Segal Waters Consulting

## City of Middletown, CT

# 2014-2015 CLASSIFICATION AND COMPENSATION STUDY

Final Report

February 8, 2016

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*Final*
February 2016


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# Executive Summary

## Background

In August of 2014, the City of Middletown, CT engaged Segal Waters Consulting to review the City's job classification and pay systems. The City's goal for this study is to ensure that its classification and salary plans are accurate, equitable, and market competitive. To accomplish these objectives, Segal completed the following project steps:

- Conducted Stakeholder Interviews
- Conducted Employee Presentations on Study Process
- Performed Job Analysis on all received Job Description Questionnaires (JDQ's)
- Conducted a Salary Market Study
- Developed Recommended Pay Structures

This report includes our findings from the job classification and the compensation market study. We have also included a section on reclassification requests. The process flowchart is shown on page 20.

## Job Classification Study Key Findings

As part of our job analysis, we developed a proposed classification structure that includes recommendations to maintain, modify, or collapse the City's current job titles. The classification structure summarizes each City job's essential function (**Appendix A**). We are recommending the City create one (1) new job title: Meter Reader.

**Table 1** summarizes our proposed changes to the City's job classification structure.

## TABLE 1-PROPOSED CONSOLIDATION OF JOB TITLES

| Current Job Title | Proposed Job Title |
|---|---|
| Accounts Clerk III | Account Clerk, Senior |
| Chief Accounts Clerk | |
| School Secretary II | Administrative Assistant |
| Administrative Secretary II | |
| School Secretary III | Administrative Assistant, Senior |
| School Secretary III-Vo-Ag | |
| Administrative Secretary III | |
| PCD Secretary II | |
| Clerk - Parks Maintenance Garage | |
| Assistant City & Town Clerk | Assistant City & Town Clerk |
| Land Records/Special Projects Clerk | |
| Recreation Supervisor | Program Coordinator |
| Recreation Supervisor and Outreach Spec. | |
| Senior Services Coordinator | |

## TABLE 1-PROPOSED CONSOLIDATION OF JOB TITLES

| Current Job Title | Proposed Job Title |
|---|---|
| Pre School Nurse | School Nurse |
| School Nurse | |
| Supervisor of Account Management - Finance | Supervisor of Account Management |
| Supervisor of Account Management | |
| Building Superintendent I - BOE | Building Superintendent |
| Building Superintendent I | |
| Building Superintendent II | |
| Building Superintendent II - BOE | |
| Building Superintendent III- BOE | Building Superintendent, Senior |
| Building Superintendent III | |

## TABLE 1-PROPOSED CONSOLIDATION OF JOB TITLES

| Current Job Title | Proposed Job Title |
|---|---|
| Cafeteria Worker I | Cafeteria Worker |
| Cafeteria Worker II | |
| School Custodian I | Custodian |
| Custodian – Varies | |
| Meter Monitor, Collections & Repair | Parking Enforcement Officer |
| Parking Enforcement Coordinator | |
| Park Maintainer I | Park Maintainer |
| Park Maintainer II | |
| Sweeper Operator | Street Sweeper Operator |
| Sweeper Operator (Early Shift) | |
| Utility Worker II | Utilities Worker |
| Utility Worker III | |

## FLSA Analysis Key Findings

We reviewed Teamster Local #671 job titles for exemption status under the Fair Labor and Standards Act (FLSA) and found that the City needs to consider changing six (6) job titles the from exempt to non-exempt status and four (4) job titles should have their FLSA exemption status changed from non-exempt to exempt. Details regarding our rationale for the changes are outline in **Table 3**.

Six (6) job titles from exempt to non-exempt status:

- Custodial Manager
- Manager of Transportation Services
- Supervisor of Purchasing
- Network Administrator
- Zoning/Wetlands Officer
- IT Network Coordinator

Four (4) job titles that should be changed from non-exempt to exempt status:

- Field Maintenance Manager
- Superintendent of Parks
- Superintendent of Streets and Sanitation
- Superintendent of Water Treatment

## Compensation Market Study Key Findings

Segal defines market competitiveness to be within 95% to 105% of the market average. Market average percentages that fall within this competitive corridor are noted in **black**, jobs below 95% are noted in **red**, and jobs above 105% are noted in **blue**.

Overall, our market study analysis suggests that the City's pay structures are, on average across all benchmark jobs, below market at the minimum and midpoint and market competitive at the maximum. Of course, individual competitiveness of benchmark job varies and details can be found in **Tables 6-8**.

### TABLE 2- OVERALL MARKET COMPETITIVENESS

| Employee Group Market Position | Middletown as a % of Market Average Minimum | Middletown as a % of Market Average Midpoint | Middletown as a % of Market Average Maximum |
|---|---|---|---|
| AFSCME #466 | 78% | 89% | 98% |
| Teamsters #671 | 85% | 97% | 106% |
| Non-Bargaining | 72% | 82% | 90% |
| **Overall Market Position** | **79%** | **90%** | **99%** |

# Job Classification Study

## Job Analysis Methodology

Segal first met with City employees to conduct employee presentations and to conduct stakeholder interviews. The onsite visit gave us valuable insights into current strengths and weaknesses associated with the City's job classification and compensation structures.

Subsequent to our onsite visit, Segal developed a JDQ that asked City employees to describe their major duties and responsibilities, skills and abilities required for their job, and minimum requirements. The JDQ's provided the basis to determine job series distinctions, recommend additions/deletions to the current structure, update (166) new job descriptions, and make determinations for exemption status under the Fair Labor and Standards Act (FLSA).

Before we began our analyses, Segal recommended that 1st line supervisors and Department Directors review employee's JDQ's for accuracy. In total, our analysis documented (187) job titles.

## Recommendations

Based on our analysis of JDQs and supporting organizational design documentation provided by the City, we found that there were insufficient distinctions of duties and responsibilities to warrant separate job classification. With regard to these occurrences, we recommend consolidation of City job titles. Our consolidation specifically collapses (36) existing job titles into (15) new proposed job titles. **Table 1** (pgs. 2-4) shows a summary of consolidated job titles. **Appendix A** provides details on all (187) proposed City job titles.

We also recommend the creation of one (1) new job title: Meter Reader.

## Job Description Development

We were asked to migrate the City's current job descriptions to a consistent format that includes the following sections:

- Purpose of the position
- Essential duties and responsibilities
- Minimum qualifications
- Preferred qualifications
- Knowledge, skills, and abilities (KSAs)
- Physical requirements
- Working conditions

Based on the City's agreement of our proposed job classification structure, we created edited versions of all (166) job descriptions. We referenced information contained in the JDQs to glean duties and responsibilities and KSA's performed by the workforce. All Segal edited JDs have been delivered to the City.

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## FLSA Exempt Status Determinations for Teamster # 671 Job Titles

We utilized tests established by the Department of Labor (DOL) to make FLSA determinations. We based our determinations on the content found in each Teamsters JDQ. The DOL standards require FLA analysis on a job category basis. Each job category has a set of specific criteria that must be satisfied in order to classify a job as exempt. Below we have provided the criteria for each of the four DOL employee categories.

**Executive Employees Category:**

- The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than $455 per week
- The employee's primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent
- The employee must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight

**Professional Employees Category:**

- The employee must be compensated on a salary basis (as defined in the regulations ) at a rate not less than $455 per week
- The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominately intellectual in character and which includes work requiring the consistent exercise of discretion and judgment.
- The advanced knowledge must be in a field of science or learning (e.g. law, medicine, accounting, engineering, etc.)
- The advanced knowledge must be customarily acquired by a prolonged course in specialized intellectual course of instruction

**Administrative Employees Category:**

- The employee must be compensated on a salary basis (as defined in the regulations ) at a rate not less than $455 per week
- The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers
- The employee's primary duty includes the exercise of independent judgment with respect to matters of significance

**Computer-Related Professionals Category:**

- The employee must be compensated on a salary basis (as defined in the regulations ) at a rate not less than $455 per week
- The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below:
  - The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications
  - The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;
  - The design, documentation, analysis, creation, testing or modifications of computer programs related to machine operating systems; or
  - A combination of the aforementioned duties, the performance of which requires the same level of skills.

In order for a job to be classified as exempt, DOL standards require that all elements within an employee category test be met. Our review included analyzing the incumbent's primary duty, authority over a department, the number of employees supervised, and the level of education required for the job. The City should note that we did not review three (3) Teamster job titles (Assistant Superintendent of Sanitation, Chief Building Official, and Manager of Fleet Services) for FLSA exempt status since the City did not have JDQ's available for these job titles. In all we found that the City should consider changing the FLSA exemption status for ten (10) Teamster #671 job titles.

**Table 3** below provides a summary our analysis, which includes our rationale for determining the proposed FLSA status. Those job titles that the City should consider changing the exemption status are shaded grey.

## TABLE 3-FLSA PROPOSED CHANGES FOR TEAMSTER EMPLOYEES

| Department | Current Job Title | Proposed Job Title | Current FLSA | Proposed FLSA | If Exempt Applicable Test | Analysis Summary |
|---|---|---|---|---|---|---|
| Board of Education | Custodial Manager | Custodial Manager | Exempt | Non-Exempt | | Executive exemption test failed element #2 |
| Board of Education | Manager of Financial Operations | Manager of Financial Operations | Exempt | Exempt | Professional & Executive | All criteria met for Professional and Executive Exemption tests |
| Board of Education | Manager of Human Resources | Manager of Human Resources | Exempt | Exempt | Professional & Administrative | All criteria met for Professional and Administrative Exemption tests |
| Board of Education | Manager of Transportation Services | Manager of Transportation Services | Exempt | Non-Exempt | | Executive exemption test failed element #2 |
| Board of Education | Residency/Truancy Officer | Residency/Truancy Officer | Exempt | Exempt | Professional | All criteria met for Professional exemption test |

## TABLE 3-FLSA PROPOSED CHANGES FOR TEAMSTER EMPLOYEES

| Department | Current Job Title | Proposed Job Title | Current FLSA | Proposed FLSA | If Exempt Applicable Test | Analysis Summary |
|---|---|---|---|---|---|---|
| Central Communications | Deputy Director of Central Communications | Deputy Director of Central Communications | Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Central Communications | Director of Central Communications | Director of Central Communications | Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Common Council | Clerk of the Common Council | Clerk of the Common Council | Exempt | Exempt | Professional & Administrative | All criteria met for Professional and Executive Exemption tests |
| Finance | Assistant Director of Finance | Assistant Director of Finance | Exempt | Exempt | Professional & Executive | All criteria met for Professional & Executive exemption test |
| Finance | Supervisor of Purchasing | Supervisor of Purchasing | Exempt | Non-Exempt | | Executive exemption test failed element #2 |
| Health | Chief Public Health Sanitarian/ Office Manager | Chief Public Health Sanitarian | Exempt | Exempt | Professional & Executive | All criteria met for Professional and Executive Exemption tests |

## TABLE 3-FLSA PROPOSED CHANGES FOR TEAMSTER EMPLOYEES

| Department | Current Job Title | Proposed Job Title | Current FLSA | Proposed FLSA | If Exempt Applicable Test | Analysis Summary |
|---|---|---|---|---|---|---|
| Health | Director of Health / Vital Statistics | Director of Health/Vital Statistics | Exempt | Exempt | Professional & Executive | All criteria met for Professional and Executive Exemption tests |
| IT | Infrastructure Engineer | Systems Engineer | Exempt | Exempt | Computer Professional | All criteria met for Computer Professional Exemption test |
| IT | Network Coordinator | Network Administrator | Exempt | Non-Exempt | | Computer Professional exemption test failed element #2 |
| IT | Software Engineer | Software Engineer | Exempt | Exempt | Computer Professional | Computer Professional exemption test failed element #2 |
| Mayor's Office | Arts / Culture Coordinator | Arts and Culture Coordinator | Exempt | Exempt | Professional | All criteria met for Professional exemption test |
| Multi-Department | Chief Engineer | Chief Engineer | Exempt | Exempt | Professional & Executive | All criteria met for Professional and Executive Exemption tests |

## TABLE 3-FLSA PROPOSED CHANGES FOR TEAMSTER EMPLOYEES

| Department | Current Job Title | Proposed Job Title | Current FLSA | Proposed FLSA | If Exempt Applicable Test | Analysis Summary |
|---|---|---|---|---|---|---|
| Parking Department | Director of Parking | Director of Parking | Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Planning, Conservation & Development | Deputy Director PCD | Deputy Director of PCD | Exempt | Exempt | Professional | All criteria met for Professional exemption test |
| Planning, Conservation & Development | Director of Planning, Conservation & Development | Director of Planning, Conservation & Development | Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Planning, Conservation & Development | Zoning / Wetlands Officer | Zoning/Wetlands Officer | Exempt | Non-Exempt | | Professional exemption test failed element #2, #3, & #4 |
| Planning, Conservation & Development | Economic Development Specialist | Economic Development Specialist | Exempt | Exempt | Professional & Administrative | All criteria met for Professional and Executive Exemption tests |
| Police | Manager of Accreditation, Research & Development | Manager of Accreditation, Research & Development | Exempt | Exempt | Administrative | All criteria met for Administrative exemption test |

## TABLE 3-FLSA PROPOSED CHANGES FOR TEAMSTER EMPLOYEES

| Department | Current Job Title | Proposed Job Title | Current FLSA | Proposed FLSA | If Exempt Applicable Test | Analysis Summary |
|---|---|---|---|---|---|---|
| Police | Police Department Network Coordinator | IT Network Coordinator | Exempt | Non-Exempt | | All criteria met for Computer Professional exemption test |
| Public Works | Assistant Superintendent of Sanitation | Assistant Superintendent of Sanitation | Non-Exempt | No JDQ available | | Analysis not performed |
| Public Works | Assistant Superintendent of Streets | Assistant Superintendent of Streets | Non-Exempt | Non-Exempt | | |
| Public Works | Chief Building Official | Chief Building Official | Exempt | No JDQ available | | Analysis not performed |
| Public Works | Deputy Director of Public Works | Deputy Director of Public Works | Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Public Works | Manager of Fleet Services | Manager of Fleet Services | Non-Exempt | No JDQ available | | Analysis not performed |

## TABLE 3-FLSA PROPOSED CHANGES FOR TEAMSTER EMPLOYEES

| Department | Current Job Title | Proposed Job Title | Current FLSA | Proposed FLSA | If Exempt Applicable Test | Analysis Summary |
|---|---|---|---|---|---|---|
| Public Works | Superintendent of Parks | Superintendent of Parks | Non-Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Public Works | Superintendent of Streets and Sanitation | Superintendent of Streets and Sanitation | Non-Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Recreation & Community Services | Manager of Senior Services | Senior Center Manager | Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Recreation & Community Services | Manager of Recreational Services | Manager of Recreational Services | Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Tax Assessor | Deputy Assessor | Deputy Assessor | Exempt | Exempt | Professional | All criteria met for Professional exemption test |
| Tax Assessor | Tax Assessor | Tax Assessor | Exempt | Exempt | Professional & Executive | All criteria met for Professional and Executive Exemption tests |

## TABLE 3-FLSA PROPOSED CHANGES FOR TEAMSTER EMPLOYEES

| Department | Current Job Title | Proposed Job Title | Current FLSA | Proposed FLSA | If Exempt Applicable Test | Analysis Summary |
|---|---|---|---|---|---|---|
| Tax Collector | Tax Collector | Tax Collector | Exempt | Exempt | Professional & Executive | All criteria met for Professional and Executive Exemption tests |
| Town Clerk | City / Town Clerk | City/Town Clerk | Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Water & Sewer | Assistant Chief Engineer | Assistant Chief Engineer | Exempt | Exempt | Professional | All criteria met for Professional exemption test |
| Water & Sewer | Assistant Field Maintenance Manager | Assistant Field Maintenance Manager | Non-Exempt | Non-Exempt | | |
| Water & Sewer | Deputy Director of Water & Sewer | Deputy Director of Water & Sewer | Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Water & Sewer | Director of Water & Sewer | Director of Water & Sewer | Exempt | Exempt | Executive | All criteria met for Executive exemption test |

## TABLE 3-FLSA PROPOSED CHANGES FOR TEAMSTER EMPLOYEES

| Department | Current Job Title | Proposed Job Title | Current FLSA | Proposed FLSA | If Exempt Applicable Test | Analysis Summary |
|---|---|---|---|---|---|---|
| Water & Sewer | Environmental Resources Specialist | Environmental Resources Specialist | Exempt | Exempt | Professional | All criteria met for Professional exemption test |
| Water & Sewer | Field Maintenance Manager | Field Maintenance Manager | Non-Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Water & Sewer | Manager of Regulatory & Technical Affairs | Manager of Regulatory & Technical Affairs | Exempt | Exempt | Professional | All criteria met for Professional exemption test |
| Water & Sewer | Superintendent of Water Pollution Control | Superintendent of Water Pollution Control | Non-Exempt | Non-Exempt | | |
| Water & Sewer | Superintendent of Water Treatment | Superintendent of Water Treatment | Non-Exempt | Exempt | Executive | All criteria met for Executive exemption test |
| Youth Services | Youth Services Coordinator | Youth Services Coordinator | Exempt | Exempt | Professional & Executive | All criteria met for Professional and Executive Exemption tests |

## Reclassification Request Process

The City requested Segal develop recommendations for both maintaining the job classification structure as well outlining a "Re-classification Request" process. A reclassification request process typically occurs when an employee's daily duties are not consistent with the job title to which they are assigned.

