOG alternate	
	Raymond Revitalization	
	Committee	
	Raymond Beautification	
	committee	
	Meetings attended:	
	Select Board	
	Budget/Finance	
	Others as required	
	On call availability – Cell	
	phone 24/7	
	No full time	
Deale lie AAZ en la	administrative support	
Public Works	Road Commissioner	
Director	1	
	Oversee plowing	
	contractor	
	Oversee all road	
	construction and repair	
	Emergency response to	
	any road damage	
	Assist in plowing roads	
	not in town plowing	
	contract	
	Maintain road condition	
	program and	
	recommend	
	maintenance ,	
	construction and repair	
	Oversee all municipal	
	construction,	
	maintenance	
	Oversee and assist with	
	road control during	
	emergency situations	
	(accident, fire, road	
	outage etc.)	
	Oversee and direct PW	
	employees	
	Maintain all town owned	
	PP&E	
	On call 24/7 for events	
	dealing with roads and	
	road conditions	
Fire and rescue	. Sad conditions	
THE UNITESCUE		

Questions	What is the budget		
	public safety		
	How much if any		
	devoted to Police		
	Is communication		
	regional or in house		
	How many full time		
	positions		
	How many part time		
	positions		
	How many per diem		
	How are members		
	compensated who are		
	call or volunteer		
	Do you have full time		
	EMS and ambulance		
	service, if so have many		
	full/part time		
	Do you bill for EMS and		
	ambulance calls (what is		
	total billing for a year)		
	Are annual business		
	inspections done		
	Are solid fuel stove		
	inspections offered		
	What is your ISO rating		
	Do you have and CIP for		
	major equipment		
	Do you have programs		
	not offered by		
	surrounding towns		
	Do you issue burn		
	permits, if so haw are		
	they enforced		
	Do you have full time		
	EMA or health officer		
	and how are they		
	compensated		

Town of Raymond Compensation Committee

September 25, 2013

Comparison Communities Research

Note: We appreciate any information that you can provide to this committee. When our information is compiled, we are happy to provide you with data results.

Directions: Please provide us with the following information as is applicable to your department.

BUXTON, MAINE

What is the budget public safety?

a.) Personnel: \$506,781.20b.) Operations: \$227,275.00

c.) Capital Improvement: FY 2014 = \$194691 (Ambulance, Pump Re-Build, Hydrants, Power Stretcher)

How much if any devoted to Police?

The above numbers are only for the Fire-Rescue Department, the Police Budget is as follows:

- a.) Police Department \$612,072
- b.) Dispatch \$291,598
- c.) Animal Control \$40,696
- d.) Polygraph Account \$5,000

Is communication regional or in house?

Communication is in house, Supervised by Buxton PD

How many full-time positions?

1 – Fire-Rescue Chief, 1 (4/5) Administrative Assistant

How many part-time positions?

61 (this covers fire, rescue, fire police and exterior personnel)

How many per diem?

22

How are members compensated who are call or volunteer?

All members are paid an hourly rate based on qualifications (whether call or per diem), see matrix below:

Fire Budget Pay Scale

Hourly Rate	S						
	Qualification		Current		New		
	FF	\$	10.96	\$	11.11		
	FF1	\$	11.25	\$	11.40		
	FF2	\$	11.75	\$	11.90		
	LT	\$	12.25	\$	12.40	Mean Rate	\$ 12.82
	Capt	\$	13.25	\$	13.40		
	Division Chief	\$	14.25	\$	14.40		
	Deputy Chief	\$	15.00	\$	15.15		

Rescue Budget Salary

Pay Scale	C	urrent	New			
Paramedic	\$	17.97	\$ 18.12			
Intermediate	e \$	14.47	\$ 14.62	Average rate	\$	15.01
Basic	\$	12.14	\$ 12.29	Licensed pers	sonnel on	y
First Respo	nder \$	11.25	\$ 11.40	·		
FF/Driver	\$	10.96	\$ 11.11			

Do you have full time EMS and ambulance service? No, it is staffed by a per diem crew 24/7 If so how many full/part time? 2 per diems around the clock, staffing of at least 1 Paramedic

Do you bill for EMS and ambulance calls (what is total billing for a year)?

Yes, we have our billing done through Medical Re-Imbursements in Windham, and have a good return rate, I can look further at it if you would like.

Are annual business inspections done?

This calendar year we began Pre-Fire Plans, in the following years inspections will be done

Are solid fuel stove inspections offered?

No

What is your ISO rating?

9

Do you have a CIP for major equipment?

Yes, however it is only a guide and is not seen a binding, and the selectmen support the concept but do not always fund the line.

Do you have programs not offered by surrounding towns?

No

Do you issue burn permits? Dispatch

How are they enforced? Fire and PD, we also have a fire warden who enforces all state burning laws

Do you have full time EMA or health officer? No

How are they compensated?

Position check list – Comp Committee TOWN OF NEW GLOUCESTER

I met with Town Manager Sumner Field. Explained what we were doing with the comp comm. He told me he had been doing the same for the past 2 ½ years. He has taken his efforts to the next step and has defined job categories and put pay ranges to them. He used the MMA wage survey and plotted high, low, average and median pay to the best he could understanding that all town are different and that all towns have some sort of job sharing. He would like to see New Gloucester move to a merit based pay system. His thoughts are that if an employee reaches the top of the pay scale for that position that the only way to receive more pay is to be issued a bonus at the end of the year, based on performance, or to change jobs or job description. Additionally he thinks that longevity in a job does not earn you an automatic raise. He has not been able to convince his board to make these changes yet.

Position	Tasks	Cross Trained	Comp Town	Notes
Town Clerk	Register of Voters		Yes	Town Mgr is the Town Clerk
2 Deputy Town Clerks	Elections Clerk		Yes	TM signs the docs. Deputy Town Clerks do the day to day.
	Animal Control Liaison		Yes	
	Recording Secretary to B/F committee		No	
	Cemeteries		Vol association	
	Maintains office Supplies		Yes	
		Counter Clerk	Yes	
		Deputy Tax Collector	Yes	
		Deputy Register	Yes	
		IFW agent	No	Town Mgr
		Dog Licensing	Yes	
		Notary	Yes	
		Vital Records	Yes	
Finance Director	Budgets		This position does not exist	Town Mgr
	Contracts		All of these duties done by	

			the Town Mgr	
	Auditor Liaison			
	Insurance Coordinator			
	Software application			
	support for front end			
		Counter Clerk	No	
		Deputy Tax	no	
		Collector		
		Deputy Register	No	
		IFW agent	No	
		Dog Licensing	No	
		Notary	No	
		Vital Records	No	
Deputy Treasurer			This position does not exist	
Deputy Tax			This position does not exist	
Collector				
Counter Clerk	General Assistance Administrator		No	GA is handled by a contract with Opportunity Alliance
	Tax Collection		Yes	7 maries
	Tax concention	Counter Clerk	Yes	
		Deputy Tax	yes	
		Collector	700	
		Deputy Register	yes	
		IFW agent	no	
		Dog Licensing		
		Notary	Yes and No	
		Vital Records	yes	
Executive			This position does not exist	
Assistant				
Code Enforcement	Administrative and		yes	Trained and licensed inspector
Officer	technical work in			·
	carrying out the building,			
	pluming, health and			

	sanitation inspections in		
	securing compliance		
	with zoning regulations		
	Issuing building,	Yes	Covers planning board, zba, and works closely
	plumbing and demolition		with public works
	permits		
	Building, plumbing	yes	
	house and health		
	inspection		
	Enforcing state and	Yes	
	municipal zoning		
	ordinances, maintaining		
	records and reports		
	Investigating complaints	Yes	
	Licensed for direct	Yes	
	inspections of work		
	performed		
	Attend appropriate	yes	
	planning board, zoning		
	appeals and BOS		
	meetings		
Town manager /	Duties under Maine Law	Yes	
Town Clerk /	Title 30A		
Finance Director			
	Tax Collector	Yes	
	Parks and beach	No	Public works
	Management		
	Volunteer recreation	Yes	Have part time summer coordinator
	Program support		
	Personnel/HR	Yes	
	administration		
	Harbormaster	Yes	Lot less water than Raymond
	Economic Development	Yes	Work closely w Gray – Just produced a video to
	Support		share w realtors, businesses and the schools

	Purchasing Agent	Yes	
	Fleet	Yes	
	management/equipment		
	procurement-disposal		
	Risk management	Yes	
	Management/oversight	no	
	and support for tassel		
	top park enterprise		
	fund/related operations		
	General Assistance back	No	
	up		
	Public Access Officer	Yes	
	Public Notary service	No	
	Outside committees:	Yes but different	
	Tassel Top board of	committees	
	directors		
	MWAC representative		
	GPCOG alternate		
	Raymond Revitalization		
	Committee		
	Raymond Beautification		
	committee		
	Meetings attended:	Yes	
	Select Board		
	Budget/Finance		
	Others as required		
	On call availability – Cell	Yes / no	All department heads have cell # - not general
	phone 24/7		public
	No full time	no	No admin support at all
	administrative support		
Public Works	Road Commissioner	Yes	
Director			
	Oversee plowing	no	All plowing done by public works
	contractor		

	Oversee all road	Yes	
	construction and repair		
	Emergency response to	Yes	
	any road damage		
	Assist in plowing roads	See above	
	not in town plowing		
	contract		
	Maintain road condition	yes	
	program and		
	recommend		
	maintenance,		
	construction and repair		
	Oversee all municipal	Yes	
	construction,		
	maintenance		
	Oversee and assist with	Yes	
	road control during		
	emergency situations		
	(accident, fire, road		
	outage etc.)		
	Oversee and direct PW	yes	5 full time on part time winters
	employees		
	Maintain all town owned	Yes	
	PP&E		
	On call 24/7 for events	Yes	
	dealing with roads and		
	road conditions		
Fire and rescue			
Questions	What is the budget		
	public safety		
	How much if any	None	
	devoted to Police		
	Is communication	Regional	
	regional or in house		

How many full time	1 full time – rest per diem	
positions	and vol	
How many part time	0	
positions		
How many per diem	As needed	Staff rescue 6a to 6p overnights are volunteer
How are members		
compensated who are		
call or volunteer		
Do you have full time		Used to have a contract with United out of
EMS and ambulance		Auburn. But Auburn stopped contracting with
service, if so have many		United and started an in-house operation. United
full/part time		no longer able to offer affordable contract.
Do you bill for EMS and	yes	
ambulance calls (what is		
total billing for a year)		
Are annual business	yes	
inspections done		
Are solid fuel stove		
inspections offered		
What is your ISO rating		No wet hydrants - will get some new water
		system
Do you have and CIP for	yes	
major equipment		
Do you have programs		
not offered by		
surrounding towns		
Do you issue burn		
permits, if so haw are		
they enforced		
Do you have full time	No	
EMA or health officer		
and how are they		
compensated		

Position check list – Comp Committee Casco 7 full time positions 2 part time several contracted positions. All Public works subcontracted with Town Manager oversight All office team cross trained X is Yes and cross trained

Position	Tasks	Cross Trained	Comp Town	Notes
Deputy Town Clerk	Register of Voters	x	Town manager named Clerk	Lucille
	Elections Clerk	х		
	Animal Control Liaison			
	Recording Secretary to	Each committee		
	B/F committee	has own sec.		
1	Cemeteries	Full		
	Maintains office Supplies			Wendy full time
				but also Acessing
		Counter Clerk	х	2 full time 2 part
				time
		Deputy Tax		Pam with BOS
		Collector		and town
				manager signing
				checks
		Deputy Register	х	
		IFW agent	х	
		Dog Licensing	х	
		Notary	х	
		Vital Records	х	
Finance Director	Budgets		Town manager w	
			BOS signs checks	
			also	
	Contracts		TM	
	Auditor Liaison		Sub contractor	
	Insurance Coordinator		TM	
	Software application		Sub contractor	Chris Sanborn
	support for front end			
		Counter Clerk		
		Deputy Tax		
		Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		

Deputy Treasurer	Payroll Clerk		Fulltime	Pam
	Motor Vehicles Agent		Х	
	and weekly report			
	Voter registration		Х	
		Counter Clerk		
		Deputy Tax		
		Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Deputy Tax	Back-up for CEO	Vital Necolus		
Collector	Back-up for CLO			
		Counter Clerk		
		Deputy Tax		
		Collector		
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Counter Clerk	General Assistance Administrator		Deputy and TM	
	Tax Collection		Pam and counter	
	Tux conceion	Counter Clerk	X	
		Deputy Tax	X	
		Collector	^	
		Deputy Register		
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Executive	Assistant to Town		N/A	
Assistant	Manager, CEO, Contract			
	Assessor, Contract			
	Planner and Public			
	Works Director			
	Secretary to BOS,		Deputy Clerk	
	Planning Board, Zoning		BOS	
	Board of appeals, Board		Wendy full time	
	of Assessment Review,		with Appeals and	
	Compensation		Planning	
	Committee			
	Webmaster		Sub contracted	
	Videographer		Sub contracted	

	I Direction of the control of the co			
	LPI and residential code		Sub contracted	
	and assists in auditing			
	technology and software			
	needs to give to			
	technology committee			
Code	Administrative and	Yes	Full time with	Back up is
Enforcement	technical work in		future part time	Raymond and
Officer	carrying out the building,		to be hired soon	Naples
	pluming, health and			
	sanitation inspections in			
	securing compliance			
	with zoning regulations	Voc		
	Issuing building,	Yes		
ı	plumbing and demolition			
	permits			
	Building, plumbing	Yes		
	house and health			
	inspection			
	Enforcing state and	Yes		
	municipal zoning			
	ordinances, maintaining			
	records and reports			
	Investigating complaints	Yes		
	Licensed for direct			
	inspections of work			
	performed			
	Attend appropriate	Yes		
	planning board, zoning	1.03		
	appeals and BOS			
	meetings			
Town manager	Duties under Maine Law			
Town manager				
	Title 30A	No. 1		
	Tax Collector	Yes		
	Parks and beach		Full time rec	Beth
	Management		director	
	Volunteer recreation		yes	
	Program support			
	Personnel/HR	yes		
	administration			
	Harbormaster			
	Economic Development			
	Support			
	Purchasing Agent	yes		
	Fleet	No fleet	Fire does own	
	management/equipment			
	procurement-disposal			
	Risk management	yes		
	Mak management	yes		1

	Managament/oversight	N/A	
	Management/oversight	N/A	
	and support for tassel		
	top park enterprise		
	fund/related operations		
	General Assistance back	Yes	
	up		
	Public Access Officer	Yes	
	Public Notary service		
	Outside committees:	GPCOG	
	Tassel Top board of		
	directors		
	MWAC representative		
	GPCOG alternate		
	Raymond Revitalization		
	Committee		
	Raymond Beautification		
	committee		
	1111	l voc	
	Meetings attended:	yes	
	Select Board		
	Budget/Finance		
	Others as required		
	On call availability – Cell	Except on	
	phone 24/7	vacation	
	No full time	Spread out	
	administrative support		
Public Works	Road Commissioner	TM no public	
Director		works	
	Oversee plowing		
	contractor		
	Oversee all road		
	construction and repair		
	Emergency response to		
	any road damage		
	Assist in plowing roads		
	not in town plowing		
	contract		
	Maintain road condition		
	program and		
	recommend		
	maintenance,		
	construction and repair		
	Oversee all municipal		
	construction,		
	maintenance		
	Oversee and assist with		
	road control during		
1	emergency situations		

	(accident, fire, road			
	outage etc.)			
	Oversee and direct PW			
	employees			
	Maintain all town owned			
	PP&E			
	On call 24/7 for events			
	dealing with roads and			
	road conditions			
Fire and rescue				
Questions	What is the budget	583K		
	public safety			
	How much if any	no		
	devoted to Police			
	Is communication	county		
	regional or in house			
	How many full time	none		
	positions			
	How many part time	none	stipends	
	positions			
	How many per diem	2 EMS 1 FF each		
		day		
	How are members	Stipends, flat per		
	compensated who are	call, hourly per		
	call or volunteer	call varity		
	Do you have full time	no		
	EMS and ambulance			
	service, if so have many			
	full/part time			
	Do you bill for EMS and	Yes billed 244K		
	ambulance calls (what is	brought in 198K		
	total billing for a year)			
	Are annual business	CEO		
	inspections done	050		
	Are solid fuel stove	CEO		
	inspections offered			
	What is your ISO rating	 No. 1 1 1 1 1 1 1 1 1 1		
	Do you have and CIP for	Yes but not		
	major equipment	always funded		
	Do you have programs	no		
	not offered by			
	surrounding towns			
	Do you issue burn	yes		
	permits, if so haw are			
	they enforced			
	Do you have full time	No separate		
	EMA or health officer	EMA with little		

Position Check List – Comp Committee: **TOWN OF NORTH YARMOUTH**

Position	Tasks	Cross Trained	North Yarmouth	Notes
Town Clerk	Register of Voters		yes	Town Clerk is Debbie Glover
	Elections Clerk		yes	
	Animal Control Liaison		yes	
	Recording Secretary to B/F committee		contract out to 3 rd party	
	Cemeteries		yes - 3	
	Maintains office Supplies		yes	
			Primary Bookkeeper	
			Accounts reconciliation	
			Front counter (along with temp)	
			Tax bill generation	
		Counter Clerk	yes to all – she currently also manages the	
		Deputy Tax Collector	Counter with 1 temp (Usual staffing is two	
		Deputy Register	people for counter)	
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records		
Finance Director	Budgets		This position does not exist in North Yarmouth	Town Manager is technically treasurer and Town Clerk is Deputy Town Clerk
	Contracts		All of these are managed by Town Manager	
	Auditor Liaison		and Town Clerk	
	Insurance Coordinator			
	Software application support for front end			
	Cita	Counter Clerk	See Town Clerk for explanation of front	
		Deputy Tax Collector	Counter	
		Deputy Register	Oddition	
		IFW agent		
		Dog Licensing		
		Notary		
		Vital Records	_	
		vilai Keluius		