We recommend the City, in conjunction with its labor unions, establish a Job Classification Review Committee (Committee). The exact composition of this committee varies depending on setting, but typically, there would be member(s) from City management, union officials, and a neutral party. The role of the committee would be to jointly review all materials associated with a reclassification request and determine appropriate course of action. Segal has developed the following suggested process for conducting a reclassification request.

The first step is for an employee to submit a formal request for a reclassification review to Human Resources. If a review is granted, the employee would complete a Job Description Questionnaire (JDQ), a copy of which is shown as **Appendix C**. The JDQ is a tool for collecting and analyzing the job duties performed by an employee.

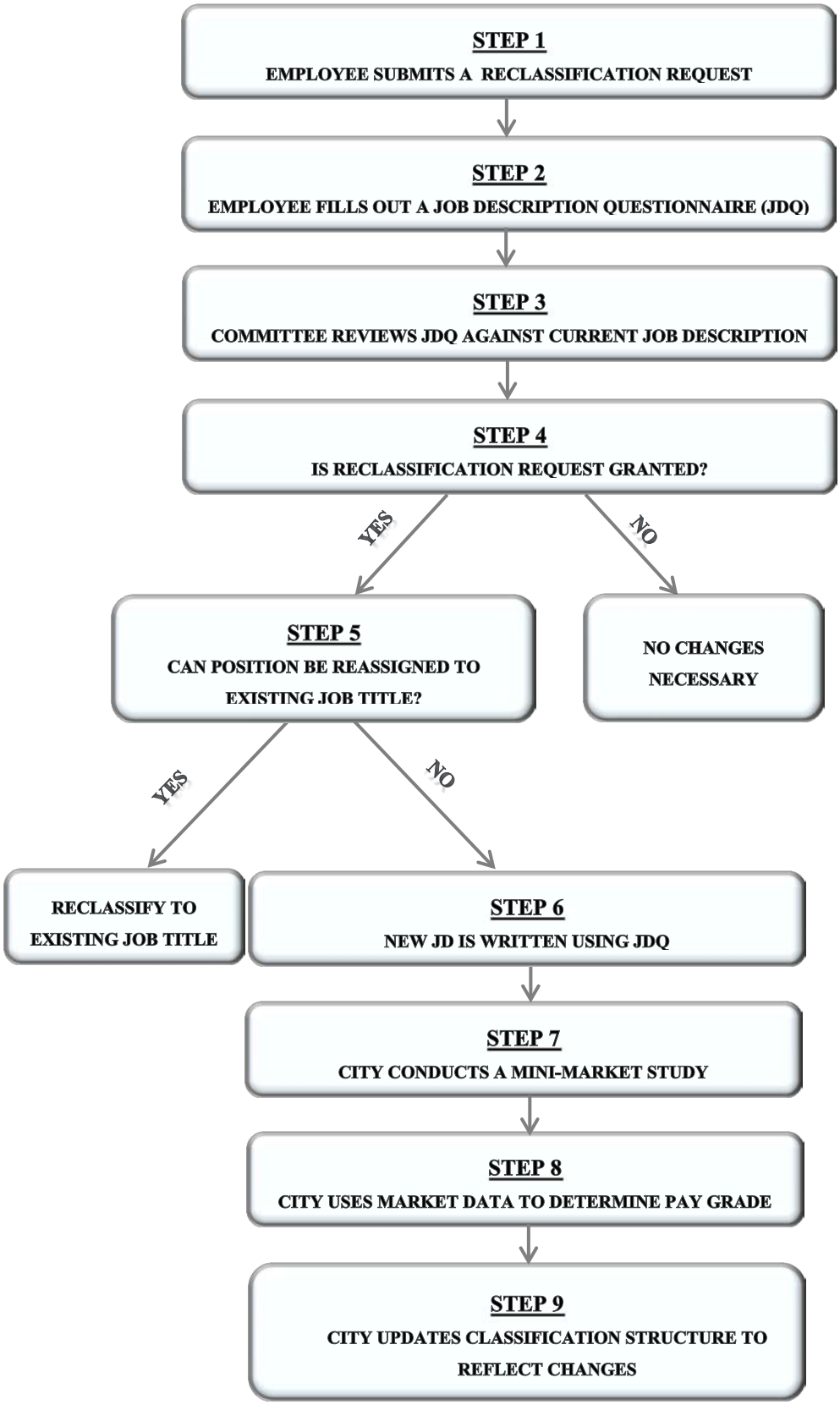
The information contained in the JDQ should contain information on the employees' duties, responsibilities, KSA's (knowledge, skills, and abilities), and minimum job requirements (education and work experience). This information should be contrasted with the City's current job description to ascertain whether there are sufficient similarities to justify maintaining the employee's job classification assignment. If the Committee finds that there are sufficient differences between the employee's daily duties and responsibilities and what is outlined in their current job description, the likely determination will be that a job reclassification is warranted (see step 4 below).

If a reclassification is granted, the City must determine if the employee can be reclassified to an already existing job classification or if a new job classification must be established. If there exists a current job classification that more closely aligns with the employee's actual duties, then the City would reclassify the employee to that job title. If the City's current job title does not reflect the employee's duties, the City would use the JDQ to draft a new job description.

Since this newly created title does not exist, the City would have to conduct a "mini" market survey of their peers to determine what the prevailing pay range is for this job title. Usually, these type of queries are handled via email/phone calls to the peer employers and compensation data can be gathered relatively easily. This information would aid in determining which pay grade the City assigns to the new job title.

Once a pay grade has been assigned, the last step is to formally adopt the change in the City's classification structure and add any necessary information to the Human Resources systems (job code, notification letters, etc.)

# Reclassification Request Flowchart



# Compensation Market Study

## Compensation Market Study Methodology

Together with the City, Segal identified ten (10) peer employers as the City of Middletown's competitive labor market. Segal created a market survey to collect salary and compensation practices. The market survey included (67) benchmark job titles (the next page shows benchmark job titles grouped by job family). **Appendix B** shows detailed market data by job family and benchmark job title. Segal distributed the market survey document to the peer employers listed below:

- **City of Bristol, CT**
- City of East Hartford, CT (Segal completed)
- **City of Enfield, CT**
- Town of Groton, CT
- **Town of Manchester, CT**
- **City of Meriden, CT**
- City of Milford, CT (Segal completed)
- **City of Southington, CT**
- City of Stratford, CT
- **Town of Wallingford, CT**

Six (6) of the ten (10) peer employers participated in the market survey (shown bolded above). Additionally, Segal completed a market survey on behalf of two peers (the City of East Hartford and the City of Milford) using information found in collective bargaining agreements available online. In all, our survey represents an **80% participation rate**.

# Benchmark Job Titles by Job Family

**Administrative Support Job Family**

- Clerk of the Common Council
- Assistant City & Town Clerk
- Administrative Assistant, Senior
- Administrative Assistant

**Board of Education Job Family**

- Manager of Human Resources
- School Health Supervisor
- Cafeteria Worker
- Campus Safety Officer
- Certified Nursing Assistant
- Licensed Practical Nurse
- Residency/Truancy Officer
- School Nurse
- Technology & Special Projects Technician

**Central Communications Job Family**

- Director of Central Communications
- Civilian Dispatcher

**Finance & Accounting Job Family**

- Director of Finance
- Payroll / Pension Supervisor
- Payroll Supervisor
- Supervisor of Account Management
- Program / Budget Analyst
- Account Clerk, Senior

**Fire Job Family**

- Fire Chief
- Deputy Fire Chief

**Health Job Family**

- Chief Public Health Sanitarian
- Assistant Registrar Vital of Statistics

**Human Resources Job Family**

- Director of Human Resources
- Director of Human Relations

**IT Job Family**

- Network Administrator
- Software Engineer
- Systems Engineer
- IT Network Coordinator
- IT Support Technician

**Maintenance Job Family**

- Building Superintendent, Senior
- Building Superintendent
- Custodial Manager
- Custodian
- Carpenter
- Electrician
- HVAC Technician
- Painter
- Plumber

**Office of the General Counsel**

- Assistant General Counsel

**Parking Job Family**

- Director of Parking

**Planning, Conservation & Development Job Family**

- Economic Development Specialist
- Environmental Specialist
- Zoning/Wetlands Officer

**Police Job Family**

- Records Clerk
- Research Analyst (Police Dept)
- Scheduling & Payroll Clerk (Police)

**Public Works Job Family**

- Director of Public Works
- Manager of Fleet Services
- Sign/Traffic Paint Supervisor
- Heavy Equipment Operator
- Master Mechanic
- Park Maintainer
- Recycling Center Attendant
- Recycling Coordinator
- Transfer Station Operator
- Truck Driver
- Utility Worker

**Tax Assessor Job Family**

- Assessment Aide / Technician II

**Tax Collector Job Family**

- Tax Collector
- Tax Clerk

**Water & Sewer Job Family**

- Director of Water & Sewer
- Superintendent of Water Treatment
- Water Treatment Plant Operator, Senior

**Youth Services Job Family**

- Youth Development Specialist

## Study Findings

Segal defines market competitiveness to be within 95% to 105% of the market average. Market average percentages that fall within this competitive corridor are noted in **black**, jobs below 95% are noted in **red**, and jobs above 105% are noted in **blue**.

In order to have reliable direct compensation findings, we require a minimum of three (3) job matches per benchmark job. For all custom survey data, if there are fewer than three (3) job matches for a specific benchmark title, we do not report any market percentages for these positions. However, for those matches that do exist, details are provided in **Appendix B**. Nineteen (19) out of (67) benchmark titles have less than three (3) matches.

The table below gives a snapshot of the City's overall competitiveness when compared to the aggregated market data from all peer employers.

When segmented by employee group, and compared to the midpoint of the pay range, AFSCME and Non-Bargaining employee groups are below market, whereas the Teamsters employee group is at market (97%).

### TABLE 4-CITY OF MIDDLETOWN, CT AS MARKET COMPETITIVENESS BY EMPLOYEE GROUP

| Employee Group Market Position | Middletown as a % of Market Average Minimum | Middletown as a % of Market Average Midpoint | Middletown as a % of Market Average Maximum |
|---|---|---|---|
| AFSCME #466 | 78% | 89% | 98% |
| Teamsters #671 | 85% | 97% | 106% |
| Non-Bargaining | 72% | 82% | 90% |
| **Overall Market Position** | **79%** | **90%** | **99%** |

**Table 5** summarizes of the City's overall competitiveness when compared to each peer employer. As shown below, the City's pay range minimums are below all peers. However, when compared to pay range maximum, the City is only below the Town of Manchester and Town of Wallingford.

## TABLE 5-CITY OF MIDDLETOWN, CT AS A PERCENT OF THE MARKET AVERAGE BY COMPARATOR

| Comparators | Middletown as % of Market Average Minimum | Middletown as % of Market Average Midpoint | Middletown as % Market Average of Maximum |
|---|---|---|---|
| City of Bristol, CT | 79% | 90% | 101% |
| City of East Hartford, CT | 81% | 92% | 102% |
| City of Meriden, CT | 79% | 88% | 96% |
| City of Milford, CT | 88% | 99% | 109% |
| Town of Enfield, CT | 72% | 89% | 106% |
| Town of Manchester, CT | 84% | 88% | 90% |
| Town of Southington, CT | 70% | 86% | 102% |
| Town of Wallingford, CT | 77% | 84% | 91% |

**Tables 6-8** show the market competitiveness by employee group.

## TABLE 6-MARKET COMPETITIVENESS
## AFSCME #466 BENCHMARK TITLES

| Benchmark Title | Count of Matches | Middletown as a % of Market Average Minimum | Middletown as a % of Market Average Midpoint | Middletown as a % of Market Average Maximum |
|---|---|---|---|---|
| Account Clerk, Senior | 4 | 90% | 99% | 107% |
| Administrative Assistant | 8 | 74% | 85% | 94% |
| Administrative Assistant, Senior* | 5 | 71% | 91% | 108% |
| Assessment Aide/Technician II | 5 | 88% | 98% | 107% |
| Assistant City & Town Clerk | 5 | 82% | 91% | 99% |
| Assistant Registrar of Vital Statistics | 3 | 76% | 89% | 100% |
| Building Superintendent | 3 | 70% | 76% | 80% |
| Building Superintendent, Senior | 4 | 58% | 67% | 74% |
| Cafeteria Worker | 3 | 99% | 107% | 113% |
| Campus Safety Officer | 1 | NA | NA | NA |
| Carpenter | 5 | 84% | 96% | 108% |
| Certified Nursing Assistant | 1 | NA | NA | NA |
| Civilian Dispatcher | 7 | 89% | 103% | 114% |
| Custodian | 5 | 69% | 80% | 89% |

## TABLE 6-MARKET COMPETITIVENESS
## AFSCME #466 BENCHMARK TITLES

| Benchmark Title | Count of Matches | Middletown as a % of Market Average Minimum | Middletown as a % of Market Average Midpoint | Middletown as a % of Market Average Maximum |
|---|---|---|---|---|
| Electrician | 4 | 84% | 97% | 108% |
| Environmental Specialist | 5 | 70% | 77% | 83% |
| Heavy Equipment Operator | 5 | 87% | 100% | 111% |
| HVAC Technician | 3 | 85% | 99% | 112% |
| IT Support Technician | 4 | 76% | 86% | 94% |
| Licensed Practical Nurse | 1 | NA | NA | NA |
| Master Mechanic | 7 | 76% | 90% | 103% |
| Painter | 2 | NA | NA | NA |
| Park Maintainer | 6 | 74% | 84% | 92% |
| Payroll Supervisor | 4 | 90% | 100% | 109% |
| Payroll/Pension Supervisor | 2 | NA | NA | NA |
| Plumber | 4 | 87% | 101% | 112% |
| Program / Budget Analyst | 2 | NA | NA | NA |
| Records Clerk | 4 | 83% | 94% | 104% |
| Recycling Center Attendant | 2 | NA | NA | NA |
| Recycling Coordinator | 1 | NA | NA | NA |
| Research Analyst (Police Dept) | 1 | NA | NA | NA |

## TABLE 6-MARKET COMPETITIVENESS
## AFSCME #466 BENCHMARK TITLES

| Benchmark Title | Count of Matches | Middletown as a % of Market Average Minimum | Middletown as a % of Market Average Midpoint | Middletown as a % of Market Average Maximum |
|---|---|---|---|---|
| Scheduling & Payroll Clerk (Police) | 2 | NA | NA | NA |
| School Nurse | 4 | 86% | 90% | 93% |
| Sign/Traffic Paint Supervisor | 1 | NA | NA | NA |
| Supervisor of Account Management | 2 | NA | NA | NA |
| Tax Clerk | 3 | 93% | 104% | 112% |
| Technology & Special Projects Technician | 4 | 69% | 78% | 86% |
| Transfer Station Operator | 1 | NA | NA | NA |
| Truck Driver | 4 | 70% | 83% | 95% |
| Utility Worker | 4 | 74% | 85% | 94% |
| Water Treatment Plant Operator, Senior | 7 | 69% | 79% | 88% |
| Youth Development Specialist | 2 | NA | NA | NA |
| **AFSCME #466 Employee Group Overall Market Position** | | **78%** | **89%** | **98%** |

*Note: This job title also exists as a non-bargaining unit position.

## TABLE 7-MARKET COMPETITIVENESS
## TEAMSTERS #671 BENCHMARK TITLES

| Benchmark Title | Count of Matches | Middletown as a % of Market Average Minimum | Middletown as a % of Market Average Midpoint | Middletown as a % of Market Average Maximum |
|---|---|---|---|---|
| Chief Public Health Sanitarian | 5 | 90% | 98% | 104% |
| Clerk of the Common Council | 3 | 127% | 138% | 146% |
| Custodial Manager | 3 | 99% | 117% | 134% |
| Director of Central Communications | 4 | 91% | 111% | 129% |
| Director of Parking | 0 | NA | NA | NA |
| Director of Water & Sewer | 4 | 82% | 92% | 100% |
| Economic Development Specialist | 3 | 72% | 86% | 100% |
| IT Network Coordinator | 4 | 94% | 105% | 114% |
| Manager of Fleet Services | 5 | 73% | 79% | 83% |
| Manager of Human Resources | 2 | NA | NA | NA |
| Network Administrator | 5 | 84% | 98% | 111% |
| Residency/Truancy Officer | 3 | 70% | 86% | 101% |
| School Health Supervisor | 2 | NA | NA | NA |
| Software Engineer | 2 | NA | NA | NA |
| Superintendent of Water Treatment | 5 | 68% | 77% | 84% |
| Systems Engineer | 2 | NA | NA | NA |
| Tax Collector | 8 | 91% | 101% | 109% |
| Zoning/Wetlands Officer | 4 | 86% | 93% | 98% |
| **Teamsters #671 Employee Group Overall Market Position** | | **85%** | **97%** | **106%** |

## TABLE 8-MARKET COMPETITIVENESS
## NON-BARGAINING BENCHMARK TITLES

| Benchmark Title | Count of Matches | Middletown as a % of Market Average Minimum | Middletown as a % of Market Average Midpoint | Middletown as a % of Market Average Maximum |
|---|---|---|---|---|
| Assistant General Counsel | 4 | 72% | 78% | 83% |
| Deputy Fire Chief | 6 | 78% | 91% | 102% |
| Director of Finance | 6 | 79% | 90% | 99% |
| Director of Human Relations | 2 | NA | NA | NA |
| Director of Human Resources | 6 | 55% | 65% | 73% |
| Director of Public Works | 5 | 79% | 88% | 96% |
| Fire Chief | 5 | 73% | 83% | 92% |
| **Non-Bargaining Employee Group Market Position** | | **72%** | **82%** | **90%** |

## Pay Practices Recommendations

**Pay Schedule Design**

In calendar year 2015:

- City of Middletown employees, both union and non-union, are covered by a grade and step pay plan
- Seven (7) peer employers have grade and step pay plans for their union groups
- Three (3) peer employers have grade and step pay plans for their non-union groups

**Pay Increases**

In calendar year 2015:

- City of Middletown employees, both union and non-union, progress through the pay range based on longevity and any across-the-board general wage increases that may be granted
- Six (6) peer employers have longevity for both union and non-union group. The City of East Hartford and the City of Milford have longevity for their union groups only.