Deputy Treasurer	Payroll Clerk		Town Clerk manages all of these things
	Motor Vehicles Agent and weekly report		
	Voter registration		
		Counter Clerk	See Town Clerk for Explanation of Front
		Deputy Tax Collector	Counter
		Deputy Register	
		IFW agent	
		Dog Licensing	
		Notary	
		Vital Records	
Deputy Tax Collector	Back-up for CEO		This position does not exist in North Yarmouth
		Counter Clerk	See Town Clerk for explanation of Front
		Deputy Tax Collector	Counter
		Deputy Register	
		IFW agent	
		Dog Licensing	
		Notary	
		Vital Records	
Counter Clerk	General Assistance Administrator		See Town Clerk for explanation of Front Counter
	Tax Collection		
		Counter Clerk	
		Deputy Tax Collector	
		Deputy Register	
		IFW agent	
		Dog Licensing	
		Notary	
		Vital Records	
Executive	Assistant to Town Manager, CEO, Contract		This position does not exist in North
Assistant	Assessor, Contract Planner and Public Works Director		Yarmouth: No executive assistant
	Secretary to BOS, Planning Board, Zoning Board of appeals, Board of Assessment Review, Compensation Committee		Managed by Committees or Boards themselves

	Webmaster	Town Clerk manages	
	Videographer	Managed externally	
	LPI and residential code and assists in		
	auditing technology and software needs to		
	give to technology committee		
Code	Administrative and technical work in carrying	yes	CEO is Barbara Skelton
Enforce-	out the building, pluming, health and sanitation		83 land use permits
ment	inspections in securing compliance with zoning		53 electrical, 24 septic, 21
Officer	regulations		plumbing permits in 2012
	Issuing building, plumbing and demolition permits	yes	
	Building, plumbing house and health inspection	yes	
	Enforcing state and municipal zoning ordinances, maintaining records and reports	yes	
	Investigating complaints	yes	
	Licensed for direct inspections of work performed	yes	
	Attend appropriate planning board, zoning appeals and BOS meetings	yes and also Conservation Committee.	Direct liaison for Planning Board, Zoning Board, Conservation Committee
		Also does electrical inspections (53 in 2012)	
		Also E911 Officer, Floodplan Administrator, Shoreland Zone Officer	
Town Manager	Duties under Maine Law Title 30A	Yes on oversight of most components of Title 30A	Marnie Diffen – Town Manager
	Tax Collector	- By law appointed Tax Collector and Treasurer, but managed by others	
	Parks and beach Management	No – Recreation Committee direct link to Selectboard	
	Volunteer recreation Program support	No	
	Personnel/HR administration	Yes	
	Harbormaster	No such role in N. Yarmouth	
	Economic Development Support	Yes	
	Purchasing Agent	Yes	
	Fleet management/equipment procurement-disposal	Yes – also Road Commissioner	
	Risk management	Yes- shared with Town Clerk	

	Management/oversight and support for tassel	No	
	top park enterprise fund/related operations		
	General Assistance back up	Yes responsible for relationship with	
		subcontractor	
	Public Access Officer	Cable?? yes	
	Public Notary service	with town Clerk	
	Outside committees:	GPCOG	
	Tassel Top board of directors	Regional Waste	
	MWAC representative		
	GPCOG alternate		
	Raymond Revitalization Committee		
	Raymond Beautification committee		
	Meetings attended:	Yes, as well as other committees	
	Select Board		
	Budget/Finance		
	Others as required		
	On call availability – Cell phone 24/7	Yes	
	No full time administrative support	Yes – almost no administrative support	
		Also liaison for Channel 2/TWC	
Public	Road Commissioner	No – Town Manager manages	Total dept
Works			3 FTE
Director			1PTE
	Oversee plowing contractor	do all own plowing	56 miles of road
	Oversee all road construction and repair	do own ditching grading dirt roads	
	Emergency response to any road damage	yes	
	Assist in plowing roads not in town plowing	Do all town plowing: Have 3 10-wheelers	Fire chief uses town pick up to
	contract	which allow them to do all town plowing	plow town hall and fire station
	Maintain road condition program; recommend	yes	
	maintenance, construction & repair		
	Oversee all municipal construction,	yes – do minor maintenance,; use 3 rd party	
	maintenance	contractor for larger work	
	Oversee and assist with road control during	yes	
	emergency situations		
	Oversee and direct PW employees	yes	
	Maintain all town owned PP&E	yes	
	On call 24/7 for events dealing with roads and	yes	
	road conditions		

Fire & Rescue		Rick Plummer - Chief	Falmouth does dispatch
	What is the budget public safety	\$297,000	
	How much if any devoted to Police	Use Cumberland Police	
	Is communication regional or in house	In-house (Falmouth does dispatch - \$20K/yr	
	How many full time positions	1	
	How many part time positions	Paid hourly – respond as needed	
		2 student live-ins	
	How many per diem	0	Looked at per diem, but decided to stay hourly
	How are members compensated who	primarily volunteer (40 members/25 active	primarily volunteer. Have used
	are call or volunteer	members). Paid for calls on hourly basis	education (EMT and FF1) to help attract new volunteers
	Do you have full time EMS and	Yes, 1 full time, with \$14K/yr for paramedic	Also use Gray and Cumberland if
	ambulance service, if so have many	from Falmouth. Also have own paramedics	needed and pay intercept fee
	full/part time		
	Do you bill for EMS and ambulance	Yes, avg is about \$500/run	
	calls (what is total billing for a year)		
	Are annual business inspections done	Yes – done by Chief	
	Are solid fuel stove inspections offered	Yes – done by Chief	
	What is your ISO rating	6 hydrant/9 non-hydrant	
	Do you have and CIP for major	yes , but not funded this year due to current	\$800K in combined
	equipment	CIP balance	PW/Emergency
	Do you have programs not offered by	not sure what we mean	
	surrounding towns		
	Do you issue burn permits, if so how	yes – online system	Likes system - \$250/yr cost for
	are they enforced		use
	Do you have full time EMA or health	Chief is full time	
	officer and how are they compensated		

Town of Buxton - Norma Richard

Buxton is a community with approximately 8,000 full time residents. Its valuation is about 71% of Raymond's at \$756,550,000. Total gross payroll is double that of Raymond at \$2,075,459. It does have fire and rescue, dispatch services, a police department and full-time recreation director. Buxton does not have a town manager. There is a five member elected Selectboard. The town office staff includes the town clerk, two deputy clerks, tax collector, treasurer and selectmen's assistant. There is a full time CEO and an assistant. Assessing services are contracted.

Buxton has its own police department with the police chief, 8 patrolmen and 3 reserves. There is a full-time animal control officer. It has its own dispatching services supervised by the Buxton PD. There is a full-time fire chief with 61 part-time and 22 per diem positions that cover fire, rescue and police services.

The public works department has a foreman, 4 full-time employees and a full-time mechanic. The mechanic also assists in maintaining fire and rescue and police vehicles. In addition, there are 3 part-time seasonal employees. Trash pick-up is contracted through BBI. There is a full-time transfer station manager. Recycling is not curbside.

Position	Tasks	Cross Trained	Comp Town	Notes
Town Clerk	Register of Voters		No	
	Elections Clerk		Yes	
	Pocarding Socratary to		No	
	Recording Secretary to B/F committee		NO	
	Cemeteries		No	
	Maintains office Supplies		No	
		Counter Clerk	Yes	
		Deputy Tax	Yes	
		Collector		
		Deputy Register	Yes	
		IFW agent	No	
		Dog Licensing	Yes	
		Notary	Yes	
		Vital Records	Yes	
Registrar of Voters	Register voters Election clerk		Yes	
Finance Director/Treasurer	Budgets		Treasurer	
•	Contracts		Yes	
	Auditor Liaison		Yes	
	Insurance Coordinator		Yes	
Deputy Treasurer	Payroll Clerk		No Position	
Tax			Yes	

Collector/Clerk			
Counter Clerk	General Assistance Administrator		Yes
	Tax Collection		Yes
		Counter Clerk	Yes
		Deputy Tax Collector	Yes
		Deputy Register	Yes
		IFW agent	Yes
		Dog Licensing	Yes
		Notary	Yes
		Vital Records	Yes
Executive Assistant	Assistant to Selectboard		Yes
	Secretary to BOS		Yes
Recreation Director	Oversees recreation department	Full Time Position	Yes
	Coordinates volunteers		Yes
Code Enforcement Officer	Administrative and technical work in carrying out the building, pluming, health and sanitation inspections in securing compliance with zoning regulations Issuing building, plumbing and demolition permits Building, plumbing house and health inspection Enforcing state and		Yes Yes Yes Yes
	municipal zoning ordinances, maintaining records and reports Investigating complaints Licensed for direct inspections of work performed		Yes Yes
Town manager	Attend appropriate planning board, zoning appeals and BOS meetings	NONE	Yes
Town manager	Duties under Maine Law Title 30A	NONE	

Public Works	Road Commissioner	Foreman	Full Time
Director			
4 full-time, 3 part-	Oversee plowing		Yes
time seasonal	contractor		
	Oversee all road		Yes
	construction and repair		
	Emergency response to		Yes
	any road damage		
	Maintain road condition		Yes
	program and		
	recommend		
	maintenance,		
	construction and repair		
	Oversee all municipal		Yes
	construction,		
	maintenance		
	Oversee and assist with		Yes
	road control during		
	emergency situations		
	(accident, fire, road		
	outage etc.)		
	Oversee and direct PW		Yes
	employees		
Mechanic	Maintain all town owned		Public Works
	PP&E		Mechanic

NORWAY, MAINE – Norma Richard

Norway is a community with approximately 5,000 year-round residents. Valuation is about 40% of Raymond's at \$423,700,000. Current mill rate is 14.70. Total gross payroll is comparable to Raymond's.

I met with David Holt, town manager of Norway. David has been in this position for 24 years. The town hall complex was built in 1989 and includes town offices, the police station and the fire station. There are 2 clerks and a bookkeeper working out of the town office. As in Raymond, people are cross-trained to cover the front desk needs. The town's assessor works 28 hours. When these hours were reduced several years ago, the town changed full-time to 28 hours so that this position would continue to offer benefits. Of note is the use of shared positions with neighboring communities. The CEO works 20 hours in Norway, and 20 hours shared by two other towns. 20 hours of the General Assistance position is shared. Trash and recycling is shared with another community. There is a full-time Recreation Director who has additional responsibilities.

In the public works department, there are 8 full time positions and a half-time position. The town does its own plowing and road care. Norway has its own police department with eight full time officers. There is a full time fire chief and a volunteer fire department. Firefighters, including town employees, are paid an hourly rate for services for fire fighting and training. Dispatch services are through the Oxford County Regional Communications Center in South Paris.

David talked about the challenges in maintaining the level of services in Norway and keeping the current town staffing. Per capita income is lower than Raymond's, \$17,020 vs. \$25,193 (2010 census data). There are more apartment buildings and Section 8 housing than Raymond. General Assistance is budgeted at \$120,000. Another difference is the amount of what David calls "historic obsolescence" in Norway and the significant costs associated with the preservation of a number of historic buildings, such as the Opera House and the Gingerbread House.

Position	Tasks	Cross Trained	Comp Town	Notes
Town Clerk	Register of Voters		\$17.00/hr.	
	Elections Clerk		Yes	
	Animal Control Liaison		Yes	
	Recording Secretary to		No	
	B/F committee			
	Cemeteries			
	Maintains office Supplies		Yes	
		Counter Clerk	\$14.51/hr.	
		Deputy Tax Collector	Yes	
		Deputy Register	Yes	
		IFW agent	Yes	
		Dog Licensing	Yes	
		Notary	Yes	

		Vital Records		
Finance Director	Dudgets	Vital Records	\$18.79/hr.	
Fillance Director	Budgets		\$18.79/111. Yes	
	Contracts			
	Auditor Liaison		Yes	
	Insurance Coordinator		Yes	
	Software application		No	
	support for front end		044 F4 //	
		Counter Clerk	\$14,51/hr.	
		Deputy Tax	Yes	
		Collector		
		Deputy Register	Yes	
		IFW agent		
		Dog Licensing	Yes	
		Notary	Yes	
		Vital Records	Yes	
Deputy Treasurer	Payroll Clerk		No Position	
Deputy Tax Collector	Back-up for CEO		No Position	
Counter Clerk			\$14.51/hr.	
2 positions				
•	Tax Collection		Yes	
		Counter Clerk	Yes	
		Deputy Tax	Yes	
		Collector		
		Deputy Register	Yes	
		IFW agent		
		Dog Licensing	Yes	
		Notary	Yes	
		Vital Records	Yes	
Executive Assistant	Assistant to Town Manager, CEO, Contract Assessor, Contract Planner and Public Works Director		No position	
Code	Administrative and		\$17.98/hr.	
Enforcement	technical work in			
Officer	carrying out the building,		Shared with 2	
	pluming, health and		towns (50% for	
	sanitation inspections in		Norway)	
	securing compliance			
	with zoning regulations			
	Issuing building,		Yes	
	plumbing and demolition permits			
	Building, plumbing		Yes	
	house and health			
	inspection			

	Enforcing state and	Vac	
	Enforcing state and	Yes	
	municipal zoning		
	ordinances, maintaining		
	records and reports		
	Investigating complaints	Yes	
	Licensed for direct	Yes	
	inspections of work		
	performed		
	Attend appropriate	Yes	
	planning board, zoning		
	appeals and BOS		
	meetings		
Town manager	Duties under Maine Law	\$72,925	
	Title 30A	772	
	Tax Collector		
Full time	Parks and beach	No- Recreation	
recreation	Management	Director	
director	ivialiageillelli	Director	
uneciui	Volunteer recreation	No - Recreation	
	Program support	Director	
	Personnel/HR	Yes	
	administration		
	Harbormaster	No	
	Economic Development	Yes	
	Support		
	Purchasing Agent	Yes	
	Fleet	Yes	
	management/equipment		
	procurement-disposal		
	Risk management	Yes	
	Management/oversight	NO	
	and support for tassel		
	top park enterprise		
	fund/related operations		
	General Assistance back	Yes	
	up		
	Public Access Officer		
	Public Notary service		
	·	Voc	
	Outside committees:	Yes	
	Meetings attended:	Yes	
	Select Board		
	Budget/Finance		
	Others as required		
	On call availability – Cell	Yes	
	phone 24/7		
	No full time		
	NO IUII UIIIE		

	administrative support			
Public Works Director	Road Commissioner	Foreman 8 full time 1 part time	\$18.09/hr.	
	Oversee plowing contractor		Yes	
	Oversee all road construction and repair		Yes	
	Emergency response to any road damage		Yes	
	Assist in plowing roads not in town plowing contract		Yes	
	Maintain road condition program and recommend maintenance, construction and repair		Yes	
	Oversee all municipal construction, maintenance		Yes	
	Oversee and assist with road control during emergency situations (accident, fire, road outage etc.)		Yes	
	Oversee and direct PW employees		Yes	
	Maintain all town owned PP&E		Yes	
	On call 24/7 for events dealing with roads and road conditions		Yes	
Fire and rescue				
Questions	What is the budget public safety			
	How much if any devoted to Police		8 full time police officers	
	Is communication regional or in house	Regional		
	How many full time positions	Fire Chief only	1 full time	
	How many part time positions	All volunteer	Volunteer	
	How many per diem		None	
	How are members		Hourly Wage –	

compensated who are	plus regular	
call or volunteer	wage	
Do you have full time	No	
EMS and ambulance		
service, if so have many		
full/part time		
Do you bill for EMS and	No	
ambulance calls (what is		
total billing for a year)		
Are annual business	Yes	
inspections done		
Do you have a CIP for	Yes	
major equipment		
Do you issue burn	3	
permits, if so how are		
they enforced		
Do you have full time	No	
EMA or health officer		
and how are they		
compensated		

Town of Gray

Population – 7761 Mil rate 15.45 Gross Valuation - \$891,800,000

Full time employees -33; Part time -5; per diem -25; Total including firefighters and seasonal $-\pm125$.

Total Gross Annual Payroll (2012) - \$1,877,375.

The Town of Gray has a Council-Manager (Deborah Cabana) form of local government.

The completed Compensation Study for Gray indicates that the towns personnel avail themselves of cross training opportunities. The staffing level for Gray is seems to be comparable to Raymond's with 63 full and part time personnel. This number may be understated (and therefore the annual payroll) since Gray provides certain public services that do not correlate directly to Raymond, i.e. the transfer station and the Gray Water District. Those personnel may be carried under a separate category, and indicated only in the above firefighters and seasonal employee category. Salary increases for staff personnel are based on the common CPI index, while management increases have "... no formula for calculated the increases, it varies depending on the individual".

The person(s) responsible for completing the survey were not as forthcoming as we would like. The cross training aspects of each position seem to be extensive. Certain job titles were different, i.e. counter clerks in Raymond are called Deputy Clerks in Gray. The Town manager has a full time Administrative Assistant. The well designed web site in Gray is managed by a part time web manager. The Fire and Rescue budget was not completed.

Town of Rockland

Population – 7297 Mil rate – 18.78 Gross Valuation – 792,050,000

Full time Employees – 101 (37 in Public Safety) – Part Time 24 Total ±125

Total Gross Annual Payroll \$1,576,428

Public Safety Gross Annual Payroll \$4,313,385 (Police \$1,194,102)

The City of Rockland has a Council-Manager (James Smith) form of local government.

The completed Compensation Study for Rockland shows several major differences with the Town of Raymond. An extensive business downtown area along with an operating commercial waterfront perhaps reflects the need for their current staffing (and salary) levels. Position salaries however, do not waiver excessively. Salary increases are based strictly on the CPI index that is commonly used.

Rockland's staffing levels are 67% higher than Raymond with an annual budget that is nearly 4 times that of Raymond. The police department accounts for a good portion of the payroll. The survey also indicates that the cross-training prospects perhaps exist, but are not fully advantaged as are Raymond's. There also appears that there is a fair amount of regionalization with the communities of Camden and Rockport. It appears that personnel are more inclined to perform tasks within a narrowly defined area. Additionally, the larger population may require more services. The combination of these two factors may justify the higher staffing levels.

T.A.P.