**Tables 9-10** (pages 31-32) show the pay practices of each peer employer.

## TABLE 9- PAY SCHEDULE DESIGN SUMMARY RESULTS

| Comparator | Grade and Step | | Grades, No Steps | | No Ranges (Flat Rates Only) | |
|---|---|---|---|---|---|---|
| | Union Group | Non-Union Group | Union Group | Non-Union Group | Union Group | Non-Union Group |
| City of Bristol | X | X | | | | |
| City of East Hartford* | X | NR | NR | NR | NR | NR |
| City of Enfield | X | X | X | | X | X |
| Town of Groton | NR | NR | NR | NR | NR | NR |
| Town of Manchester | X | | | X | | X |
| City of Meriden | X | | | | | X |
| City of Milford* | X | NR | NR | NR | NR | NR |
| City of Southington | | | X | | | X |
| City of Stratford | NR | NR | NR | NR | NR | NR |
| Town of Wallingford | X | X | | | | |
| **Total** | **7** | **3** | **2** | **1** | **1** | **4** |

NR=No Response

*Segal completed response based on information found in collective bargaining agreements for peer employer's employee groups.

## TABLE 10- PAY RANGE PROGRESSION SUMMARY RESULTS

| Comparator | Longevity or time in job | | Performance | | Across-the-Board | |
|---|---|---|---|---|---|---|
| | Yes or No | Employee Groups Eligible | Yes or No | Employee Groups Eligible | Yes or No | Employee Groups Eligible |
| City of Bristol | Yes | Both | No | | Yes | Both |
| City of East Hartford* | Yes | Union | NR | NR | NR | NR |
| City of Enfield | No | Both | No | Both | Yes | Both |
| Town of Groton | NR | NR | NR | NR | NR | NR |
| Town of Manchester | Yes | Both | Yes | Non-Union Only | Yes | Both |
| City of Meriden | Yes | Union Only | | | Yes | Union Only |
| City of Milford* | Yes | Union | NR | NR | NR | NR |
| City of Southington | | | | | Yes | Both |
| City of Stratford | NR | NR | NR | NR | NR | NR |
| Town of Wallingford | Yes | Both | Yes | Both | Yes | Both |
| **Total "Yes" Responses** | **6** | | **2** | | **6** | |

NR=No Response

*Segal completed response based on information found in collective bargaining agreements for peer employer's employee groups

# Pay Structure Development

## Pay Structure Development Summary

Segal developed three (3) alternative pay schedules for each employee group (AFSCME #466, Teamsters #671, Non-Bargaining). Based on the overall competitiveness of the employee group, we determined whether a pay structure increase factor was necessary. Only the Teamsters #671 pay structure did not require an across-the-board increase to their pay structure.

Once a new structure was developed, we assigned pay grades within each employee group that reflect market competitiveness (95%-105%). For benchmarks jobs that have sufficient market data (greater than 3 matches), we propose pay grade changes that bring the job title as close to the to the market competitive corridor as possible, keeping internal equity considerations in mind.

It is important to note that the salaries shown in the current and proposed pay structures (**Tables 11, 12, 15, 16, 19, and 20**) for all employee groups are based on an assumed 40-hour workweek.

Our proposed grade assignments improves the overall competitiveness of each below market employee group. A summary analysis is shown in:

- **Table 14** for AFSCME #466
- **Table 18** for Teamsters #671
- **Table 22** for Non-Bargaining employees

## Pay Structure Recommendations

### TABLE 11-AFSCME LOCAL #466 CURRENT PAY STRUCTURE (ASSUMING 40 HOURS PER WEEK)

| Grade | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|---|---|---|---|---|---|---|
| **1A** | $17,081 | $18,718 | $20,377 | $21,993 | $23,652 | $25,289 |
| **2A** | $20,200 | $22,125 | $24,072 | $26,019 | $27,922 | $29,869 |
| **3A** | $23,342 | $25,599 | $27,834 | $30,090 | $32,303 | $34,560 |
| **4A** | $26,462 | $28,984 | $31,529 | $34,095 | $36,617 | $39,162 |
| **5A** | $29,604 | $32,436 | $35,268 | $38,122 | $40,998 | $43,830 |
| **6A** | $32,723 | $35,887 | $39,007 | $42,127 | $45,268 | $48,410 |
| **7A** | $35,887 | $39,317 | $42,768 | $46,176 | $49,649 | $53,079 |
| **8A** | $38,963 | $42,702 | $46,463 | $50,202 | $53,942 | $57,681 |
| **9A** | $42,082 | $46,131 | $50,180 | $54,229 | $58,278 | $62,283 |
| **10A** | $45,246 | $49,583 | $53,920 | $58,278 | $62,593 | $66,951 |
| **11A** | $48,366 | $53,012 | $57,637 | $62,261 | $66,907 | $71,576 |
| **12A** | $51,486 | $56,442 | $61,354 | $66,310 | $71,222 | $76,178 |
| **13A** | $54,628 | $59,849 | $65,115 | $70,337 | $75,580 | $80,824 |

| Pay Structure Increase Factor-AFSCME #466 | 6% |
|---|---|

## TABLE 12-AFSCME LOCAL #466 PROPOSED PAY STRUCTURE (ASSUMING 40 HOURS PER WEEK)

| Grade | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|---|---|---|---|---|---|---|
| 1A | $18,106 | $19,841 | $21,600 | $23,312 | $25,071 | $26,807 |
| 2A | $21,412 | $23,453 | $25,517 | $27,581 | $29,598 | $31,661 |
| 3A | $24,743 | $27,135 | $29,504 | $31,896 | $34,241 | $36,633 |
| 4A | $28,050 | $30,723 | $33,420 | $36,141 | $38,815 | $41,512 |
| 5A | $31,380 | $34,382 | $37,384 | $40,409 | $43,458 | $46,460 |
| 6A | $34,687 | $38,041 | $41,347 | $44,654 | $47,985 | $51,315 |
| 7A | $38,041 | $41,676 | $45,334 | $48,946 | $52,628 | $56,263 |
| 8A | $41,301 | $45,264 | $49,251 | $53,215 | $57,178 | $61,142 |
| 9A | $44,607 | $48,899 | $53,191 | $57,483 | $61,775 | $66,020 |
| 10A | $47,961 | $52,558 | $57,155 | $61,775 | $66,348 | $70,968 |
| 11A | $51,268 | $56,193 | $61,095 | $65,996 | $70,922 | $75,870 |
| 12A | $54,575 | $59,828 | $65,035 | $70,288 | $75,495 | $80,748 |
| 13A | $57,905 | $63,440 | $69,022 | $74,557 | $80,115 | $85,673 |

Rows that are shaded grey indicate a proposed change in grade assignment.

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Account Clerk | 6A | | | | | 6A | | | | $2,434 |
| Account Clerk, Senior | 7A | 4 | 90% | 99% | 107% | 7A (35 hr/wk) | 95% | 105% | 114% | $2,335 |
| Administrative Assistant | 6A | 8 | 74% | 85% | 94% | 6A (35 hr/wk) | 78% | 90% | 99% | $2,130 |
| Administrative Assistant, Senior | 6A-8A | 5 | 71% | 91% | 108% | 7A (35 hr/wk) | 82% | 95% | 106% | $1,706 |
| Assessment Aid/Technician I | 6A | | | | | 6A | | | | $2,434 |
| Assessment Aid/Technician II | 8A | 5 | 88% | 98% | 107% | 8A (35 hr/wk) | 93% | 104% | 113% | $2,537 |
| Assessment Inspector/Data & Maps Coordinator | 8A | | | | | 8A | | | | $2,899 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Assistant Building Official | 10A | | | | | 10A | | | | $3,366 |
| Assistant City & Town Clerk | 9A | 5 | 82% | 91% | 99% | 9A (35 hr/wk) | 87% | 97% | 105% | $2,740 |
| Assistant Registrar of Vital Statistics | 7A | 3 | 76% | 89% | 100% | 7A (35 hr/wk) | 80% | 94% | 106% | $2,335 |
| Benefits & Social Services Counselor | 9A | | | | | 9A | | | | $3,131 |
| Building Superintendent | 7A | 3 | 70% | 76% | 80% | 9A | 87% | 94% | 100% | $10,831 |
| Building Superintendent, Senior | 8A | 4 | 58% | 67% | 74% | 12A | 82% | 94% | 104% | $19,340 |
| Cafeteria Manager | 5A | | | | | 5A | | | | $2,203 |
| Cafeteria Manager, Senior | 6A | | | | | 6A | | | | $2,434 |
| Cafeteria Worker | 3A | 3 | 99% | 107% | 113% | 3A (25 hr/wk) | 105% | 113% | 119% | $1,086 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Campus Safety Officer | 8A | 1 | 108% | 115% | 121% | 8A (35 hr/wk) | 114% | 122% | 129% | $2,537 |
| Carpenter | 9A | 5 | 84% | 96% | 108% | 9A | 89% | 102% | 114% | $3,131 |
| Cash Supervisor | 10A | | | | | 10A | | | | $3,366 |
| Certified Nursing Assistant | 3A | 1 | 105% | 128% | 149% | 3A (32.5 hr/wk) | 112% | 135% | 158% | $1,411 |
| Civilian Dispatcher | 8A | 7 | 89% | 103% | 114% | 8A | 94% | 109% | 121% | $2,899 |
| Civilian Dispatcher Trainee | 7A | | | | | 7A | | | | $2,669 |
| Civilian Dispatcher Trainer | 9A | | | | | 9A | | | | $3,131 |
| Civilian Dispatcher, Senior | 10A | | | | | 10A | | | | $3,366 |
| Community Health Educator | 11A | | | | | 11A | | | | $3,598 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Construction Inspector | 9A | | | | | 9A | | | | $3,131 |
| Crossing Guard | 4A | | | | | 4A | | | | $1,969 |
| Crossing Guard / Enforcement Officer | 5A | | | | | 5A | | | | $2,203 |
| Custodian | 4A | 5 | 69% | 80% | 89% | 6A | 91% | 104% | 117% | $10,189 |
| Custodian / Program Aide | 5A | | | | | 5A | | | | $2,203 |
| Custodian, Senior | 5A | | | | | 7A | | | | $10,435 |
| Delivery Worker (BOE) | 5A | | | | | 5A | | | | $2,203 |
| Electrician | 10A | 4 | 84% | 97% | 108% | 10A | 89% | 103% | 114% | $3,366 |
| Engineer Inspector | 12A | | | | | 12A | | | | $3,830 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Engineer/Information Analyst | 10A | | | | | 10A | | | | $3,366 |
| Environmental Specialist | 10A | 5 | 70% | 77% | 83% | 12A (35 hr/wk) | 80% | 93% | 100% | $10,117 |
| Food Production Cook | 5A | | | | | 5A | | | | $2,203 |
| Garage Operations Coordinator | 9A | | | | | 9A | | | | $3,131 |
| Heavy Equipment Operator | 9A | 5 | 87% | 100% | 111% | 9A | 92% | 106% | 118% | $3,131 |
| Housing Code Enforcement Officer | 10A | | | | | 10A | | | | $3,366 |
| HVAC Technician | 10A | 3 | 85% | 99% | 112% | 10A | 90% | 105% | 119% | $3,366 |
| Insurance/Benefits Coordinator | 8A | | | | | 8A | | | | $2,899 |
| Insurance/Benefits Coordinator, Senior | 10A | | | | | 10A | | | | $3,366 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| IT Support Technician | 10A | 4 | 76% | 86% | 94% | 10A (35 hr/wk) | 81% | 91% | 99% | $2,945 |
| Laborer - Sanitation | 5A | | | | | 5A | | | | $2,203 |
| Licensed Practical Nurse | 9A | 1 | 62% | 77% | 92% | 11A | 76% | 94% | 112% | $11,386 |
| Light Equipment Operator | 7A | | | | | 8A | | | | $6,738 |
| Maintenance Worker | 6A | | | | | 6A | | | | $2,434 |
| Maintenance Worker, Senior | 7A | | | | | 7A | | | | $2,669 |
| Master Mechanic | 9A | 7 | 76% | 90% | 103% | 9A | 81% | 96% | 109% | $3,131 |
| Meter Reader | 8A | | | | | 8A | | | | $2,899 |
| Painter | 6A | 2 | 68% | 78% | 87% | 8A | 86% | 99% | 110% | $10,654 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Parent Resource Coordinator | 10A | | | | | 10A | | | | $3,366 |
| Park Maintainer | 6A | 6 | 74% | 84% | 92% | 7A | 86% | 98% | 107% | $6,585 |
| Park Maintainer, Senior | 8A | | | | | 9A | | | | $6,992 |
| Parking Enforcement Clerk | 6A | | | | | 6A | | | | $2,434 |
| Parking Enforcement Officer | 5A | | | | | 5A | | | | $2,203 |
| Parking Operations Manager | 12A | | | | | 12A | | | | $3,830 |
| Payroll Coordinator | 7A | | | | | 7A | | | | $2,669 |
| Payroll Supervisor | 11A | 4 | 90% | 100% | 109% | 11A | 95% | 106% | 116% | $3,598 |
| Payroll/Pension Supervisor | 12A | 2 | 87% | 105% | 122% | 12A | 92% | 111% | 129% | $3,830 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Plumber | 10A | 4 | 87% | 101% | 112% | 10A | 92% | 107% | 119% | $3,366 |
| Pool Superintendent | 7A | | | | | 9A | | | | $10,831 |
| Program / Budget Analyst | 9A | 2 | 95% | 107% | 116% | 9A | 101% | 113% | 123% | $3,131 |
| Program Coordinator | 8A | | | | | 8A | | | | $2,899 |
| Public Health Emergency Preparedness Coordinator | 8A | | | | | 8A | | | | $2,899 |
| Public Health Inspector/Housing Inspector | 10A | | | | | 10A | | | | $3,366 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Purchasing Assistant | 9A | | | | | 9A | | | | $3,131 |
| Receptionist | 5A | | | | | 5A | | | | $2,203 |
| Records Clerk | 6A | 4 | 83% | 94% | 104% | 6A (35 hr/wk) | 88% | 100% | 110% | $2,130 |
| Records Clerk, Senior | 8A | | | | | 8A | | | | $2,899 |
| Records Coordinator | 8A | | | | | 8A | | | | $2,899 |
| Recycling Center Attendant | 8A | 2 | 79% | 94% | 107% | 8A | 84% | 99% | 113% | $2,899 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Recycling Coordinator | 10A | 1 | 75% | 70% | 67% | 13A | 96% | 89% | 85% | $15,690 |
| Research Analyst | 9A | 1 | 67% | 84% | 100% | 10A | 77% | 95% | 114% | $7,282 |
| Revenue Coordinator/Assistant Payroll Pension Coordinator | 9A | | | | | 9A | | | | $3,131 |
| Scheduling & Payroll Clerk | 7A | 2 | 86% | 93% | 97% | 7A | 92% | 98% | 103% | $2,669 |
| School Nurse | 10A | 4 | 86% | 90% | 93% | 12A | 103% | 108% | 112% | $11,563 |
| Sidewalk Inspector | 11A | | | | | 11A | | | | $3,598 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Sign / Traffic Paint Specialist | 7A | | | | | 9A | | | | $10,831 |
| Sign/Traffic Paint Supervisor | 9A | 1 | 91% | 106% | 118% | 10A | 104% | 120% | 135% | $7,282 |
| Street Sweeper Operator | 7A-8A | | | | | 8A | | | | $4,437 |
| Supervisor of Account Management | 12A | 2 | 61% | 76% | 91% | 13A | 69% | 85% | 102% | $7,958 |
| Tax Clerk | 7A | 3 | 93% | 104% | 112% | 7A (35 hr/wk) | 99% | 110% | 119% | $2,325 |
| Tax Clerk, Senior | 9A | | | | | 9A | | | | $3,131 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Technology & Special Projects Technician | 8A | 4 | 69% | 78% | 86% | 10A (35 hr/wk) | 85% | 96% | 106% | $9,750 |
| Technology Support Specialist | 11A | | | | | 11A | | | | $3,598 |
| Transfer Station Operator | 10A | 1 | 94% | 110% | 125% | 10A | 100% | 117% | 132% | $3,366 |
| Truck Driver | 6A | 4 | 70% | 83% | 95% | 7A | 81% | 96% | 110% | $6,585 |
| Utilities Worker, Senior | 8A | | | | | 9A | | | | $6,992 |
| Utility Inspector | 9A | | | | | 10A | | | | $7,282 |

## TABLE 13-PROPOSED PAY GRADES BY JOB TITLE
## AFSCME LOCAL #466

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Utility Worker | 6A | 4 | 74% | 85% | 94% | 7A | 86% | 98% | 109% | $6,585 |
| Wastewater Treatment Plant Operator | 7A | | | | | 7A | | | | $2,669 |
| Water Plant Operator | 8A | | | | | 10A | | | | $11,143 |
| Water Plant Operator, Senior | 9A | 7 | 69% | 79% | 88% | 11A | 84% | 96% | 107% | $11,386 |
| Youth Development Specialist | 7A | 2 | 64% | 72% | 78% | 10A | 86% | 96% | 105% | $14,982 |

## TABLE 14-SUMMARY OF PAY STRUCTURE ANALYSIS
## AFSCME LOCAL #466 EMPLOYEE GROUP

| | | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|
| Current Pay Structure Analysis | Market Average | $46,330 | $50,562 | $ 54,795 |
| | Average of Middletown Benchmark Jobs | $36,250 | $ 45,091 | $53,931 |
| | Middletown Current as % of Market Average | 78% | 89% | 98% |
| Proposed Pay Structure Analysis | Market Average | $46,330 | $50,562 | $54,795 |
| | Average of Middletown Benchmark Jobs | $40,627 | $50,490 | $60,257 |
| | Middletown Proposed as % of Market Average | 88% | 100% | 110% |

## TABLE 15-TEAMSTERS #671 CURRENT PAY STRUCTURE (ASSUMING 40 HOURS PER WEEK)

| Grade | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|---|---|---|---|---|---|---|
| 8T | $41,330 | $45,282 | $49,254 | $53,186 | $57,200 | $61,173 |
| 9T | $44,616 | $48,880 | $53,165 | $57,470 | $61,755 | $66,040 |
| 10T | $47,965 | $52,562 | $57,179 | $61,755 | $66,373 | $70,949 |
| 11T | $51,293 | $56,202 | $61,110 | $65,998 | $70,928 | $75,858 |
| 12T | $54,558 | $59,821 | $65,042 | $70,283 | $75,525 | $80,766 |
| 13T | $57,907 | $63,461 | $69,014 | $74,547 | $80,142 | $85,675 |
| 14T | $61,214 | $67,080 | $72,946 | $78,832 | $84,718 | $90,584 |
| 15T | $64,501 | $70,699 | $76,898 | $83,096 | $89,274 | $95,493 |
| 16T | $67,829 | $74,360 | $80,870 | $87,360 | $93,891 | $100,422 |
| 17T | $71,157 | $77,979 | $84,822 | $91,645 | $98,467 | $105,310 |
| 18T | $74,443 | $81,578 | $88,754 | $95,888 | $103,064 | $110,198 |
| 19T | $77,792 | $85,259 | $92,726 | $100,194 | $107,661 | $115,128 |
| 20T | $81,099 | $88,878 | $96,637 | $104,458 | $112,237 | $120,016 |
| 21T | $84,406 | $92,518 | $100,610 | $108,701 | $116,813 | $124,904 |
| 22T | $87,734 | $96,179 | $104,541 | $113,006 | $121,410 | $129,875 |
| 23T | $91,021 | $99,778 | $108,514 | $117,250 | $125,965 | $134,722 |
| 24T | $94,349 | $103,418 | $112,445 | $121,555 | $130,624 | $139,672 |
| 25T | $97,677 | $107,058 | $116,418 | $125,757 | $135,158 | $144,539 |

| Pay Structure Increase Factor-Teamsters #671 | 0% |
|---|---|

## TABLE 16-TEAMSTERS #671 PROPOSED PAY STRUCTURE (ASSUMING 40 HOURS PER WEEK)

| Grade | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|---|---|---|---|---|---|---|
| 8T | $41,330 | $45,282 | $49,254 | $53,186 | $57,200 | $61,173 |
| 9T | $44,616 | $48,880 | $53,165 | $57,470 | $61,755 | $66,040 |
| 10T | $47,965 | $52,562 | $57,179 | $61,755 | $66,373 | $70,949 |
| 11T | $51,293 | $56,202 | $61,110 | $65,998 | $70,928 | $75,858 |
| 12T | $54,558 | $59,821 | $65,042 | $70,283 | $75,525 | $80,766 |
| 13T | $57,907 | $63,461 | $69,014 | $74,547 | $80,142 | $85,675 |
| 14T | $61,214 | $67,080 | $72,946 | $78,832 | $84,718 | $90,584 |
| 15T | $64,501 | $70,699 | $76,898 | $83,096 | $89,274 | $95,493 |
| 16T | $67,829 | $74,360 | $80,870 | $87,360 | $93,891 | $100,422 |
| 17T | $71,157 | $77,979 | $84,822 | $91,645 | $98,467 | $105,310 |
| 18T | $74,443 | $81,578 | $88,754 | $95,888 | $103,064 | $110,198 |
| 19T | $77,792 | $85,259 | $92,726 | $100,194 | $107,661 | $115,128 |
| 20T | $81,099 | $88,878 | $96,637 | $104,458 | $112,237 | $120,016 |
| 21T | $84,406 | $92,518 | $100,610 | $108,701 | $116,813 | $124,904 |
| 22T | $87,734 | $96,179 | $104,541 | $113,006 | $121,410 | $129,875 |
| 23T | $91,021 | $99,778 | $108,514 | $117,250 | $125,965 | $134,722 |
| 24T | $94,349 | $103,418 | $112,445 | $121,555 | $130,624 | $139,672 |
| 25T | $97,677 | $107,058 | $116,418 | $125,757 | $135,158 | $144,539 |

Rows that are shaded grey indicate a proposed change in grade assignment.

## TABLE 17- PROPOSED PAY GRADES BY JOB TITLE FOR TEAMSTERS #671

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Arts and Culture Coordinator | 11T | | | | | 11T | | | | $0 |
| Assistant Chief Engineer | 16T | | | | | 18T | | | | $8,195 |
| Assistant Director of Finance | 20T | | | | | 20T | | | | $0 |
| Assistant Field Maintenance Manager | 13T | | | | | 13T | | | | $0 |
| Assistant Superintendent of Sanitation | 11T | | | | | 11T | | | | $0 |
| Assistant Superintendent of Streets | 12T | | | | | 12T | | | | $0 |
| Chief Building Official | 15T | | | | | 15T | | | | $0 |

## TABLE 17- PROPOSED PAY GRADES BY JOB TITLE FOR TEAMSTERS #671

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Chief Engineer | 19T | | | | | 19T | | | | $0 |
| Chief Public Health Sanitarian | 14T | 5 | 90% | 98% | 104% | 14T | 90% | 98% | 104% | $0 |
| City/Town Clerk | 16T | | | | | 16T | | | | $0 |
| Clerk of the Common Council | 13T | 3 | 127% | 138% | 146% | 13T | 127% | 138% | 146% | $0 |
| Custodial Manager | 10T | 3 | 99% | 117% | 134% | 10T | 99% | 117% | 134% | $0 |
| Deputy Assessor | 13T | | | | | 13T | | | | $0 |
| Deputy Director of Central Communications | 14T | | | | | 14T | | | | $0 |
| Deputy Director of PCD | 15T | | | | | 15T | | | | $0 |

## TABLE 17- PROPOSED PAY GRADES BY JOB TITLE FOR TEAMSTERS #671

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Deputy Director of Public Works | 18T | | | | | 18T | | | | $0 |
| Deputy Director of Water & Sewer | 17T | | | | | 19T | | | | $8,226 |
| Director of Central Communications | 16T | 4 | 91% | 111% | 129% | 16T | 91% | 111% | 129% | $0 |
| Director of Health/Vital Statistics | 17T | | | | | 17T | | | | $0 |
| Director of Information Systems | 22T | | | | | 22T | | | | $0 |
| Director of Parking | 15T | 0 | NA | NA | NA | 15T | | | | $0 |
| Director of Planning, Conservation & Development | 20T | | | | | 20T | | | | $0 |

## TABLE 17- PROPOSED PAY GRADES BY JOB TITLE FOR TEAMSTERS #671

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Director of Recreation & Community Services | 16T | | | | | 16T | | | | $0 |
| Director of Water & Sewer | 21T | 4 | 82% | 92% | 100% | 22T | 85% | 96% | 104% | $4,150 |
| Economic Development Specialist | 10T | 3 | 72% | 86% | 100% | 12T | 82% | 98% | 114% | $8,206 |
| Environmental Resources Specialist | 15T | | | | | 15T | | | | $0 |
| Field Maintenance Manager | 14T | | | | | 14T | | | | $0 |
| IT Network Coordinator | 15T | 4 | 94% | 105% | 114% | 15T | 94% | 105% | 114% | $0 |
| Manager of Accreditation, Research & Development | 13T | | | | | 13T | | | | $0 |

## TABLE 17- PROPOSED PAY GRADES BY JOB TITLE FOR TEAMSTERS #671

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Manager of Financial Operations | 16T | | | | | 16T | | | | $0 |
| Manager of Fleet Services | 11T | 5 | 73% | 79% | 83% | 14T | 87% | 94% | 99% | $12,324 |
| Manager of Human Resources | 14T | 2 | 70% | 80% | 88% | 18T | 85% | 97% | 107% | $16,422 |
| Manager of Recreational Services | 13T | | | | | 13T | | | | $0 |
| Manager of Regulatory & Technical Affairs | 13T | | | | | 13T | | | | $0 |
| Manager of Transportation Services | 14T | | | | | 14T | | | | $0 |
| Network Administrator | 15T | 5 | 84% | 98% | 111% | 15T | 84% | 98% | 111% | $0 |
| Residency/Truancy Officer | 8T | 3 | 70% | 86% | 101% | 10T | 81% | 99% | 117% | $8,206 |

## TABLE 17- PROPOSED PAY GRADES BY JOB TITLE FOR TEAMSTERS #671

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| School Health Supervisor | 13T | 2 | 79% | 98% | 117% | 14T | 83% | 103% | 123% | $4,108 |
| Senior Center Manager | 13T | | | | | 13T | | | | $0 |
| Software Engineer | 17T | 2 | 100% | 113% | 125% | 17T | 100% | 113% | 125% | $0 |
| Superintendent of Parks | 14T | | | | | 14T | | | | $0 |
| Superintendent of Streets and Sanitation | 14T | | | | | 14T | | | | $0 |
| Superintendent of Water Pollution Control | 12T | | | | | 12T | | | | $0 |
| Superintendent of Water Treatment | 13T | 5 | 68% | 77% | 84% | 17T | 84% | 94% | 103% | $16,422 |
| Supervisor of Purchasing | 16T | | | | | 16T | | | | $0 |

## TABLE 17- PROPOSED PAY GRADES BY JOB TITLE FOR TEAMSTERS #671

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Systems Engineer | 17T | 2 | 91% | 100% | 107% | 17T | 91% | 100% | 107% | $0 |
| Tax Assessor | 17T | | | | | 17T | | | | $0 |
| Tax Collector | 15T | 8 | 91% | 101% | 109% | 15T | 91% | 101% | 109% | $0 |
| Youth Services Coordinator | 14T | | | | | 15T | | | | $4,098 |
| Zoning/Wetlands Officer | 10T | 4 | 86% | 93% | 98% | 10T | 86% | 93% | 98% | $0 |

## TABLE 18-SUMMARY OF PAY STRUCTURE ANALYSIS
## TEAMSTERS #671 EMPLOYEE GROUP

| | | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|
| Current Pay Structure Analysis | Market Average | $68,653 | $74,909 | $81,165 |
| | Average of Middletown Benchmark Jobs | $58,406 | $72,419 | $86,432 |
| | Middletown Current as % of Market Average | 85% | 97% | 106% |
| Proposed Pay Structure Analysis | Market Average | $68,653 | $74,909 | $81,165 |
| | Average of Middletown Benchmark Jobs | $61,462 | $76,214 | $90,965 |
| | Middletown Proposed as % of Market Average | 90% | 102% | 112% |

## TABLE 19-NON-BARGAINING EMPLOYEE GROUP CURRENT PAY STRUCTURE (ASSUMING 40 HOURS PER WEEK)

| Grade | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|---|---|---|---|---|---|---|
| 9N | $44,720 | $49,005 | $53,290 | $57,616 | $61,901 | $66,186 |
| 10N | $48,069 | $52,666 | $57,304 | $63,024 | $66,518 | $71,115 |
| 11N | $51,418 | $56,326 | $61,235 | $66,144 | $71,094 | $76,024 |
| 12N | $54,683 | $59,946 | $65,187 | $70,450 | $75,691 | $80,954 |
| 13N | $58,032 | $63,586 | $69,160 | $74,714 | $80,330 | $85,862 |
| 14N | $62,192 | $67,226 | $73,112 | $79,019 | $84,885 | $90,792 |
| 15N | $64,646 | $70,845 | $77,064 | $83,283 | $89,482 | $95,701 |
| 16N | $67,974 | $74,526 | $81,058 | $87,547 | $94,120 | $100,651 |
| 17N | $71,302 | $78,166 | $84,989 | $91,853 | $98,675 | $105,560 |
| 18N | $74,610 | $81,765 | $88,941 | $95,722 | $103,293 | $110,427 |
| 19N | $77,958 | $85,467 | $92,934 | $100,422 | $107,890 | $115,378 |
| 20N | $81,266 | $89,086 | $96,866 | $104,686 | $112,486 | $120,266 |
| 21N | $84,594 | $92,706 | $100,838 | $108,930 | $117,062 | $125,174 |
| 22N | $87,922 | $96,366 | $104,770 | $113,256 | $121,659 | $130,146 |
| 23N | $91,229 | $99,986 | $108,742 | $117,499 | $126,256 | $134,992 |
| 24N | $94,557 | $103,646 | $112,694 | $121,826 | $130,894 | $139,963 |
| 25N | $97,906 | $107,286 | $116,147 | $126,048 | $135,450 | $144,872 |

| Pay Structure Increase Factor-Non-Bargaining | 8% |
|---|---|

## TABLE 20-NON-BARGAINING EMPLOYEE GROUP PROPOSED PAY STRUCTURE (ASSUMING 40 HOURS PER WEEK)

| Grade | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|---|---|---|---|---|---|---|
| 9N | $48,298 | $52,925 | $57,553 | $62,225 | $66,853 | $71,480 |
| 10N | $51,914 | $56,879 | $61,888 | $68,066 | $71,840 | $76,804 |
| 11N | $55,531 | $60,833 | $66,134 | $71,436 | $76,782 | $82,106 |
| 12N | $59,058 | $64,741 | $70,402 | $76,086 | $81,746 | $87,430 |
| 13N | $62,675 | $68,672 | $74,693 | $80,691 | $86,756 | $92,731 |
| 14N | $67,167 | $72,604 | $78,961 | $85,341 | $91,676 | $98,055 |
| 15N | $69,818 | $76,512 | $83,229 | $89,946 | $96,640 | $103,357 |
| 16N | $73,412 | $80,489 | $87,542 | $94,551 | $101,650 | $108,703 |
| 17N | $77,007 | $84,420 | $91,788 | $99,201 | $106,569 | $114,005 |
| 18N | $80,578 | $88,306 | $96,056 | $103,379 | $111,556 | $119,261 |
| 19N | $84,195 | $92,305 | $100,369 | $108,456 | $116,521 | $124,608 |
| 20N | $87,767 | $96,213 | $104,615 | $113,061 | $121,485 | $129,887 |
| 21N | $91,361 | $100,122 | $108,905 | $117,644 | $126,427 | $135,188 |
| 22N | $94,955 | $104,076 | $113,151 | $122,316 | $131,392 | $140,557 |
| 23N | $98,527 | $107,984 | $117,442 | $126,899 | $136,356 | $145,791 |
| 24N | $102,121 | $111,938 | $121,710 | $131,572 | $141,366 | $151,160 |
| 25N | $105,738 | $115,869 | $125,439 | $136,132 | $146,286 | $156,462 |

Rows that are shaded grey indicate a proposed change in grade assignment.