ACCT	MAP/LOT	NAME AND ADDRESS	YEAR	AMOUNT	TYPE	SIZE	PAY	VALUE
B9110R	M 67 L 46A	BBW LLC RUSTY RD	10/11	\$5,003.29	LAND	2.43	\$214.00	\$134,400.00
B7008R	M 42 L 80	BEATTIE, ANTHONY 11 MASS AVE	11/12	\$9,504.43	SEASONAL	0.697	\$500.00	\$244,500.00
C3010R	M 8 L 58	CATIR STEPHEN E / YOLANDA 109WEBBS MILLS RD	12/13	\$9,049.75	RES.	35.65	NO	\$265,000.00
C1580R	M 15 L 79	CONLEY, ROBERT 8 CRAGGY KNOLL RD	08/09	\$7,772.76	RES.	0.4356	\$200.00	\$123,000.00
	M 55 L 3	COX, JEFFREY 1246 ROOSEVELT TRAIL	08/09	\$28,229.94	COMMERCIAL		\$850.00	\$453,400.00
	M16 L 61	DAWLEY/BRANDT, JEAN 188 NO. RAYMOND RD	08/09	\$13,099.74	RES.		\$325.00	\$170,900.00
	M 60 L 7	DEEP COVE SHORES DEEP COVE RD	09/10	\$3,029.02	LAND		\$100.00	\$58,500.00 BANKRUPCY
	M 60 L 17	DEEP COVE SHORES 124 DEEP COVE RD	08/09	\$39,889.11	SEASONAL		\$850.00	\$565,500.00 BANKRUPCY
	M 60 L 6	DEEP COVE SHORES DEEP COVE RD	10/11	\$805.44	LAND		\$50.00	\$17,200.00 BANKRUPCY
	M 18 L 18F	FURLONG, WILLIAM 31 FURLONG DR	11/12	\$7,248.64	RES.		\$250.00	\$189,900.00
	M 2 L 24B	GWENDOLYN ACQ. LLC QUARRY RD	10/11	\$2,058.41	LAND		\$109.00	\$55,200.00
	M 15 L 92	HURD, BETH-ANN 326 RAYMOND HILL RD	11/12	\$2,444.33	RES.		\$100.00	\$99,500.00
	M 21 L 2	LEWIS, JAMES NOTCHED POND RD	11/12	\$974.72	LAND	0.19602		\$22,300.00
	M 41 L 35	LIBBY, SCOTT 54 BOULDER RD	11/12	\$4,314.91	RES.		\$150.00	\$126,800.00
	M 17 L 20A	MAYER GREGORY S / RHONDA A 10 DYER ROAD		\$8,048.60	RES.		\$500.00 + \$200/M0	
	M 40 L 2	MCINTYRE, RICHARD 1 PANTHER POND PINES	10/11	\$11,587.89	RES.		\$300.00	
M6144R	M 51 L 22A	MORESHEAD PETER / COLLEEN	12/13	\$1,251.64	LAND	8.71	\$100.00	\$50,600.00

T.A.P.

		WEBBS MILLS RD							
G0665R	M 52 L 52	MURRAY, MARTHA	10/11	\$5,314.82	CAMPSITE	0.8276	\$150.00	\$119,300.00	
		6 BOATERS WAY							
C2140R	M 54 L 45	NOONAN, THOMAS	10/11	\$26,888.53	RES.	0.24829	\$800.00	\$568,600.00 BANKRUPCY	
		6 BAYVIEW DR							
P0270R	M 23 L 21	PARKER JANE E	12/13	\$1,116.71	LAND	1.5	NO	\$32,700.00	
		PEPPERCORN WAY							
R9105R	M 67 L 46	R2R LLC	11/12	\$2,037.81	LAND	4.38	\$107.00	\$54,300.00	
DOOOED	M 40 L 10	RUSTY RD	00/10	фС COO OO	CEACONAL	0.5000	ΦΩΕΩ ΩΩ	ф10F 000 00	
RU385R	M 42 L 19	REED / CALLOW/ JAQUES 40 LAKESIDE DR	09/10	\$6,689.99	SEASONAL	0.5003	\$250.00	\$195,900.00	
SUUUSE	M 53 L 32	SQUARE J REALTY	11/12	\$1,538.59	LAND	1.3	NO	\$39,100.00	
3000011	W 33 L 32	HARMON RD	11/12	Ψ1,330.39	LAND	1.5	NO	Ψ39,100.00	
S2530R	M 19 L 39	STROUT, RICHARD	09/10	\$9,091.45	RES.	107	\$200.00	\$172,700.00	
		9 SHAKER WOODS RD		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			,	, _ · _ , · · _ · · · · · · · ·	
T0440R	M 16 L 18	THORNE, SIDNEY	08/09	\$26,460.91	LAND	2.07	\$750.00	\$407,800.00	
		SPRING VALLEY RD							
W0635R	M 54 L 60	THORNE, SIDNEY	08/09	\$3,696.44	LAND	0.30928	\$100.00	\$61,200.00	
		PETERSON RD							
V8004R	M 18 L 18C0011	VALL ENTERPRISES LLC	11/12	\$357.88	LAND	1.04	\$100.00	\$10,500.00	
		TENNY HILL ESTATES							
V8005R	M 18 L 18C0012	VALL ENTERPRISES LLC	11/12	\$413.22	LAND	1.47		\$12,100.00	
\ (0000CD	M 40 L 4000040	TENNY HILL ESTATES	1110	# 000 00	LAND	4.00		#10.000.00	
V8006R	M 18 L 18C0013	VALL ENTERPRISES LLC	11/12	\$368.38	LAND	1.08		\$10,800.00	
\/2007D	M 19 I 19C0014	TENNY HILL ESTATES VALL ENTERPRISES LLC	11/12	\$430.29	LAND	1.6		\$12,600.00	
V00071X	W 10 L 10C0014	TENNY HILL ESTATES	11/12	Ψ430.29	LAND	1.0		\$12,000.00	
V8008R	M 18 I 18C0015	VALL ENTERPRISES LLC	11/12	\$350.87	LAND	0.42765		\$10,300.00	
1000011	10 1 1000010	TENNY HILL ESTATES	11,11	4000.01	2, 1112	0.12.00		410,000.00	
V8009R	M 18 L 18C0016	VALL ENTERPRISES LLC	11/12	\$382.40	LAND	1.12		\$11,200.00	
		TENNY HILL ESTATES							
V8010R	M 18 L 18C0017	VALL ENTERPRISES LLC	11/12	\$354.37	LAND	0.41792		\$10,400.00	
		TENNY HILL ESTATES							
V8011R	M 18 L 18C0018	VALL ENTERPRISES LLC	11/12	\$344.31	LAND	0.40382		\$10,100.00	
		TENNY HILL ESTATES							

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			T.A.P.			
V8012R M 18 L 18C0019	VALL ENTERPRISES LLC	11/12	\$424.98	LAND	1.07	\$10,800.00
W1590R M 45 L 7	TENNY HILL ESTATES WOODBURY CLIFFORD A JR PLAINS RD	12/13	\$1,888.51	LAND	9.42	\$55,300.00 PAID



401 Webbs Mills Road Raymond, Maine 04071 207.655.4742 Fax 207.655.3024

Memorandum

Date: March 6, 2015

To: Board of Selectmen and Town Manager

From: Nathan White, Public Works Director

Re: Personnel Policy Request

I took your comments from the last meeting into consideration. In reviewing the Personnel Policy again, I believe that what we are requesting can be achieved by changing the definition of "actual time worked" for Public works to include earned time. Please see pages 5 & 6 of the redline copy for details. Below is an example of how this would work:

If an Employee worked Monday-Wednesday 7am to 330pm and then worked 10hr on Thursday and used Friday as a vacation day his/her time sheet would be as follows

Monday Tuesday Wednesday Thursday Friday 8hr 8hr 8hr 10hr8hr =42hr (32hr reg 2hr overtime 8hr vacation)

The only way an employee would be eligible for overtime would be if they had 40hr of time accumulated by work hours and earned time.

The employee would still have the option to use the 2hr overtime in the example as comp time or to reduce the 8hr of vacation time to 6hr, with that option his/her time sheet would be as follows

Monday Tuesday Wednesday Thursday Friday
8hr 8hr 10hr8hr =42hr (32hr reg 2hr comp 8hr vacation)
OR
(34hr reg 6hr vacation)

Earned time: accumulated vacation time, sick time, holiday pay or time worked.



TOWN OF RAYMOND, MAINE Personnel Policy

Adopted February 4, 1997

Amended March 4, 1997

December 1, 1998

August 1, 2000

November 20, 2001

December 3, 2002

June 17, 2003

December 20, 2005

January 16, 2007

March 10, 2015-

ARTICLE I - PREAMBLE

- A. The Board of Selectmen hereby adopts the following Policy for utilization by the Town of Raymond in the administration of the personnel activities of the employees of the Town of Raymond. These rules and subsequent modification shall supersede any policy and rules made previously by the Board of Selectmen.
- B. The Town, through its Board of Selectmen, may delete, amend, modify or change any or all of the provisions contained in this Policy without prior notice. The provisions set forth are not contractual, but rather, are for the general guidance of the Town in its relationship with its employees.
- C. The Town Manager shall be responsible for the implementation of this policy.

ARTICLE II - EMPLOYMENT

- A. The employment of all personnel shall be the responsibility of the Town Manager.
- B. The employment of the Town Manager shall be the responsibility of the Board of Selectmen.
- C. All applicants for employment must submit a written application for employment on forms approved and provided by the Town Manager. Any willful and material misrepresentation of fact on an application shall be grounds for disciplinary

- procedures and/or termination and dismissal upon discovery of such misrepresentation.
- D. All other factors being equal, residents of Raymond will be given preference for employment opportunities.
- E. Present Town employees, who apply for employment, shall be given first consideration in filling a vacancy, but it is recognized that the good of the Town may require a vacancy be filled outside the ranks of Town employees from outside of the community.
- F. Applications for employment will be reviewed by the Department Head and the Town Manager. Written, oral and/or physical testing may be required of applicants who have received conditional offers of employment, in conformance with the requirements of the Americans with Disabilities Act. Appointments will be made by the Town Manager and subject to confirmation by the Board of Selectmen when required by statute.
- G. All employees are considered probationary for the first six (6) months of employment. The probationary period shall be considered an extension of the selection process. Probationary employees may be removed at any time during the probationary period without cause and without right to file a grievance.
- H. Prior to the completion of the probationary period, the employee will receive a formal written evaluation from his/her immediate supervisor and/or the Town Manager. A favorable evaluation will result in the employee being transferred to permanent status.
- I. Employees will be given an annual written evaluation by their immediate supervisor and/or the Town Manager. Such evaluation will be considered when salary, promotions, discipline or any other personnel action is proposed.