## TABLE 21-PROPOSED PAY GRADES BY JOB TITLE FOR NON-BARGAINING EMPLOYEES

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Assistant General Counsel | 18N | 4 | 72% | 78% | 83% | 20N | 84% | 92% | 98% | $16,308 |
| Assistant to the Superintendent of Schools | 9N | | | | | 9N | | | | $4,436 |
| Chief Budget Analyst | 16N | | | | | 16N | | | | $6,745 |
| Chief of Police | 23N | | | | | 23N | | | | $9,049 |
| Claims Administrator | 12N | | | | | 12N | | | | $5,425 |
| Deputy Chief of Police | 21N | | | | | 21N | | | | $8,391 |
| Deputy Fire Chief | 17N | 6 | 78% | 91% | 102% | 18N | 89% | 103% | 115% | $11,686 |

## TABLE 21-PROPOSED PAY GRADES BY JOB TITLE FOR NON-BARGAINING EMPLOYEES

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Deputy General Counsel | 21N | | | | | 23N | | | | $17,275 |
| Director of Finance | 23N | 6 | 79% | 90% | 99% | 23N | 85% | 97% | 107% | $9,049 |
| Director of Human Relations | 16N | 2 | 62% | 77% | 92% | 19N | 77% | 95% | 113% | $20,089 |
| Director of Human Resources | 17N | 6 | 55% | 65% | 73% | 24N | 79% | 93% | 105% | $38,210 |
| Director of Public Works | 21N | 5 | 79% | 88% | 96% | 21N | 85% | 95% | 104% | $8,391 |
| Executive Assistant | 9N | | | | | 9N | | | | $4,436 |
| Executive Assistant, Senior | 10N | | | | | 10N | | | | $4,767 |
| Fire Chief | 20N | 5 | 73% | 83% | 92% | 22N | 86% | 97% | 107% | $16,991 |
| General Counsel | 23N | | | | | 25N | | | | $17,990 |

## TABLE 21-PROPOSED PAY GRADES BY JOB TITLE FOR NON-BARGAINING EMPLOYEES

| Segal Waters Proposed Job Title | City Current Pay Grade | Count of Matches | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | Segal Proposed Pay Grade | Middletown as a % of the Market Average Minimum | Middletown as a % of the Market Average Midpoint | Middletown as a % of the Market Average Maximum | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|---|---|
| Human Resources Generalist | 10N | | | | | 10N | | | | $4,767 |
| Risk Manager | 14N | | | | | 14N | | | | $6,119 |

## TABLE 22-SUMMARY OF PAY STRUCTURE ANALYSIS
## NON-BARGAINING EMPLOYEE GROUP

| | | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|
| Current Pay Structure Analysis | Market Average | $109,525 | $119,659 | $129,793 |
| | Average of Middletown Benchmark Jobs | $79,026 | $97,991 | $116,955 |
| | Middletown Current as % of Market Average | 72% | 82% | 90% |
| Proposed Pay Structure Analysis | Market Average | $109,525 | $119,659 | $129,793 |
| | Average of Middletown Benchmark Jobs | $92,552 | $114,763 | $136,974 |
| | Middletown Proposed as % of Market Average | 85% | 96% | 106% |

Rows that are shaded grey indicate a change in proposed grade assignment.

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| City/Town Clerk | Administrative Support | Teamsters 671 | 16T | | | 16T | | $0 |
| Clerk of the Common Council | Administrative Support | Teamsters 671 | 13T | 3 | 138% | 13T | 138% | $0 |
| Assistant City & Town Clerk | Administrative Support | AFSCME 466 | 9A | 5 | 91% | 9A (35 hr/wk) | 97% | $2,740 |
| Administrative Assistant, Senior | Administrative Support | AFSCME 466 | 6A-8A | 5 | 91% | 7A (35 hr/wk) | 95% | $1,706 |
| Administrative Assistant | Administrative Support | AFSCME 466 | 6A | 8 | 85% | 6A (35 hr/wk) | 90% | $2,130 |
| Manager of Human Resources | Board of Education | Teamsters 671 | 14T | 2 | 80% | 18T | 97% | $16,422 |
| Manager of Financial Operations | Board of Education | Teamsters 671 | 16T | | | 16T | | $0 |
| School Health Supervisor | Board of Education | Teamsters 671 | 13T | 2 | 98% | 14T | 103% | $4,108 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Manager of Transportation Services | Board of Education | Teamsters 671 | 14T | | | 14T | | $0 |
| School Nurse | Board of Education | AFSCME 466 | 10A | 4 | 90% | 12A | 108% | $11,563 |
| Licensed Practical Nurse | Board of Education | AFSCME 466 | 9A | 1 | 77% | 11A | 94% | $11,386 |
| Technology Support Specialist | Board of Education | AFSCME 466 | 11A | | | 11A | | $3,598 |
| Parent Resource Coordinator | Board of Education | AFSCME 466 | 10A | | | 10A | | $3,366 |
| Residency/ Truancy Officer | Board of Education | Teamsters 671 | 8T | 3 | 86% | 10T | 99% | $8,206 |
| Technology & Special Projects Technician | Board of Education | AFSCME 466 | 8A | 4 | 78% | 10A (35 hr/wk) | 96% | $9,750 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Insurance/ Benefits Coordinator, Senior | Board of Education | AFSCME 466 | 10A | | | 10A | | $3,366 |
| Assistant to the Superintendent of Schools | Board of Education | NONB | 9N | | | 9N | | $4,436 |
| Campus Safety Officer | Board of Education | AFSCME 466 | 8A | 1 | 115% | 8A (35 hr/wk) | 122% | $2,537 |
| Cafeteria Manager, Senior | Board of Education | AFSCME 466 | 6A | | | 6A | | $2,434 |
| Cafeteria Manager | Board of Education | AFSCME 466 | 5A | | | 5A | | $2,203 |
| Crossing Guard / Enforcement Officer | Board of Education | AFSCME 466 | 5A | | | 5A | | $2,203 |
| Delivery Worker (BOE) | Board of Education | AFSCME 466 | 5A | | | 5A | | $2,203 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Food Production Cook | Board of Education | AFSCME 466 | 5A | | | 5A | | $2,203 |
| Receptionist | Board of Education | AFSCME 466 | 5A | | | 5A | | $2,203 |
| Crossing Guard | Board of Education | AFSCME 466 | 4A | | | 4A | | $1,969 |
| Cafeteria Worker | Board of Education | AFSCME 466 | 3A | 3 | 107% | 3A (25 hr/wk) | 113% | $1,086 |
| Certified Nursing Assistant | Board of Education | AFSCME 466 | 3A | 1 | 128% | 3A (32.5 hr/wk) | 135% | $1,411 |
| Director of Central Communications | Central Communications | Teamsters 671 | 16T | 4 | 111% | 16T | 111% | $0 |
| Deputy Director of Central Communications | Central Communications | Teamsters 671 | 14T | | | 14T | | $0 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Civilian Dispatcher, Senior | Central Communications | AFSCME 466 | 10A | | | 10A | | $3,366 |
| Civilian Dispatcher Trainer | Central Communications | AFSCME 466 | 9A | | | 9A | | $3,131 |
| Civilian Dispatcher | Central Communications | AFSCME 466 | 8A | 7 | 103% | 8A | 109% | $2,899 |
| Civilian Dispatcher Trainee | Central Communications | AFSCME 466 | 7A | | | 7A | | $2,669 |
| Director of Finance | Finance & Accounting | NONB | 23N | 6 | 90% | 23N | 97% | $9,049 |
| Assistant Director of Finance | Finance & Accounting | Teamsters 671 | 20T | | | 20T | | $0 |
| Chief Budget Analyst | Finance & Accounting | NONB | 16N | | | 16N | | $6,745 |
| Supervisor of Purchasing | Finance & Accounting | Teamsters 671 | 16T | | | 16T | | $0 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Supervisor of Account Management | Finance & Accounting | AFSCME 466 | 12A | 2 | 76% | 13A | 85% | $7,958 |
| Payroll/Pension Supervisor | Finance & Accounting | AFSCME 466 | 12A | 2 | 105% | 12A | 111% | $3,830 |
| Payroll Supervisor | Finance & Accounting | AFSCME 466 | 11A | 4 | 100% | 11A | 106% | $3,598 |
| Cash Supervisor | Finance & Accounting | AFSCME 466 | 10A | | | 10A | | $3,366 |
| Program / Budget Analyst | Finance & Accounting | AFSCME 466 | 9A | 2 | 107% | 9A | 113% | $3,131 |
| Purchasing Assistant | Finance & Accounting | AFSCME 466 | 9A | | | 9A | | $3,131 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Revenue Coordinator/Assistant Payroll Pension Coordinator | Finance & Accounting | AFSCME 466 | 9A | | | 9A | | $3,131 |
| Account Clerk, Senior | Finance & Accounting | AFSCME 466 | 7A | 4 | 99% | 7A (35 hr/wk) | 105% | $2,335 |
| Payroll Coordinator | Finance & Accounting | AFSCME 466 | 7A | | | 7A | | $2,669 |
| Account Clerk | Finance & Accounting | AFSCME 466 | 6A | | | 6A | | $2,434 |
| Fire Chief | Fire Department | NONB | 20N | 5 | 83% | 22N | 97% | $16,991 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Deputy Fire Chief | Fire Department | NONB | 17N | 6 | 91% | 18N | 103% | $11,686 |
| Director of Health/Vital Statistics | Health | Teamsters 671 | 17T | | | 17T | | $0 |
| Chief Public Health Sanitarian | Health | Teamsters 671 | 14T | 5 | 98% | 14T | 98% | $0 |
| Community Health Educator | Health | AFSCME 466 | 11A | | | 11A | | $3,598 |
| Housing Code Enforcement Officer | Health | AFSCME 466 | 10A | | | 10A | | $3,366 |
| Public Health Inspector/Housing Inspector | Health | AFSCME 466 | 10A | | | 10A | | $3,366 |
| Public Health Emergency Preparedness Coordinator | Health | AFSCME 466 | 8A | | | 8A | | $2,899 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Assistant Registrar of Vital Statistics | Health | AFSCME 466 | 7A | 3 | 89% | 7A (35 hr/wk) | 94% | $2,335 |
| Director of Human Relations | Human Relations | NONB | 16N | 2 | 77% | 19N | 95% | $20,089 |
| Director of Human Resources | Human Resources | NONB | 17N | 6 | 65% | 24N | 93% | $38,210 |
| Human Resources Generalist | Human Resources | NONB | 10N | | | 10N | | $4,767 |
| Director of Information Systems | IT | Teamsters 671 | 22T | | | 22T | | $0 |
| Software Engineer | IT | Teamsters 671 | 17T | 2 | 113% | 17T | 113% | $0 |
| Systems Engineer | IT | Teamsters 671 | 17T | 2 | 100% | 17T | 100% | $0 |
| IT Network Coordinator | IT | Teamsters 671 | 15T | 4 | 105% | 15T | 105% | $0 |
| Network Administrator | IT | Teamsters 671 | 15T | 5 | 98% | 15T | 98% | $0 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| IT Support Technician | IT | AFSCME 466 | 10A | 4 | 86% | 10A (35 hr/wk) | 91% | $2,945 |
| Building Superintendent, Senior | Maintenance | AFSCME 466 | 8A | 4 | 67% | 12A | 94% | $19,340 |
| Custodial Manager | Maintenance | Teamsters 671 | 10T | 3 | 117% | 10T | 117% | $0 |
| Electrician | Maintenance | AFSCME 466 | 10A | 4 | 97% | 10A | 103% | $3,366 |
| HVAC Technician | Maintenance | AFSCME 466 | 10A | 3 | 99% | 10A | 105% | $3,366 |
| Plumber | Maintenance | AFSCME 466 | 10A | 4 | 101% | 10A | 107% | $3,366 |
| Building Superintendent | Maintenance | AFSCME 466 | 7A | 3 | 76% | 9A | 94% | $10,831 |
| Pool Superintendent | Maintenance | AFSCME 466 | 7A | | | 9A | | $10,831 |
| Carpenter | Maintenance | AFSCME 466 | 9A | 5 | 96% | 9A | 102% | $3,131 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Painter | Maintenance | AFSCME 466 | 6A | 2 | 78% | 8A | 99% | $10,654 |
| Custodian, Senior | Maintenance | AFSCME 466 | 5A | | | 7A | | $10,435 |
| Maintenance Worker, Senior | Maintenance | AFSCME 466 | 7A | | | 7A | | $2,669 |
| Custodian | Maintenance | AFSCME 466 | 4A | 5 | 80% | 6A | 104% | $10,189 |
| Maintenance Worker | Maintenance | AFSCME 466 | 6A | | | 6A | | $2,434 |
| Laborer - Sanitation | Maintenance | AFSCME 466 | 5A | | | 5A | | $2,203 |
| Arts and Culture Coordinator | Mayor’s Office | Teamsters 671 | 11T | | | 11T | | $0 |
| Executive Assistant, Senior | Mayor's Office | NONB | 10N | | | 10N | | $4,767 |
| Executive Assistant | Mayor's Office | NONB | 9N | | | 9N | | $4,436 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Chief Engineer | Multi-Department | Teamsters 671 | 19T | | | 19T | | $0 |
| General Counsel | Office of General Counsel | NONB | 23N | | | 25N | | $17,990 |
| Deputy General Counsel | Office of General Counsel | NONB | 21N | | | 23N | | $17,275 |
| Assistant General Counsel | Office of General Counsel | NONB | 18N | 4 | 78% | 20N | 92% | $16,308 |
| Risk Manager | Office of General Counsel | NONB | 14N | | | 14N | | $6,119 |
| Claims Administrator | Office of General Counsel | NONB | 12N | | | 12N | | $5,425 |
| Insurance/Benefits Coordinator | Office of General Counsel | AFSCME 466 | 8A | | | 8A | | $2,899 |
| Director of Parking | Parking Department | Teamsters 671 | 15T | 0 | NA | 15T | | $0 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Parking Operations Manager | Parking Job Family | AFSCME 466 | 12A | | | 12A | | $3,830 |
| Parking Enforcement Clerk | Parking Job Family | AFSCME 466 | 6A | | | 6A | | $2,434 |
| Parking Enforcement Officer | Parking Job Family | AFSCME 466 | 5A | | | 5A | | $2,203 |
| Director of Planning, Conservation & Development | Planning, Conservation & Development | Teamsters 671 | 20T | | | 20T | | $0 |
| Deputy Director of PCD | Planning, Conservation & Development | Teamsters 671 | 15T | | | 15T | | $0 |
| Economic Development Specialist | Planning, Conservation & Development | Teamsters 671 | 10T | 3 | 86% | 12T | 98% | $8,206 |
| Environmental Specialist | Planning, Conservation & Development | AFSCME 466 | 10A | 5 | 77% | 12A (35 hr/wk) | 93% | $10,117 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Zoning/Wetlands Officer | Planning, Conservation & Development | Teamsters 671 | 10T | 4 | 93% | 10T | 93% | $0 |
| Chief of Police | Police | NONB | 23N | | | 23N | | $9,049 |
| Deputy Chief of Police | Police | NONB | 21N | | | 21N | | $8,391 |
| Manager of Accreditation, Research & Development | Police | Teamsters 671 | 13T | | | 13T | | $0 |
| Research Analyst | Police | AFSCME 466 | 9A | 1 | 84% | 10A | 95% | $7,282 |
| Records Clerk, Senior | Police | AFSCME 466 | 8A | | | 8A | | $2,899 |
| Scheduling & Payroll Clerk | Police | AFSCME 466 | 7A | 2 | 93% | 7A | 98% | $2,669 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Records Clerk | Police | AFSCME 466 | 6A | 4 | 94% | 6A (35 hr/wk) | 100% | $2,130 |
| Director of Public Works | Public Works | NONB | 21N | 5 | 88% | 21N | 95% | $8,391 |
| Deputy Director of Public Works | Public Works | Teamsters 671 | 18T | | | 18T | | $0 |
| Chief Building Official | Public Works | Teamsters 671 | 15T | | | 15T | | $0 |
| Manager of Fleet Services | Public Works | Teamsters 671 | 11T | 5 | 79% | 14T | 94% | $12,324 |
| Superintendent of Parks | Public Works | Teamsters 671 | 14T | | | 14T | | $0 |
| Superintendent of Streets and Sanitation | Public Works | Teamsters 671 | 14T | | | 14T | | $0 |
| Recycling Coordinator | Public Works | AFSCME 466 | 10A | 1 | 70% | 13A | 89% | $15,690 |
| Assistant Superintendent of Streets | Public Works | Teamsters 671 | 12T | | | 12T | | $0 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Engineer Inspector | Public Works | AFSCME 466 | 12A | | | 12A | | $3,830 |
| Assistant Superintendent of Sanitation | Public Works | Teamsters 671 | 11T | | | 11T | | $0 |
| Sidewalk Inspector | Public Works | AFSCME 466 | 11A | | | 11A | | $3,598 |
| Assistant Building Official | Public Works | AFSCME 466 | 10A | | | 10A | | $3,366 |
| Sign/Traffic Paint Supervisor | Public Works | AFSCME 466 | 9A | 1 | 106% | 10A | 120% | $7,282 |
| Transfer Station Operator | Public Works | AFSCME 466 | 10A | 1 | 110% | 10A | 117% | $3,366 |
| Heavy Equipment Operator | Public Works | AFSCME 466 | 9A | 5 | 100% | 9A | 106% | $3,131 |
| Construction Inspector | Public Works | AFSCME 466 | 9A | | | 9A | | $3,131 |
| Garage Operations Coordinator | Public Works | AFSCME 466 | 9A | | | 9A | | $3,131 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Master Mechanic | Public Works | AFSCME 466 | 9A | 7 | 90% | 9A | 96% | $3,131 |
| Park Maintainer, Senior | Public Works | AFSCME 466 | 8A | | | 9A | | $6,992 |
| Sign / Traffic Paint Specialist | Public Works | AFSCME 466 | 7A | | | 9A | | $10,831 |
| Light Equipment Operator | Public Works | AFSCME 466 | 7A | | | 8A | | $6,738 |
| Records Coordinator | Public Works | AFSCME 466 | 8A | | | 8A | | $2,899 |
| Recycling Center Attendant | Public Works | AFSCME 466 | 8A | 2 | 94% | 8A | 99% | $2,899 |
| Street Sweeper Operator | Public Works | AFSCME 466 | 7A-8A | | | 8A | | $4,437 |
| Truck Driver | Public Works | AFSCME 466 | 6A | 4 | 83% | 7A | 96% | $6,585 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Park Maintainer | Public Works | AFSCME 466 | 6A | 6 | 84% | 7A | 98% | $6,585 |
| Director of Recreation & Community Services | Recreation & Community Services | Teamsters 671 | 16T | | | 16T | | $0 |
| Manager of Recreational Services | Recreation & Community Services | Teamsters 671 | 13T | | | 13T | | $0 |
| Senior Center Manager | Recreation & Community Services | Teamsters 671 | 13T | | | 13T | | $0 |
| Benefits & Social Services Counselor | Recreation & Community Services | AFSCME 466 | 9A | | | 9A | | $3,131 |
| Program Coordinator | Recreation & Community Services | AFSCME 466 | 8A | | | 8A | | $2,899 |
| Custodian / Program Aide | Recreation & Community Services | AFSCME 466 | 5A | | | 5A | | $2,203 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
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|---|---|---|---|---|---|---|---|---|
| Tax Assessor | Tax Assessor | Teamsters 671 | 17T | | | 17T | | $0 |
| Deputy Assessor | Tax Assessor | Teamsters 671 | 13T | | | 13T | | $0 |
| Assessment Aid/Technician II | Tax Assessor | AFSCME 466 | 8A | 5 | 98% | 8A (35 hr/wk) | 104% | $2,537 |
| Assessment Inspector/Data & Maps Coordinator | Tax Assessor | AFSCME 466 | 8A | | | 8A | | $2,899 |
| Assessment Aid/Technician I | Tax Assessor | AFSCME 466 | 6A | | | 6A | | $2,434 |
| Tax Collector | Tax Collector | Teamsters 671 | 15T | 8 | 101% | 15T | 101% | $0 |
| Tax Clerk, Senior | Tax Collector | AFSCME 466 | 9A | | | 9A | | $3,131 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

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|---|---|---|---|---|---|---|---|---|
| Tax Clerk | Tax Collector | AFSCME 466 | 7A | 3 | 104% | 7A (35 hr/wk) | 110% | $2,325 |
| Director of Water & Sewer | Water & Sewer | Teamsters 671 | 21T | 4 | 92% | 22T | 96% | $4,150 |
| Deputy Director of Water & Sewer | Water & Sewer | Teamsters 671 | 17T | | | 19T | | $8,226 |
| Assistant Chief Engineer | Water & Sewer | Teamsters 671 | 16T | | | 18T | | $8,195 |
| Superintendent of Water Treatment | Water & Sewer | Teamsters 671 | 13T | 5 | 77% | 17T | 94% | $16,442 |
| Environmental Resources Specialist | Water & Sewer | Teamsters 671 | 15T | | | 15T | | $0 |
| Field Maintenance Manager | Water & Sewer | Teamsters 671 | 14T | | | 14T | | $0 |
| Assistant Field Maintenance Manager | Water & Sewer | Teamsters 671 | 13T | | | 13T | | $0 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

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|---|---|---|---|---|---|---|---|---|
| Manager of Regulatory & Technical Affairs | Water & Sewer | Teamsters 671 | 13T | | | 13T | | $0 |
| Superintendent of Water Pollution Control | Water & Sewer | Teamsters 671 | 12T | | | 12T | | $0 |
| Water Plant Operator, Senior | Water & Sewer | AFSCME 466 | 9A | 7 | 79% | 11A | 96% | $11,386 |
| Water Plant Operator | Water & Sewer | AFSCME 466 | 8A | | | 10A | | $11,143 |
| Engineer/Information Analyst | Water & Sewer | AFSCME 466 | 10A | | | 10A | | $3,366 |
| Utility Inspector | Water & Sewer | AFSCME 466 | 9A | | | 10A | | $7,282 |
| Utilities Worker, Senior | Water & Sewer | AFSCME 466 | 8A | | | 9A | | $6,992 |
| Meter Reader | Water & Sewer | AFSCME 466 | 8A | | | 8A | | $2,899 |
| Utility Worker | Water & Sewer | AFSCME 466 | 6A | 4 | 85% | 7A | 98% | $6,585 |

## TABLE 23-PROPOSED PAY GRADES BY JOB FAMILY
## (SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)

| Segal Waters Proposed Job Title | Job Family | Union | City Current Pay Grade | Count of Matches | Middletown Current as a % of the Market Average Midpoint | Segal Proposed Pay Grade | Middletown Proposed as a % of the Market Average Midpoint | $ Difference Between Middletown Proposed Pay Grade Midpoint & Current Pay Grade Midpoint |
|---|---|---|---|---|---|---|---|---|
| Wastewater Treatment Plant Operator | Water & Sewer | AFSCME 466 | 7A | | | 7A | | $2,669 |
| Youth Services Coordinator | Youth Services | Teamsters 671 | 14T | | | 15T | | $4,098 |
| Youth Development Specialist | Youth Services | AFSCME 466 | 7A | 2 | 72% | 10A | 96% | $14,982 |

# Appendix A- Classification Structure Recommendations

## ADMINISTRATIVE SUPPORT JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Administrative Assistant | Executive Assistant | Modify title | Provide complex administrative & office operations support to the assigned department/department head |
| Administrative Secretary II | Administrative Assistant | Collapse with (1) title (School Secretary II) | Provide administrative & office operations support to the assigned department/department head |
| Administrative Secretary III | Administrative Assistant, Senior | Collapse with (4) titles (PCD Secretary II, School Secretary III, School Secretary III-Vo-AG, & Clerk-Parks Maintenance Garage) | Provide complex administrative & office operations support to the assigned department/department head |
| Assistant City & Town Clerk | Assistant City & Town Clerk | Collapse with (1) title (Land Records/Special Projects Clerk) | Recording and maintenance of land records & other legal documents. Provides election support |
| City / Town Clerk | City/Town Clerk | Maintain title | Responsible for adherence to all State statutory & Charter requirements. Oversee & administer preparation of all elections, primaries, and referendums |
| Clerk - Parks Maintenance Garage | Administrative Assistant, Senior | Collapse with (4) titles (Administrative Sec III, PCD Secretary II, School Secretary III, & School Secretary III-Vo-AG) | Provides complex administrative and office operations support to the assigned department/department head |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Clerk of the Common Council | Clerk of the Common Council | Maintain title | Manages Common Council Office & provides training and assistance to Council members |
| Executive Assistant | Executive Assistant, Senior | Modify title | Provides senior-level administrative support to Mayor. Responsible for facilitating day-to-day operations for Mayor |
| Land Records/Special Projects Clerk | Assistant City & Town Clerk | Collapse with (1) title (Assistant City & Town Clerk) | Records and maintains city land records and other legal documents; Provides election support; Provides FOIA request |
| PCD Secretary II | Administrative Assistant, Senior | Collapse with (4) titles (Administrative Sec III, School Secretary III, School Secretary III-Vo-AG, & Clerk-Parks Maintenance Garage) | Provide complex administrative & office operations support to the assigned department/department head |
| Scheduling Clerk | Scheduling & Payroll Clerk | Modify title | Schedules all police assignments; prepares weekly payroll |
| School Secretary I | Receptionist | Modify title | Performs receptionist duties |
| School Secretary II | Administrative Assistant | Collapse with (1) title (Administrative Secretary II) | Provide administrative & office operations support to the assigned department/department head |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| School Secretary III | Administrative Assistant, Senior | Collapse with (4) titles (Administrative Sec III, PCD Secretary II, School Secretary III-Vo-AG, & Clerk-Parks Maintenance Garage) | Provide complex administrative & office operations support to the assigned department/department head |
| School Secretary III-Vo-Ag | Administrative Assistant, Senior | Collapse with (4) titles (Administrative Sec III, PCD Secretary II, School Secretary III, & Clerk-Parks Maintenance Garage) | Provide complex administrative & office operations support to the assigned department/department head |

## BOARD OF EDUCATION JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Admin. Asst. Central Off. Tech. & Sp. Proj. | Technology & Special Projects Technician | Modify title | Provides technical and administrative support to BOE Central Office, especially relating to technology issues responsible for first line troubleshooting. |
| Assistant to the Superintendent of Schools | Assistant to the Superintendent of Schools | Maintain title | Provides administrative support to the Superintendent of Schools. Responsible for facilitating day-to-day operations for the Superintendent. |
| Cafeteria Delivery Worker | Delivery Worker (BOE) | Modify title | Provide district-wide item delivery support services (food, mail, documents, etc.) |
| Cafeteria Worker I | Cafeteria Worker | Collapse with (1) title (Cafeteria Worker II) | Prepares and serves meals; assist with kitchen operations |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Cafeteria Worker II | Cafeteria Worker | Collapse with (1) title (Cafeteria Worker I) | Prepares and serves meals; assist with kitchen operations |
| Campus Safety Officer | Campus Safety Officer | Maintain title | Conducts patrols of school grounds and monitors school activity to ensure safety |
| Certified Nursing Assistant | Certified Nursing Assistant | Maintain title | Provides health care services for students under the supervision of nurses. Provides direct care of individual children as assigned. Including but not limited to: physical hygiene; mouth care; hair care; nail care; dressing; grooming and toileting |
| Educational Technologist | Technology Support Specialist | Modify title | Supports & maintains technology throughout district. Educates and provides technology hardware and software support assistance to users. |
| Food Production Cook | Food Production Cook | Maintain title | Prepares cafeteria menu items using standardized recipes. Coordinates menu preparation to optimize production. Oversees the quality control of all menu items. |
| Insurance / Benefits Coordinator II - BOE | Insurance/Benefits Coordinator, Senior | Modify title | Maintains workers compensation claims & health/dental/prescription insurance benefits records for all BOE employees and retirees. Coordinates and facilitates Wellness Program for BOE. Co-Chairs the Worker's Compensation Safety Committee. |
| Licensed Practical Nurse | Licensed Practical Nurse | Maintain title | Provide health care services to students; maintains student health records; Provides consultation on health-related matters |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Manager of Transportation Services | Manager of Transportation Services | Maintain title | Coordinates all transportation services for school |
| Parent Resource Coordinator | Parent Resource Coordinator | Maintain title | Supervise, manage, coordinate, and support programs that engages community members in event across school district |
| Pre School Nurse | School Nurse | Collapse with (1) title (School Nurse) | Provide health care services to students; maintains student health records; Provides consultation on health-related matters |
| Residency/Truancy Officer | Residency/Truancy Officer | Maintain title | Enforces school attendance laws; Conducts residency and truancy investigations |
| School Cafeteria Manager I | Cafeteria Manager | Modify title | Coordinate & assist with food preparation; oversee up to (6) cafeteria workers and kitchen operations; provide training to workers |
| School Cafeteria Manager II | Cafeteria Manager, Senior | Modify title | Coordinate & assist with food preparation; oversee up to (14) cafeteria workers and kitchen operations; provide training to workers |
| School Health Supervisor | School Health Supervisor | Maintain title | Plan and develops policies regulations, and procedures for a comprehensive school health services program. Coordinates the school health services program. |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| School Nurse | School Nurse | Collapse with (1) title (Pre School Nurse) | Provide health care services to students; maintains student health records; Provides consultation on health-related matters |

## CENTRAL COMMUNICATIONS JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Civilian Dispatcher | Civilian Dispatcher | Maintain title | Receives and processes all routine and emergency radio communications traffic; Dispatch emergency services department as necessary |
| Civilian Dispatcher Trainee | Civilian Dispatcher Trainee | Maintain title | Receives and processes all emergency and non-emergency calls for the City and dispatches the proper authorities. Work is performed under direct supervision. |
| Civilian Dispatcher Trainer | Civilian Dispatcher Trainer | Maintain title | Receives and processes all routine and emergency radio communications traffic; Dispatch emergency services department as necessary; trains personnel; Performs quality assurance checks on calls |
| Deputy Director of Central Communications | Deputy Director of Central Communications | Maintain title | Assists in administrative and operational oversight of 911 center |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Director of Central Communications | Director of Central Communications | Maintain title | Manage, direct, and administer all aspects of 911 Center |
| Lead Civilian Dispatcher | Civilian Dispatcher, Senior | Modify Title | Receives and processes all routine and emergency radio communications traffic; Dispatch emergency services department as necessary. Supervises Civilian Dispatchers that are on the same shift. |

## FINANCE & ACCOUNTING JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Accounts Clerk II | Account Clerk | Modify title | Entry-level Accts Rec/Accts Payable transactions & related customer service |
| Accounts Clerk III | Account Clerk, Senior | Collapse with (1) title (Chief Accts Clerk); | Accts Rec/Accts Payable transactions & Related customer service. High impact of action |
| Assistant Director of Finance | Assistant Director of Finance | Maintain title | Supervise administration of accounting and budgeting, purchasing, payroll, tax collection, and debt & cash management |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Assistant Payroll Coordinator | Payroll Coordinator | Modify title | Processes & administers payroll for BOE. Assists employees with paperwork & requests |
| Cash Supervisor | Cash Supervisor | Maintain title | Manage cash & invested assets for City; reconcile bank and cash accounts |
| Chief Accounts Clerk | Account Clerk, Senior | Collapse with (1) title (Accounts Clerk III) | Accts Rec/Accts Payable transactions & Related customer service. Responsible for payroll Cash management. High impact of action |
| Chief Management Analyst | Chief Budget Analyst | Modify title | Strategic, experienced professional role. Assists the Mayor's office and several large departments with preparation and administration of budgets, grants, purchasing, and other financial matters. Represents the Mayor or Department Directors at meetings. |
| Director of Finance | Director of Finance | Maintain title | Supervise the administration of accounting and budgeting, purchasing, payroll, tax collection, debt and cash management of Finance office |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Manager of Financial Operations | Manager of Financial Operations | Maintain title | Manages the accounting, Purchasing, Payroll and Insurance functions of the BOE |
| Payroll / Pension Supervisor | Payroll/Pension Supervisor | Maintain title | Supervises & administers payroll & pension functions; Prepares a variety of financial reports |
| Payroll Supervisor | Payroll Supervisor | Maintain title | Supervises & administers payroll functions; Prepares a variety of financial reports |
| Program / Budget Analyst | Program/Budget Analyst | Maintain title | Combination of para-professional and entry-level professional role performing accounting, finance, and budget work. May lead clerical or support staff. May lead or supervise professional staff. |
| Program Budget / Analyst - BOE | Program/Budget Analyst | Modify title | Combination of para-professional and entry-level professional role performing accounting, finance, and budget work. May lead clerical or support staff. |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Purchasing Assistant | Purchasing Assistant | Maintain title | Reviews & approves purchase orders for departments; Schedules opening and awarding of contracts with vendors |
| Revenue Coordinator/Asst. Payroll Pension Coord. | Revenue Coordinator/Assistant Payroll Pension Coordinator | Maintain title | Processes & administers payroll & pensions; Coordinates & posts City revenue; Assists employees with paperwork & requests |
| Supervisor of Account Management - Finance | Supervisor of Account Management | Collapse with (1) title (Supervisor of Account Management) | Oversees purchase orders, processing of payments to vendors, and other financial matters for department. Submit financial status reports to Department Director and/or outside agencies. May supervise other accounting staff. Handles customer service related complaints and requests |
| Supervisor of Purchasing | Supervisor of Purchasing | Maintain title | Review and authorize all purchase orders |

## FIRE JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Deputy Fire Chief | Deputy Fire Chief | Maintain title | Oversees administrative & operational functions of fire department |
| Fire Chief | Fire Chief | Maintain title | Oversee all aspects of the Fire Department |

## HEALTH JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Admin Secty II/Asst Reg Vit Stats | Asst Registrar of Vital Statistics | Modify title | Prepares, records, and files copies of births, deaths, and marriages occurring in City; Provides administrative & customer service related support |
| Chief Public Health Sanitarian/ Office Manager | Chief Public Health Sanitarian | Modify title | Manages all administrative and operations aspects of the health department |
| Community Health Educator | Community Health Educator | Maintain title | The purpose of this position is to plan, implement, evaluate and coordinate health education and OSHA programs. Acts as the City's OSHA Training & Compliance Officer |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Coordinator of Risk Reduction Programs | Public Health Emergency Preparedness Coordinator | Modify title | Writes & updates public health emergency preparedness plans; Coordinates City Medical Reserve Corps; Plans & coordinates emergency preparedness exercises |
| Director of Health / Vital Statistics | Director of Health/Vital Statistics | Maintain title | Oversee all aspects of health department; Act as Registrar of Vital Statistics |
| Housing Code Enforcement Officer | Housing Code Enforcement Officer | Delete title from Classification Plan | Enforces Housing Codes, City Ordinances, and State Public Health Codes & statutes |
| Public Health Sanitarian/Enforcement Officer | Public Health Inspector/Housing Inspector | Modify title | Enforces state & local public health codes and ordinances; Inspects facilities for housing code compliance; Provides customer service related assistance |