ARTICLE III - EQUAL OPPORTUNITY EMPLOYER

The policy of the Town of Raymond is to provide equal opportunity to all employees and applicants without regard to religion, age, sex, marital status, race, color, ancestry, national origin, physical or mental handicap, except as a bona fide occupational qualification.

ARTICLE IV - TYPES OF APPOINTMENTS

The following types of appointments may be made to the Town's service in conformity with the rules established.

A. Full Time. A full time employee works full time (a minimum of thirty two hours per week) and on a continuing and indefinite basis. Most full time employees will be

- expected to work between 35 and 40 hours per week and will be subjected to additional hours on an as needed basis. He/she is subject to all personnel rules and regulations and receives all benefits and rights as provided by these rules.
- B. Regular Part Time. An employee in this classification works less than a full work week (less than 32 hours per week), but on a continuing and indefinite basis. He/she is subject to all personnel rules and regulations. Vacation, sick leave and holiday benefits shall be in proportion to the hours worked.
- C. On Call Part Time Employees. An employee in this classification works less than a full work week (less than 32 hours per week), and only works when called upon. They are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time.
- D. Stipend / Part Time Employees. An employee in this classification works less than a full work week (less than 32 hours per week), and works enough hours to perform the duties required of him/her and is paid an annual fixed salary. They are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time.
- E. Temporary Employees. Temporary employees work on a non-permanent basis, usually within a limited time frame such as seasonal positions. They are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time or seniority, and may be terminated for any reason at any time.
- F. Special Appointees. Official positions filled by appointment of the Town Manager and/or Board of Selectmen, but not considered employees for purposes of compensation or benefits.
- G. Other Classifications. The Town through its Selectmen and/or Town Manager may, from time to time, by appointment fill other posts and positions, either by voluntary service on certain town boards and committees (such as Planning Board, Board of Appeals, Conservation Commission), by contract or fee for services (such as engineer, auditor, town attorney) and similar. These categories of service are not considered "employment" within the meaning of this policy. Those persons are not entitled to benefits such as retirement, health insurance, holiday pay, accrual of sick leave and vacation time or seniority, and shall serve at the pleasure of the Selectmen and/or Town Manager or, where appropriate, within the limited terms and conditions of any special appointment they may have received, and may be terminated for any reason at any time, except as otherwise provided by law.
- H. Job Descriptions. From time to time the Town Manager (and/or Selectmen where permitted by statute) shall develop, and as appropriate, modify and amend job descriptions for all of the above referenced employees, which shall then be appended hereto as Appendix A and made a part hereof by reference.

I. Organization and Status of Municipal Employees. Appended hereto as Appendix B and made a part hereof by reference.

ARTICLE V - PUBLIC AND EMPLOYEE RELATIONS

- A. Town employees are prohibited from engaging in any conduct, including outside business activity, which could reflect unfavorably upon the Town or disrupt the efficient operation of the administration of the Town. Town employees must avoid any action which might result in or create the impression of using public employment for private gain, giving preferential treatment to any person, losing complete impartiality in conducting Town business, or abandoning commitment to or pursuit of the goals and policy objectives of the Town.
- B. Cooperation of all employees is essential to efficiency. Raymond citizens are entitled to the best service we can give them. Cooperation, courtesy and responsibility are the key elements of good service.
- C. These policies and regulations are provided to assist the employees and Town administration in functioning at peak efficiency with minimal cost to the taxpayers.
 - 1. Receipt of gifts. A town employee is prohibited from soliciting or accepting any gift, gratuity, favor, entertainment, loans, outside business inducement or any other item of monetary value from any person, within or outside Town employment, whose interests may be affected by the employee's performance or nonperformance of his/her official duties.

Acceptance of nominal gifts, such as food and refreshment in the ordinary course of business meetings, or unsolicited advertising or promotional materials such as pens, note pads, calendars, etc., is permitted.

- 2. Business Activities and Solicitations. No employee shall engage in any business other than his/her regular duties during work hours. Employees working for the Town of Raymond are expected to be available for work, as needed. The Town does not prohibit the undertaking of additional employment or outside business activities, so long as such employment is approved in advance and in writing by the Town Manager and such activities do not interfere with the duties of Town employment, conflict with or undermine the established policies of the Town, or compete with Town programs including Town programs for which a user fee or similar is charged.
- 3. Confidentiality. Many Town employees have access to confidential information pertaining to persons or property in the town. Employees must not use this privileged information to their private advantage or to provide friends or acquaintances with private advantages. Each employee is charged with the responsibility of releasing only information which is required under the "Right to Know" law, I MRSA Sections 401-410.

ARTICLE VI - WORK WEEK - OVERTIME

- A. The regular work week for payroll purposes begins on Monday and ends on Sunday. The actual hours for Town employees shall be set by the Town Manager.
- B. Work hours for all employees will be scheduled by the employee's immediate supervisor.
- C. Exempt employees will be expected to work as many hours as necessary to fulfill the duties of their position but in no case less than 35 hours per week.
- D. Employees not exempt from the Fair Labor Standards Act shall receive overtime pay after forty hours of actual work per week. All overtime shall be paid at the rate of one and one-half times the employee's normal rate of pay. At the discretion of the Town Manager, overtime may be compensated with compensatory time for hours worked beyond forty hours in a work week. Such compensatory time shall be granted on a time and one-half basis for hours worked beyond forty hours in a work week.
- E. For Public Works (non exempt) earned time (vacation, sick and holiday time) shall be considered as actual time worked.

ARTICLE VII - ATTENDANCE

Employees shall be at their respective places of work at the appointed starting time. It is the responsibility of employees who may be absent from work to see that their immediate supervisor is advised of the reason for such absence, not previously arranged for, if possible, within two (2) hours of the beginning of the starting time of his/her work day.

ARTICLE VIII - HOLIDAY

- A. Subject to these rules, the following holidays shall be paid holidays for regular full time Town employees: New Years Day; Martin Luther King's Birthday; Presidents Day; Patriots Day; Memorial Day; July Fourth; Labor Day; Columbus Day; Veteran's Day; Thanksgiving Day; the day after Thanksgiving Day; Christmas; and one personal holiday. While not paid holidays, the Town Office will be closed on the Saturday of Labor Day weekend, the Saturday of Presidents Day weekend, the Saturday following Thanksgiving and Saturdays when Christmas and New Years Day falls on a Friday or Sunday.
- B. Holiday privileges are available to full time and regular part time employees.
- C. If a regular holiday falls on a Sunday, the following Monday is considered a holiday.
- D. A person on a leave of absence without pay shall not be entitled to holiday pay.

- E. When occasion warrants, employees may be required to work on a holiday. Employees working on a holiday shall receive time and a quarter pay for time actually worked plus the applicable holiday pay. If the holiday also represents an overtime shift, the employee shall be paid time and three quarters for time actually worked plus the applicable holiday pay. (12/20/2005)
- F. Exempt employees will receive a normal day's pay (not to exceed 8 hours) for the holiday at their regular rate of pay for hours normally worked. (Holiday benefit not to exceed 8 hours regardless of whether a normal day consists of more than 8 working hours. Public Works (non exempt) employees will not exceed 10 hours during summer work schedule).
- G. Employees not scheduled to work on a holiday will have the option of rescheduling the holiday at a later date. Any in-lieu of holiday time will be scheduled and approved by the employee's immediate supervisor and/or the Town Manager.

ARTICLE IX - VACATION

- A. Vacation privileges are available to full time and regular part time employees subject to the following conditions. Each full time employee shall earn vacation with pay on the following basis: Vacation pay will accrue at the rate of 1 day per month employed for the first 3 years; 1 ½ days per month worked after 3 years; 1 ½ days per month worked after 10 years; and 1 ¾ day per month worked after 15 years. Earned vacation benefits will be based on normal day's hours not to exceed 8 hours, regardless of whether a normal working day consists more than 8 hours.
- B. Vacations will be scheduled at such time or times as shall be mutually agreeable to the employees and their supervisors. Due consideration will be given to an employee's seniority in regard to scheduling vacations.
- C. Vacation time will be allowed to accumulate to a maximum of 152 hours and will be paid to employees retiring, resigning voluntarily, or through other means of separation.
- D. Vacation time will not be approved for periods of more than two weeks, except in an emergency situation not of the employee's making. All exception must be approved by the Town Manager.
- E. Vacation leave shall accrue from the date of hire; however, employees shall not use vacation benefits until they have completed their first 6 months of employment.
- F. Employees may receive their vacation pay prior to the start of their vacation, but must advise the town Treasurer in writing, at least ten (10) days in advance.

ARTICLE X - SICK LEAVE

- A. Sick leave may be used for personal illness or physical incapacity of such a degree as to render the employee unable to perform the duties of his/her position unless the employee is capable of other work and assigned to such other work; or for personal medical or dental appointments; or to care for members of his/her immediate family affected by serious illness.
- B. Sick leave accrual for full-time employees shall accrue at the rate of one work day, not to exceed 8 hours, for each full calendar month of service to a maximum of sixty (60) working days or 480 hours. For the purpose of this section, the first month of an employee's service shall be counted as a full month if employment begins on or before the 15th day of the month.
- C. Full-time employees shall be eligible to use sick leave after thirty (30) days of service with the Town.
- D. The employee must work thirteen (13) or more full work days in that month to earn sick leave for that month.
- E. Sick leave shall not be considered as an entitlement which an employee may use at his/her discretion, but shall be allowed for the necessity arising from actual sickness or disability of the employee. After using three successive days of sick leave, the employee shall furnish the Town with a certificate from his/her attending physician.
- F. Absences for a part of a day that are chargeable to sick leave shall be charged proportionately in an amount not smaller than one-half (1/2) day.
- G. Sick leave usage shall be recorded regularly by the Town Treasurer. The Town Manager shall review all sick leave records periodically and shall investigate any cases which indicate abuse of the privilege. Abuse of sick leave privilege shall be cause for discipline. Sick leave shall under no circumstances be bought back.
- H. The department head shall be notified as close to the start of the work shift as possible.
- I. Employees shall be expected to call on each day of absence. Failure to report shall be justification for disallowing sick leave for that day.
- J. Sick leave will not be used to extend vacation time or create holiday weekends.

- K. An employee may use up to 5 sick leave days per year to care for a member of his/her immediate family.
- L. An employee may donate up to 40 sick hours of sick leave per year to a sick leave bank to be used as needed for major illness of any contributor. An employee must donate to the program by June 30th in order to be eligible during the following fiscal year.
- M. Upon an employee's separation in good standing status with the Town, the employee shall be paid up to ½ of all accumulated sick leave. In no case shall the employee be paid more than 240 hours of pay.

ARTICLE XI - LEAVES OF ABSENCE

- A. Bereavement Leave. An employee may be excused from work for up to three (3) work days because of death in his/her immediate family, as outlined below, and shall be paid his/her regular rate of pay for scheduled work hours missed. It is intended that this time off be used for the purpose of handling necessary arrangements and attendance at the funeral. For purposes of this article only, immediate family is defined to mean spouse, parents, children, brothers, sisters, mother-in-law, father-in-law, grandfather, grandmother, and grandchildren. One (1) work day may be granted to employees at the sole discretion of the Town Manager for attendance at funerals of persons not covered under the above definition.
- B. Leave Without Pay. An employee may be granted a leave of absence without pay, granted by and at the discretion of the Town Manager, for a period deemed necessary by the employee for the purpose of the leave, but not in excess of sixty (60) calendar days. The employee is expected to return to work upon the expiration of a granted leave or to have arranged an extension of a leave, granted at the discretion of the Town Manager. Continued absence without having arranged for an extension of leave may be deemed a resignation from the service. Employees may choose to continue health benefits for the duration of the leave by assuming the employer contribution. Vacation and sick leave will not continue to accrue during the leave.

ARTICLE XII - JURY DUTY

The Town shall pay to an employee called for jury duty, for a period of up to 4 weeks, the difference between his/her regular pay and juror's pay provided the employee presents an official statement of jury pay received.

ARTICLE XIII - ARMED FORCES AND NATIONAL GUARD ACTIVE AND CALL UP DUTY

The Town shall pay to any regular full time employee his/her regular pay during any annual activity requirement not to exceed two weeks' total per year.

ARTICLE XIV - RETIREMENT

- A. All town employees will participate in and contribute to Social Security.
- B. All employees will be eligible to participate in the ICMA Retirement Corporation Deferred Compensation Program. Full-time employees contribution will be matched by the Town based on the following table:

Years of Employment	Employer Match of Gross Wages
During $0 - 6$ months	0%
During 6 months – 1 year	1%
During year 2	2%
During year 3	3%
During year 4	4%
During and after year 5	5% (maximum rate)

ARTICLE XV - WORKERS COMPENSATION

All Town employees are covered by Worker's Compensation Insurance. All injuries, no matter how minor, occurring during the working hours must be reported to the Employee's immediate supervisor and a written report must be made as soon as possible.

ARTICLE XVI – HEALTH, DENTAL, AND LIFE INSURANCE

Employees will be eligible to participate in the Town's health, dental, and life group insurance programs. The Town will pay 100% of the cost of individual health insurance coverage. Family health insurance coverage will be paid at a rate of 85% Town, 15% Employee match for eligible employees. Employees eligible to receive this benefit need to work 32 or more hours per average week. All other employees who average greater than 16 hours per week for the previous year will be allowed to participate in either program at their own cost.

Employees eligible to receive family health care benefits but electing not to take advantage of this employee benefit will be eligible to receive one-half the cash value (up to a dollar value of \$3,454 family or \$2,413 two person) of the difference in cost between the family plan and the single subscriber plan. This benefit will be paid in the form of an increased retirement contribution to qualified programs outlined in this policy or utilized toward the cost of Town sponsored life insurance premiums. In order to take advantage of this benefit, eligible employees are required to show evidence that their spouse and/or family is insured under another family health care benefit plan. Program eligibility will be determined annually and governed by eligibility requirements of the current health care

plan. 50% added retirement benefit eligibility will be denied to non-custodial parents who are not legally required to provide health and /or dental insurance for their child(ren) (6/17/03).

ARTICLE XVII - DISCIPLINARY PROCEEDINGS

- A. PURPOSE. All Town employees are expected to maintain a high degree of professionalism, responsibility and loyalty and adherence to the duly adopted programs and policies of the Town. Employees who fail to maintain these standards, or who fail to comply with the provision of this Personnel Policy, may be subject to discipline and, in cases of substantial or repeated failure to adhere to these standards or the provisions of this Personnel Manual, discharge.
- B. CATEGORIES. The following categories of disciplinary proceedings shall apply to all employees.
 - 1. Verbal warning. Normally intended to point out to an employee relatively minor or isolated instances of unsatisfactory job performance which, if repeated or continued, might lead to a more serious level of discipline.
 - 2. Verbal reprimand. Normally intended to point out to an employee a relatively serious breach of job performance standards which, if repeated, shall lead to a more serious level of discipline.
 - 3. Written warning or reprimand. Intended as a formal record of repeated unsatisfactory job performance (warning) which if continued is likely to result in jeopardy to the employee's prospects for advancement, pay increase or continued employment; or as a formal record of serious breach of duty or failure to meet job performance standards (reprimand) which if repeated will result in jeopardy to the employee's advancement, pay increase or continued employment.
 - 4. Suspension. Suspension from employment, which may be with or without pay depending on the circumstances, shall be utilized only in those cases involving significant and serious breach of duty or standards by an employee, where active employment by the employee should not continue until such time as the Town Manager is satisfied that the recurrence of such breach is unlikely, or until such time as the Town Manager is able to conduct an investigation into the action(s) meriting discipline.
 - 5. Discharge from Employment. When discharge from employment is recommended by a supervisor or department head and/or considered by the Town Manager the employee involved shall be entitled to a pre-termination hearing before a panel consisting of his or her supervisor and/or department head and the Town Manager. The hearing shall be informal, with the purpose of informing the employee, either in writing or orally, of the charges against

- the employee which may merit discharge, an explanation of the grounds for discipline including discharge, and an opportunity for the employee to provide additional information including any matters in extenuation and mitigation. That panel shall issue a written decision promptly, with a copy to the employee. The decision might be discharge, lesser discipline or no discipline.
- 6. Appeal of Disciplinary Action. An employee shall have the right to appeal any disciplinary action taken against him or her to the Board of Selectmen. Such appeal will be given in writing to the Town Manager. The employee making an appeal shall have seven (7) days to submit an appeal after having received notice of disciplinary action against him or her. Once an appeal is received, the Board of Selectmen shall schedule a hearing within thirty (30) days to consider such appeal. At the time of any review by the Board of Selectmen the employee shall have the right to be present, to be represented by counsel, may call witnesses and present any reasonably relevant evidence in his or her behalf. The Town Manager shall also have the right to be present, may call witnesses and present any reasonably relevant evidence supporting the disciplinary action taken against the employee. The Board of Selectmen shall issue a written decision on the basis of their review, within thirty (30) days thereafter. In the event the Board of Selectmen fail to issue a decision thirty (30) days, the appeal will be considered denied. In the event the Selectmen are prevented from conducting the review in an impartial manner because they actively participated in the investigation of the charges, participated in the pretermination hearing, or have had repeated substantive disputes or employment disagreements with the employee which predate the allegations underlying the discharge or recommended discharge, then the review of discharge or recommended discharge shall be conducted by an independent, impartial hearing officer to be engaged and paid for by the Town.
- 7. All disciplinary proceedings and action toward the Town Manager shall be pursuant to 30A M.R.S.A. ss 2633, except as provided by contract.

30A M.R.S.A. ss 2633, paragraph 3, reads as follows:

The Selectmen shall remove or suspend the town manager for cause in accordance with the following procedures.