## HUMAN RESOURCES JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Director of Human Relations | Director of Human Relations | Maintain title | Responsible for administering, overseeing and providing counsel on diverse programs comprised of Equal Opportunity, Affirmative Action, Contract Compliance, Fair Housing to ensure compliance with law |
| Director of Human Resources | Director of Human Resources | Maintain title | Directs and administers all functions of the Human Resources department |
| Human Resources Generalist | Human Resources Generalist | Maintain title | Provides administrative and secretarial assistance to the Human Resource Department |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Manager of Human Resources | Manager of Human Resources | Maintain title | Manages Human Resources services, policies, and programs for BOE |

## IT JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Director Information Systems | Director of Information Systems | Maintain title | Plans, implements, and manages all aspects of IT infrastructure and network systems |
| Infrastructure Engineer | Systems Engineer | Modify title | Software Administration, Hardware deployment, Network issue resolution, System design & implementation. Administers and maintains all network systems and peripheral equipment; Assist with Helpdesk ticket resolution |

| | | | |
|---|---|---|---|
| Network Coordinator | Network Administrator | Modify title | Maintain server systems and network environment |
| Software Engineer | Software Engineer | Maintain title | Write computer programs; Support & modify existing software systems |
| Support Technician | IT Support Technician | Modify title | Provides information technology support services; troubleshoots computer hardware, networks and printer issues |

## MAINTENANCE JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Building Superintendent I | Building Superintendent | Collapse with (3) titles (Build. Sup. I-BOE, Build. Sup. II & Build. Sup II-BOE) | Maintain buildings, grounds, and equipment; supervise custodial staff |
| Building Superintendent I - BOE | Building Superintendent | Collapse with (3) titles ( Build. Sup. I & Build. Sup. II & Build. Sup. II-BOE) | Maintain buildings, grounds, and equipment; supervise custodial staff |
| Building Superintendent II | Building Superintendent | Collapse with (3) titles (Build. Sup. I & Build. Sup. II-BOE & Build. Sup. I-BOE) | Maintain buildings, grounds, and equipment; supervise custodial staff |
| Building Superintendent II - BOE | Building Superintendent | Collapse with (3) titles (Build. Sup. I & Build. Sup. II & Build. Sup. I-BOE) | Maintain buildings, grounds, and equipment; supervise custodial staff |
| Building Superintendent II / Pool | Pool Superintendent | Modify title | Maintain pool buildings, grounds, and equipment; supervise custodial staff if necessary |
| Building Superintendent III | Building Superintendent, Senior | Collapse with (1) title (Build. Sup. III-BOE) | Maintain buildings, grounds, and equipment; supervise custodial staff |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Building Superintendent III- BOE | Building Superintendent, Senior | Collapse with (1) title (Build. Sup. III) | Maintain buildings, grounds, and equipment; supervise custodial staff |
| Carpenter | Carpenter | Maintain title | Perform skilled carpentry work for city |
| Custodial Manager | Custodial Manager | Maintain title | Performs general cleaning; Manages custodial staff |
| Custodian - Varies | Custodian | Collapse with (1) title (School Custodian I) | Performs general cleaning and minor maintenance functions for buildings and grounds; Assists staff & visitors as needed |
| HVAC Technician | HVAC technician | Maintain title | Maintain, repair, and service HVAC systems |
| Maintenance Worker | Maintenance Worker | Maintain title | Performs grounds maintenance; Provides delivery services |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Maintenance Worker II | Maintenance Worker, Senior | Modify title | Performs grounds maintenance; Provides delivery services. Serves as lead maintenance worker |
| Painter | Painter | Maintain title | Paints interior/exterior surfaces |
| Plumber | Plumber | Maintain title | Maintains and repairs plumbing and fire protection systems |
| School Custodian I | Custodian | Collapse with (1) title ( "Custodian Varies") | Performs general cleaning & minor maintenance |
| School Custodian II | Custodian, Senior | Modify title | Performs general cleaning & minor maintenance; may serve as lead custodial staff |

## MAYOR'S OFFICE JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Arts / Culture Coordinator | Arts and Culture Coordinator | Maintain title | Plan, develop, and administer a multipurpose municipal arts and culture program |

## OFFICE OF GENERAL COUNSEL JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Assistant General Counsel | Assistant General Counsel | Maintain title | Provides legal representation to City |
| Claims Administrator | Claims Administrator | Maintain title | Coordinates and administers insurance claims made against City |
| Deputy General Counsel | Deputy General Counsel | Maintain title | Provide legal representation & advice to City |
| General Counsel | General Counsel | Maintain title | Provides legal counsel to City; Supervises three divisions of the Office of the General Counsel |
| Insurance / Benefits Coordinator - Legal | Insurance/Benefits Coordinator | Modify title | Maintains workers compensation claims & health/dental/prescription insurance benefits records for all City employees and retirees |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Risk Manager | Risk Manager | Maintain title | Administers City employee's health insurance benefits, workers compensation claims program; provides risk-control information to departments |

## PARKING JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Director of Parking | Director of Parking | Maintain title | Oversee all aspects of City's parking facilities & areas |
| Meter Monitor, Collections & Repair | Parking Enforcement Officer | Collapse with (1) title (Parking Enforcement Coordinator) | Repairs parking meters, Issue parking citations; Collects money from meters |
| Parking Enforcement Coordinator | Parking Enforcement Officer | Collapse with (1) title (Meter Monitor, Collections & Repair) | Issue parking citations; monitor parking facilities |
| Parking Enforcement Coordinator/Clerk | Parking Enforcement Clerk | Modify title | Carry out necessary administrative and operational duties to maintain parking lots and meters. |
| Parking Operations Manager | Parking Operations Manager | Maintain title | Monitors city parking lots; Performs diagnosis & repair of parking meters & parking lot systems; Collects money from parking lot stations |

## PLANNING, CONSERVATION & DEVELOPMENT JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Deputy Director PCD | Deputy Director of PCD | Maintain title | Assist Director of PCD with day-to-day operations; Administers Community Development Grant Program for City |
| Director of Planning, Conservation & Development | Director of Planning, Conservation & Development | Maintain title | Oversees development of comprehensive planning, conservation, economic and community development programs |
| Economic Development Specialist | Economic Development Specialist | Maintain title | Recruit & assist businesses establish themselves in City; Support & promote economic development |
| Planning/Environmental Specialist | Environmental Specialist | Modify title | Serve as staff advisor to community and commissions on environmental issues |
| Zoning / Wetlands Officer | Zoning/Wetlands Officer | Maintain title | Enforces zoning and wetlands regulations; Provides assistance involving planning, zoning, and wetlands issues |

## POLICE JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Chief of Police | Chief of Police | Maintain title | Commands the City's Police Department; directs and supervises all subordinates including command staff. Ensures the department mission is accomplished. |
| Chief Records Clerk - Police | Records Clerk, Senior | Modify title | Processes requests for reports; processes permit/license applications, supports staff in complex records research; Trains records clerk |
| Crossing Guard | Crossing Guard | Maintain title | Assists children and pedestrians in crossing streets safely. |
| Crossing Guard / Enforcement Officer | Crossing Guard / Enforcement Officer | Maintain title | Assists children and pedestrians in crossing streets safely. Monitors downtown park areas and unmetered parking lots. |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Deputy Chief of Police | Deputy Chief of Police | Maintain title | Second in command of the City's Police Department; directs and supervises all subordinates including command staff. Ensures the department mission is accomplished. |
| Manager of Accreditation, Research & Development | Manager of Accreditation, Research & Development | Maintain title | Responsible for analyzing, evaluating, maintaining Police Department accreditation. Participates in formulating policies and procedures, advises the Chief of Police on current trends in law enforcement, grant opportunities and manages Police accreditation programs. |
| Police Department Network Coordinator | IT Network Coordinator | Modify title | Oversees IT systems and network. Provides customer related service |
| Records Clerk (Police) | Records Clerk | Modify title | Processes requests for reports; processes documents & permit/license applications, supports staff records research |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Research Analyst | Research Analyst | Maintain title | Assists police department in administrative & operational tasks |

## PUBLIC WORKS JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Assistant Building Official | Assistant Building Official | Maintain title | Performs inspections of new and existing structures and building plans |
| Assistant Superintendent of Sanitation | Assistant Superintendent of Sanitation | | |
| Assistant Superintendent of Streets | Assistant Superintendent of Streets | Maintain title | Assists in managing and coordinating activities related to ensuring the safe operation of streets. |
| Chief Building Official | Chief Building Official | | |
| Chief Engineer | Chief Engineer | Maintain title | Responsible for engineering aspect in the planning, design, and construction of public works projects |
| Chief Records Technician | Records Coordinator | Modify title | Assists in application processing; scheduling, data entry, and handling transactions |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Construction Inspector | Construction Inspector | Maintain title | Inspects and coordinates construction work of contractors |
| Deputy Director of Public Works | Deputy Director of Public Works | Maintain title | Assists the Director of Public Works in overseeing engineering, construction, and inspection projects |
| Director of Public Works | Director of Public Works | Maintain title | Oversee operations and activities of all divisions of Public Works, Sanitation, Building Department, Parks, an City-owned buildings/grounds |
| Engineer Inspector | Engineer Inspector | Maintain title | Inspects and records installation and repair of water and sewer mains and services |
| Heavy Equipment Operator | Heavy Equipment Operator | Maintain title | Operates Heavy Equipment |
| Heavy Equipment Operator / Landfill | Transfer Station Operator | Modify title | Operates Heavy Equipment; Oversees the daily operations of the recycling center |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Laborer - Sanitation | Laborer - Sanitation | | |
| Light Equipment Operator | Light Equipment Operator | Maintain title | Operates and performs minor maintenance on light equipment |
| Manager of Fleet Services | Manager of Fleet Services | | |
| Master Mechanic | Master Mechanic | Maintain title | Performs maintenance, repairs, and servicing on vehicles and equipment |
| Meter Reader | Meter Reader | Add new job title based on (4) JDQ's that need to be reclassified to this position (Craig Benzi, Jesse Matterazzo, Michael Trevisan, Pedro Melendez) | |
| Operations Coordinator - PW Garage | Garage Operations Coordinator | Modify title | Provides operational support; tracks fuel levels for vehicles, employees timecards, and records daily activity |
| Paint / Traffic Paint Worker | Sign / Traffic Paint Specialist | Modify title | Builds traffic signs, paint city streets, and city-owned parking lots. Perform interior/exterior painting |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Paint/Traffic Paint Supervisor | Sign / Traffic Paint Supervisor | Modify title | Supervises the building of traffic signs, painting city streets and city-owned parking lots. Performs interior/exterior painting |
| Park Maintainer I | Park Maintainer | Collapse with (1) title (Park Maintainer II) | Maintain parks, grounds, equipment, and recreations areas |
| Park Maintainer II | Park Maintainer | Collapse with (1) title (Park Maintainer I) | Maintain parks, grounds, equipment, and recreations areas; Performs semi-skilled repair and maintenance functions |
| Park Maintainer III | Park Maintainer, Senior | Modify title | Maintain parks, grounds, recreations areas; Performs semi-skilled repair and maintenance functions; leads park maintenance crew |
| Recycling Center Gate Attendant & Monitor | Recycling Center Attendant | Modify title | Assists in the daily operations associated with the landfill including providing assistance to customers & maintaining areas. |
| Recycling Coordinator | Recycling Coordinator | Maintain title | Responsible for overseeing, promoting, & coordinating recycling and waste reduction efforts for the City. Enforces recycling and solid waste regulations. |
| Sidewalk and Conformance Inspector | Sidewalk Inspector | Modify title | Coordinate, inspect, & supervise sidewalk replacement repair work as well as tree removal |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Superintendent of Parks | Superintendent of Parks | Maintain title | Plans, directs, and manages maintenance & repair operations of parks and other ground facilities |
| Superintendent of Streets and Sanitation | Superintendent of Streets and Sanitation | Maintain title | Oversees all aspects of environmental, sanitation, street, traffic control, and other public works projects |
| Sweeper Operator | Street Sweeper Operator | Modify title | Operate and maintain street sweeper to maintain and & clean streets |
| Sweeper Operator (Early Shift) | Street Sweeper Operator | Collapse with (1) title (Street Sweeper Operator) | |
| Truck Driver | Truck Driver | Maintain title | Operate truck in support of city activities |

## RECREATION JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Custodian / Program Aide | Custodian / Program Aide | Maintain title | Performs general cleaning; assists staff with social/recreational activities |
| Director Recreation & Services | Director of Recreation & Services | Maintain title | Responsible for planning, directing, and managing comprehensive Community service programs. Oversees all operational and administrative aspects of the department. |
| Manager of Recreational Services | Manager of Recreational Services | Maintain title | Develops and implements new recreational, social and cultural programs |
| Manager of Senior Services | Senior Center Manager | Modify title | Plan, develop and supervise a comprehensive program of activities for senior citizens at the senior center |
| Recreation Supervisor | Program Coordinator | Collapse with (2) title (Recreation Supervisor and Outreach Specialist & Senior Services Coordinator) | Create, coordinate, and supervise community recreation programs & special events |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Recreation Supervisor and Outreach Spec. | Program Coordinator | Collapse with (2) title (Recreation Supervisor & Senior Services Coordinator) | Create, coordinate, and supervise community recreation programs & special events. Provide outreach services to community |
| Senior Services Coordinator | Program Coordinator | Collapse with (2) title (Recreation Supervisor and Outreach Specialist & Recreation Supervisor) | Coordinate programming and bus trips for seniors; Assists in creating programming; Provides administrative & operational support |
| Senior Services Specialist | Benefits & Social Services Counselor | Modify title | Perform complex and diverse duties associated with social services benefits such as Medicare, and senior citizen focused programs. Serves as ADA compliance officer. |

## TAX JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Assessment Aide / Tech II | Assessment Aid/Technician II | Maintain title | The purpose of this position is to perform technical assessment work in verifying ownership, transferring distribution of real estate and granting exemptions; Supervises staff |
| Assessment Aide / Technician I | Assessment Aid/Technician I | Maintain title | The purpose of this position is to perform technical assessment work in verifying ownership, transferring distribution of real estate and granting exemptions |
| Assessment Inspector/Data & Maps Coordinator | Assessment Inspector/Data & Maps Coordinator | Maintain title | Maintains assessor parcel maps & records; Performs drafting , data entry and field inspections relating to assessment records; Works with GIS software |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Chief Tax Clerk | Tax Clerk, Senior | Modify Title | Supervises and performs technical and administrative work related to the collection, billing, and crediting of taxes. Provides customer service related services. Supervises (4) tax clerks. |
| Deputy Assessor | Deputy Assessor | Maintain title | Assists Tax Assessor in planning, organizing, and managing appraisal activities; Oversee assessment staff |
| Tax Assessor | Tax Assessor | Maintain title | Supervise and participate in valuing all taxable property; oversees department in all aspects |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Tax Clerk | Tax Clerk | Maintain title | Perform technical and administrative work related to the collection, billing, and crediting of taxes. Provides customer service related services |
| Tax Collector | Tax Collector | Maintain title | Supervises the billing and collection of all City taxes & charges |

## WATER & SEWER JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Assistant Chief Engineer | Assistant Chief Engineer | Maintain title | Responsible for the engineering aspect in the planning, design, and construction of public works projects |
| Assistant Field Maintenance Manager | Assistant Field Maintenance Manager | Maintain title | Assists in supervising operations, maintenance, installation and repair of sewer systems |
| Chief Meter Technician | Meter Reader | Modify title | Supervises staff assigned to meter room; Provides customer service & records management related support |
| Deputy Director of Water & Sewer | Deputy Director of Water & Sewer | Maintain title | Assists in managing and directing the programs, procedures and staff associated with the operation and maintenance of Water Treatment |
| Director of Water & Sewer | Director of Water & Sewer | Maintain title | Oversee all aspects of City's water & sewer systems |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Electrician | Electrician | Maintain title | Troubleshoot, repair, replace electrical devices and related parts or systems |
| Engineer/Information Analyst | Engineer/Information Analyst | Maintain title | Provides engineering technical support to the Water & Sewer department. Makes recommendations on construction projects and site plans. Responsible for researching & updating GIS and other databases. |
| Environmental Resources Specialist | Environmental Resources Specialist | Maintain title | Assist staff and public in matters related to environmental issues; Acts as liaison for environmental projects/matters |
| Field Maintenance Manager | Field Maintenance Manager | Maintain title | Manage & supervise the operation and maintenance of the field maintenance section |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Manager of Regulatory & Technical Affairs | Manager of Regulatory & Technical Affairs | Maintain title | Manage water quality, operational, regulatory, and technical issues for water & sewer department |
| Plant Operator II | Wastewater Treatment Plant Operator | Modify title | Inspects and maintains wastewater treatment plant equipment and systems; troubleshoots malfunctions and makes plumbing, minor electrical and mechanical repairs as needed |
| Superintendent of Water Pollution Control | Superintendent of Water Pollution Control | Maintain title | Oversees the maintenance & operation of the Water Pollution Control Facility. Supervises wastewater plant employees. Performs plant operator duties |
| Superintendent of Water Treatment | Superintendent of Water Treatment | Maintain title | Manage, supervise, and administer the operation and maintenance of water treatment facilities & equipment |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Supervisor of Account Management | Supervisor of Account Management | Collapse with (1) title (Supervisor of Account Management-Finance) | Oversees purchase orders, processing of payments to vendors, and other financial matters for department. Prepare & submit financial status reports to Department Director and/or outside agencies. May supervise other accounting staff. Handles customer service related complaints and requests |
| Utility Conformance Inspector | Utility Inspector | Modify title | Inspects the installation, repair, and construction of sewer systems to ensure adherence to standards |
| Utility Worker II | Utilities Worker | Collapse with (1) title (Utilities Worker III) | Perform maintenance, repair, and installation of water & sewer systems |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Utility Worker III | Utilities Worker | Expand title (Add Meter Reader); Collapse with (1) title (Utilities Worker II) | Perform maintenance, repair, and installation of water & sewer systems |
| Utility Worker IV | Utilities Worker, Senior | Modify title | Perform maintenance, repair, and installation of water & sewer systems. Lead and train utility worker crews |
| Water Treatment  Plant Operator II | Water Plant Operator, Senior | Modify title | Operate, maintain, and make repair work to water system facilities & equipment to supply potable drinking water for city. Collect and analyze information. Supervise Water Plant Operator I; serve as resource for complex issues. |