- A. The Selectmen shall file a written preliminary resolution with the town clerk stating the specific reasons for the proposed removal. A copy of that resolution shall be delivered to the manager within 10 days of filing.
- B. Within 20 days of receiving the resolution, the manager may reply in writing and request a public hearing.
- C. Upon request of a public hearing, the selectmen shall hold one at least 10 days but not more than 30 days after the request is filed.

- D. After the public hearing or at the expiration of the time permitted the manager to request the public hearing, if no such request is made, the selectmen may adopt or reject the resolution of removal.
- E. The selectmen may suspend the manager from duty in the preliminary resolution, but the manager's salary may not be affected until the final resolution of removal has been adopted.

C. EMPLOYEE PERSONNEL RECORDS. Verbal disciplinary proceedings shall not become a formal part of an employee's personnel record. They shall be noted in an employee's file and may be taken into consideration on such issues as advancement and pay. All references in the file to verbal disciplinary proceedings shall be removed upon the employee's voluntary withdrawal from employment or after one year without a recurrence of the behavior which was subject to the verbal proceedings, whichever occurs first. Written disciplinary proceedings become a formal part of the employee's personnel record and shall be taken into consideration of such issues as advancement and pay. Records of written warnings or reprimands shall be removed from the file after two years without a recurrence of the behavior in question. Records of suspension shall be removed after three years in the same way, unless any investigation concluded earlier exonerates the employee, in which case such record shall be removed upon exoneration.

ARTICLE XVIII - GRIEVANCE PROCEDURES

Should an employee feel aggrieved concerning the interpretation, meaning, or application of any provisions of the Town's personnel rules, regulations and policies, he/she shall submit the details of such grievance in writing to his or her immediate supervisor or the Town Manager. Within fourteen (14) calendar days thereafter, the supervisor or Town Manager shall meet with the employee and others designated by them for the purpose of discussing the grievance. In all case the decision of the Town Manager shall be final.

ARTICLE XIX - POLITICAL ACTIVITY

While performing their normal work duties while on duty, employees shall refrain from seeking or accepting nomination or election to any office in the Town government, and from using their influence publicly in any way for or against any candidate for elective office in the Town government. This rule is not to be construed to prevent Town employees from becoming, or continuing to be, members of any political organization, from attending political meetings, from expressing their views on political matters, holding a political office, running for political office or from voting with complete freedom in any election.

ARTICLE XX - RESIGNATION

A. Sufficient notice - To resign in good standing, employees shall submit resignations in writing at least ten (10) working days in advance of the effective date of their resignation.

B. Quitting without sufficient notice - Any employee who quits without sufficient notice shall lose all rights and benefits granted by this policy.

ARTICLE XXI - EMPLOYEE REFERENCES

The Town of Raymond shall not provide employment references. Information provided to perspective employers of former Raymond employees will be limited to dates of employment, and any other information that the town is legally required to provide under Maine's Right to Know law. This information will be provided by the town manager or a designated employee only.

ARTICLE XXII - DRUGS AND ALCOHOL IN THE WORKPLACE

The Town of Raymond is committed to provide a safe, efficient and productive work environment. In keeping with this commitment, the Town has a strict policy regarding the inappropriate use and possession of drugs, alcohol and controlled substances. Accordingly, the Town requires all employees to report for work fit to perform their jobs and prohibits the use or possession of alcohol or illegal drugs at any time on Town premises whether on or off duty. All employees must adhere to the rules stated in this policy.

- A. The following are strictly prohibited by the Town:
- 1. Possession or use of alcohol, or being under the influence of alcohol while on the job, on Town property, or while on-call status.
- 2. Driving a vehicle or operating equipment owned or leased by the Town, while under the influence of, or impaired by alcohol, illegal/controlled substances, or prescription drugs which warn against such activity.
- 3. Distribution, sale or purchase of an illegal or controlled substance on the job or on Town property.
- 4. Possession or use of an illegal, or controlled substance, or being under the influence of any illegal or controlled substance, while on the job on Town property, or while on-call status.

In addition, no employee may remain on duty or on on-call status while under the influence or impaired by any illegal drug or alcohol. For purposes of this policy, a drug will be considered an "illegal drug" if its use is prohibited or restricted by law. It is also a violation of this policy if any employee improperly uses or possesses an "illegal act or whether the employee is criminally prosecuted and/or convicted for such conduct.

An employee's conviction on a charge of illegal sale or possession of any controlled substance while off Town property will not be tolerated because such conduct, even though off duty, reflects adversely on the Town.

B. Disciplinary Action

Violations of the above rules and standards of conduct will not be tolerated and will subject the employee to discipline up to and including discharge. The Town also reserves the right to bring the matter to the attention of appropriate law enforcement authorities.

C. Searches

In order to enforce this policy, the Town reserves the right to conduct searches on Town property, and to adopt other measures reasonably necessary to deter and detect violations of this policy. An employee's refusal to consent to a search may result in disciplinary action, up to and including termination.

D. Legal Drugs

Any employee who is using prescription or over-the-counter drugs that may impair the employee's ability to safely perform the job, or affect the safety or well-being of others, must notify a supervisor of such use immediately before starting or resuming work.

E. Drug and alcohol treatment / rehabilitation

The Town encourages employees with alcohol or drug dependencies to seek treatment and/or rehabilitation. The Town is not obligated, however, to continue to employ any person whose job performance is impaired because of current drug or alcohol use, nor is the town obligated to re-employ any person who has participated in treatment and/or rehabilitation if that person's job performance remains impaired as a result of current drug or alcohol use. Additionally, employees who are given the opportunity to seek treatment and/or rehabilitation, but fail to successfully overcome their dependency or problem, will not be given a second opportunity to seek treatment and/or rehabilitation. In order to be considered for re-employment, an employee must present proof of successful completion in a treatment and/or rehabilitation program.

Rehabilitation is an option for an employee who acknowledges a chemical dependency and voluntarily seeks treatment to end that dependency. Drug and alcohol abuse rehabilitation and assistance programs are available through the Town's medical insurance program. Employees with drug or alcohol abuse problems are strongly encouraged to participate in these programs.

ARTICLE XXIII - POLICY ON HARASSMENT

It is the policy of the Town that all our employees should be able to work in an environment free from all forms of harassment. Harassment, both sexual and verbal, is illegal and prohibited. This policy will be vigorously enforced; the policy applies not only to supervisor-subordinate actions but also to actions between co-workers. Any complaints of harassment will be investigated promptly. There will be no intimidation, discrimination or retaliation against any employee who makes a report of harassment.

Derogatory or vulgar comments regarding a person's sex, religion, age, ethnic origins, physical appearance, or the distribution of written or graphic material having such an effect, are prohibited. Any employee who believes he or she has been the subject of such harassment should report the alleged conduct to the Town Manager or other appropriate management. Management is any department head. In the Fire/Rescue Department, management shall include the Fire Chief and Deputy Fire Chiefs. Any supervisor or employee who is found, after appropriate investigation, to have engaged in any harassment will be subject to discipline, including discharge.

ARTICLE XXIV - SEXUAL HARASSMENT POLICY

It is the policy of the Town of Raymond that all employees have the right to work in an environment free of discrimination which includes freedom from sexual harassment. The Town of Raymond will not accept any form of sexual harassment by supervisors, coworkers, customers or suppliers. This policy is intended to prohibit offensive conduct, either physical or verbal, that threatens human dignity and employee morale, and which interferes with a positive and productive work environment.

Sexual harassment is illegal and, as outlined in the EEOC Sexual Discrimination Guidelines and the Maine Human Rights Act, includes:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when, (i) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (ii) submission to or rejection of such by an individual is used as the basis for employment decisions affecting such individual, (iii) such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

The following examples are common types of conduct that may constitute sexual harassment:

- slurs, jokes or degrading comments of a sexual nature;
- unwelcome sexual advances;
- suggestive or lewd remarks;
- unwelcome hugging, touching or kissing;
- requests for sexual favors;
- repeated offensive sexual flirtation or propositions;

- the display of sexually suggestive pictures or objects; and
- repeated unwelcome physical contact or touching such as patting, pinching or constant brushing against another body.

Consistent with the above guidelines, this policy prohibits any overt or subtle pressure for sexual favors including implying or threatening that an applicant's or employee's cooperation of a sexual nature (or lack thereof) will have any effect on the person's employment, job assignment, wage, promotion, or any other condition of employment or future job opportunities. This policy also prohibits any conduct which would tend to create an intimidating, hostile or offensive work environment.

Managers and supervisors are responsible for monitoring conduct which can be construed to be harassment and for initiating necessary action to eliminate such behavior. Any employee who feels that he or she is the victim of sexual harassment should immediately report the matter to his or her supervisor or, if the employee would prefer, to the Town Manager or any member of the Board of Selectmen. (Note: Department Heads shall be considered managers or supervisors. In the Fire/Rescue Department, management shall include the Fire Chief and Deputy Fire Chiefs. No other officers or supervisors in the Fire /Rescue Department are to receive reports of harassment.)

The Town of Raymond will immediately investigate any complaints of sexual harassment and, where warranted, take disciplinary action against any employee engaging in sexual harassment. Depending on the circumstances, such disciplinary action may include suspension or termination of employment.

Any questions regarding this policy should be addressed to the Town Manager or the Selectmen. Any employee, who believes that he or she has been a victim of sexual harassment, or who has knowledge of that kind of behavior, is urged to report such conduct immediately. No employee will be retaliated against for complaining about sexual harassment.