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Water Treatment Plant Operator I | Water Plant Operator | Modify title | Operate, maintain, and make repair work to water system facilities & equipment to supply potable drinking water for city. Collect and analyze information |

## YOUTH SERVICES JOB FAMILY

| Current Job Title | Proposed Job Title | Recommendation Notes | Essential Job Function |
|---|---|---|---|
| Youth Services Coordinator | Youth Services Coordinator | Maintain title | Oversees all aspects of Youth Services Bureau |
| Youth Services Worker | Youth Development Specialist | Modify title | Aid & assist with developmental programs for youth |

# Appendix B-Market Data For All Benchmark Titles

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Account Clerk, Senior
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Accounting Clerk (AP & AR) | 37.5 | Non-Exempt | Union | $34,839 | $36,774 | $38,708 |
| City of East Hartford, CT | Account Clerk III | 35.0 | NA | Union | $37,205 | $41,215 | $45,224 |
| City of Meriden, CT | Account Clerk | 40.0 | NA | Union | $33,160 | $40,495 | $47,830 |
| City of Milford, CT | Account Clerk | 37.5 | NA | Union | $34,931 | $38,333 | $41,734 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$31,401** | **$38,923** | **$46,444** |
| ***Market Average*** | | | | | **$35,034** | **$39,204** | **$43,374** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **90%** | **99%** | **107%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Middletown: Workweek definition varies between 35-40 hours. The predominant workweek is 35 hours for this job title.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Administrative Assistant
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Administrative Assistant | 37.5 | Non-Exempt | Union | $32,558 | $34,401 | $36,244 |
| City of East Hartford, CT | Administrative Secretary II | 35.0 | NA | Union | $34,969 | $38,735 | $42,501 |
| City of Meriden, CT | Administrative Assistant | 40.0 | NA | Union | $39,458 | $48,194 | $56,930 |
| City of Milford, CT | Administrative Assistant | 37.5 | NA | Union | $38,046 | $41,752 | $45,458 |
| Town of Enfield, CT | Secretary II | 35.0 | Non-Exempt | Union | $38,347 | $38,347 | $38,347 |
| Town of Manchester, CT | Administrative Secretary | 37.5 | Non-Exempt | Union | $41,714 | $45,491 | $49,267 |
| Town of Southington, CT | Secretary | 35.0 | Non-Exempt | Union | $49,850 | $49,850 | $49,850 |
| Town of Wallingford, CT | Clerk Typist II | 35.0 | Non-Exempt | Union | $35,035 | $38,730 | $42,424 |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$28,633** | **$35,496** | **$42,359** |
| ***Market Average*** | | | | | **$38,747** | **$41,937** | **$45,128** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **74%** | **85%** | **94%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

Town of Wallingford: Workweek definition varies between 35-40 hours for the matching job title.

City of Middletown: Workweek definition varies between 35-40 hours for job title. The predominant workweek is 35 hours for this job title.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Administrative Assistant, Senior
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Senior Administrative Assistant | 37.5 | Non-Exempt | Union | $34,839 | $36,774 | $38,708 |
| City of East Hartford, CT | Administrative Secretary III | 35.0 | NA | Union | $39,624 | $43,894 | $48,163 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Secretary III | 35.0 | Non-Exempt | Union | $39,894 | $39,894 | $39,894 |
| Town of Manchester, CT | Senior Administrative Secretary | 37.5 | Non-Exempt | Union | $42,279 | $46,128 | $49,977 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Executive Secretary | 35.0 | Non-Exempt | Non-Union | $46,137 | $51,033 | $55,929 |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$28,633** | **$39,552** | **$50,471** |
| ***Market Average*** | | | | | **$40,555** | **$43,544** | **$46,534** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **71%** | **91%** | **108%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

Town of Wallingford: The workweek definition varies between 35-40 for the matching job title.

City of Middletown: Workweek definition varies between 35-40. The predominant workweek is 35 hours for this job title.

City of Middletown: The pay range reflects minimum of pay grade 6A and maximum of pay grade 8A per Segal's classification recommendation to collapse titles.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Assessment Aide/Technician II
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Assessment Technician | 37.5 | Non-Exempt | Union | $41,612 | $47,586 | $53,560 |
| City of East Hartford, CT | Assessment Clerk III | 35.0 | NA | Union | $34,969 | $38,735 | $42,501 |
| City of Meriden, CT | Assessment Technician | 40.0 | NA | Union | $36,163 | $44,144 | $52,125 |
| City of Milford, CT | Chief Clerk, Assessor | 37.5 | NA | Union | $38,046 | $41,752 | $45,458 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | Clerk Typist I | 35.0 | Non-Exempt | Union | $42,700 | $42,700 | $42,700 |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$34,092** | **$42,282** | **$50,471** |
| ***Market Average*** | | | | | **$38,698** | **$42,983** | **$47,269** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **88%** | **98%** | **107%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Assistant City & Town Clerk
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Assistant Town & City Clerk | 37.5 | Non-Exempt | Non-Union | $49,677 | $57,305 | $64,934 |
| City of East Hartford, CT | Assistant Town Clerk | 35.0 | NA | Union | $39,624 | $43,894 | $48,163 |
| City of Meriden, CT | Assistant City Clerk Registrar of Vital Statistics | 35.0 | NA | Union | $39,458 | $48,194 | $56,930 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Deputy Town Clerk | 35.0 | Exempt | Non-Union | $54,860 | $54,860 | $54,860 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Assistant Town Clerk | 35.0 | Non-Exempt | Union | $41,168 | $45,509 | $49,850 |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$36,822** | **$45,660** | **$54,498** |
| ***Market Average*** | | | | | **$44,957** | **$49,952** | **$54,947** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **82%** | **91%** | **99%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Middletown: Data reflects the salary for the Assistant Town Clerk job title.

Town of Enfield: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Assistant Registrar of Vital Statistics
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Clerk III | 35.0 | NA | Union | $33,160 | $40,495 | $47,830 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Assistant Town Clerk | 35.0 | Non-Exempt | Union | $48,616 | $48,616 | $48,616 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | Records Clerk | 35.0 | Non-Exempt | Union | $42,474 | $42,474 | $42,474 |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$31,401** | **$38,923** | **$46,444** |
| ***Market Average*** | | | | | **$41,417** | **$43,862** | **$46,307** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **76%** | **89%** | **100%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Building Superintendent
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Maintenance Technician | 37.5 | Non-Exempt | Union | $43,050 | $45,396 | $47,742 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Custodial Superintendent | 40.0 | NA | Union | $57,408 | $71,458 | $85,509 |
| City of Milford, CT | Foreman, Maintenance | 40.0 | NA | Union | $52,545 | $59,121 | $65,697 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$35,887** | **$44,483** | **$53,079** |
| ***Market Average*** | | | | | **$51,001** | **$58,658** | **$66,316** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **70%** | **76%** | **80%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Building Superintendent, Senior
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Facilities Maintenance Supervisor | 37.5 | Non-Exempt | Union | $62,217 | $65,804 | $69,392 |
| City of East Hartford, CT | Facility Manager | 40.0 | NA | Union | $70,087 | $80,600 | $91,112 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | Superintendent | 40.0 | NA | Union | $61,214 | $69,502 | $77,790 |
| Town of Enfield, CT | Facilities Manager | 40.0 | Non-Exempt | Union | $73,385 | $73,385 | $73,385 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$38,963** | **$48,322** | **$57,681** |
| ***Market Average*** | | | | | **$66,726** | **$72,323** | **$77,920** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **58%** | **67%** | **74%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Cafeteria Worker
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Cafeteria Worker | 25.0 | Non-Exempt | Union | $15,228 | $17,013 | $18,799 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Cafeteria Worker | 25.0 | Non-Exempt | Union | $13,650 | $14,788 | $15,925 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Cafeteria Worker | 25.0 | Exempt | Union | $15,405 | $19,091 | $22,776 |
| **City of Middletown, CT** | | **25.0** | **Non-Exempt** | **Union** | **$14,589** | **$18,094** | **$21,600** |
| ***Market Average*** | | | | | **$14,761** | **$16,964** | **$19,167** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **99%** | **107%** | **113%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Middletown: Workweek definition varies between 20-37.5. The predominant workweek is 25 hours for this job title.

City of Meriden: Workweek definition varies between 30-35. Segal selected 30 for this job classification.

Segal standardized the workweek hours to 25 for all three matching titles.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Campus Safety Officer
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Security Officer | 40.0 | Non-Exempt | Union | $31,668 | $36,637 | $41,605 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$34,092** | **$42,282** | **$50,471** |
| ***Market Average*** | | | | | **$31,668** | **$36,637** | **$41,605** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **108%** | **115%** | **121%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Carpenter
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Carpenter | 40.0 | NA | Union | $47,882 | $51,314 | $54,746 |
| City of Meriden, CT | Park Carpenter | 40.0 | NA | Union | $50,378 | $57,377 | $64,376 |
| City of Milford, CT | Carpenter-Maintenance Mechanic | 40.0 | NA | Union | $46,530 | $50,232 | $53,934 |
| Town of Enfield, CT | Lead Carpenter Tier I | 40.0 | Non-Exempt | Union | $57,387 | $57,387 | $57,387 |
| Town of Manchester, CT | Maintainer II (Multi-trade) | 40.0 | Non-Exempt | Union | $49,587 | $54,340 | $59,093 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$42,082** | **$52,183** | **$62,283** |
| ***Market Average*** | | | | | **$50,353** | **$54,130** | **$57,907** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **84%** | **96%** | **108%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Certified Nursing Assistant
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Certified Nursing Assistant | 30.0 | Exempt | Non-Union | $17,982 | $18,421 | $18,860 |
| **City of Middletown, CT** | | **32.5** | **Non-Exempt** | **Union** | **$18,966** | **$23,523** | **$28,080** |
| ***Market Average*** | | | | | **$17,982** | **$18,421** | **$18,860** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **105%** | **128%** | **149%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Civilian Dispatcher
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Public Safety Dispatcher | 40.0 | Non-Exempt | Union | $46,324 | $48,775 | $51,225 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Public Safety Dispatcher | 40.0 | NA | Union | $39,042 | $44,793 | $50,544 |
| City of Milford, CT | Police Dispatcher | 40.0 | NA | Union | $38,082 | $41,936 | $45,790 |
| Town of Enfield, CT | Dispatcher | 40.0 | Non-Exempt | Union | $42,557 | $45,219 | $47,882 |
| Town of Manchester, CT | Public Safety Dispatcher | 40.0 | Non-Exempt | Union | $49,421 | $53,882 | $58,344 |
| Town of Southington, CT | Police Dispatcher | 40.0 | Non-Exempt | Union | $47,454 | $47,454 | $47,454 |
| Town of Wallingford, CT | Dispatcher | 40.0 | Non-Exempt | Union | $43,493 | $47,684 | $51,875 |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$38,963** | **$48,322** | **$57,681** |
| ***Market Average*** | | | | | **$43,767** | **$47,106** | **$50,445** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **89%** | **103%** | **114%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Custodian
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Custodian/Maintenance Man | 37.5 | Non-Exempt | Union | $34,769 | $36,771 | $38,773 |
| City of East Hartford, CT | Custodian | 35.0 | NA | Union | $33,367 | $36,962 | $40,557 |
| City of Meriden, CT | Custodian | 40.0 | NA | Union | $40,976 | $46,727 | $52,478 |
| City of Milford, CT | Custodian | 40.0 | NA | Union | $38,334 | $41,257 | $44,179 |
| Town of Enfield, CT | Custodian | 40.0 | Non-Exempt | Union | $44,034 | $44,034 | $44,034 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$26,462** | **$32,812** | **$39,162** |
| ***Market Average*** | | | | | **$38,296** | **$41,150** | **$44,004** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **69%** | **80%** | **89%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Electrician
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Electrician | 40.0 | NA | Union | $53,539 | $60,996 | $68,453 |
| City of Milford, CT | Electrician-Maintenance Mechanic | 40.0 | NA | Union | $51,459 | $55,390 | $59,322 |
| Town of Enfield, CT | Electrician | 40.0 | Non-Exempt | Union | $58,490 | $58,490 | $58,490 |
| Town of Manchester, CT | Maintainer III (Multi-trade) | 40.0 | Non-Exempt | Union | $52,686 | $57,179 | $61,672 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$45,246** | **$56,099** | **$66,951** |
| ***Market Average*** | | | | | **$54,044** | **$58,014** | **$61,984** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **84%** | **97%** | **108%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Environmental Specialist
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Environmental Protection Technician | 37.5 | Non-Exempt | Union | $54,439 | $57,579 | $60,718 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Assistant Planning Director | 40.0 | NA | Union | $52,361 | $66,931 | $81,500 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Assistant Town Planner | 35.0 | Exempt | Union | $60,653 | $60,653 | $60,653 |
| Town of Manchester, CT | Senior Planner | 37.5 | Non-Exempt | Union | $49,832 | $57,196 | $64,560 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Environmental and Natural Resources Planner | 35.0 | Exempt | Union | $65,803 | $74,997 | $84,191 |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$39,591** | **$49,087** | **$58,582** |
| ***Market Average*** | | | | | **$56,618** | **$63,471** | **$70,324** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **70%** | **77%** | **83%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Heavy Equipment Operator
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Street Maintenance Equipment Operator | 40.0 | Non-Exempt | Union | $47,992 | $50,787 | $53,582 |
| City of East Hartford, CT | Parks Maintainer III (Equipment Operator) | 40.0 | NA | Union | $46,134 | $49,400 | $52,666 |
| City of Meriden, CT | Equipment Operator III/Crew Leader | 40.0 | NA | Union | $53,539 | $60,996 | $68,453 |
| City of Milford, CT | Heavy Equipment Operator-Special | 40.0 | NA | Union | $45,323 | $48,818 | $52,312 |
| Town of Enfield, CT | Equipment Operator I | 40.0 | Non-Exempt | Union | $49,864 | $51,587 | $53,310 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$42,082** | **$52,183** | **$62,283** |
| ***Market Average*** | | | | | **$48,571** | **$52,318** | **$56,065** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **87%** | **100%** | **111%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### HVAC Technician
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | HVAC Maintenance/Repairman | 35.0 | NA | Union | $55,010 | $60,938 | $66,866 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | HVAC Mechanic | 40.0 | NA | Union | $46,530 | $50,232 | $53,934 |
| Town of Enfield, CT | HVAC Mechanic | 40.0 | Non-Exempt | Union | $58,490 | $58,490 | $58,490 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$45,246** | **$56,099** | **$66,951** |
| ***Market Average*** | | | | | **$53,343** | **$56,553** | **$59,763** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **85%** | **99%** | **112%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### IT Support Technician
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Technical Support Specialist | 37.5 | Non-Exempt | Union | $47,560 | $48,888 | $50,216 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Technology Specialist | 40.0 | NA | Union | $50,232 | $62,526 | $74,820 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Lead Technician | 35.0 | Exempt | Union | $58,107 | $58,107 | $58,107 |
| Town of Manchester, CT | Technical Support Specialist | 40.0 | Non-Exempt | Union | $52,467 | $59,483 | $66,498 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$39,591** | **$49,087** | **$58,582** |
| ***Market Average*** | | | | | **$52,091** | **$57,251** | **$62,410** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **76%** | **86%** | **94%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Licensed Practical Nurse
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Licensed Practical Nurse | 30.0 | Non-exempt | Non-Union | $67,538 | $67,538 | $67,538 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$42,082** | **$52,183** | **$62,283** |
| ***Market Average*** | | | | | **$67,538** | **$67,538** | **$67,538** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **62%** | **77%** | **92%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of East Hartford: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Master Mechanic
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Mechanic | 40.0 | Non-Exempt | Union | $47,992 | $50,787 | $53,582 |
| City of East Hartford, CT | Mechanic II | 40.0 | NA | Union | $49,878 | $53,425 | $56,971 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | Automotive Mechanic | 40.0 | NA | Union | $45,323 | $48,818 | $52,312 |
| Town of Enfield, CT | Lead Mechanic | 40.0 | Non-Exempt | Union | $64,064 | $64,064 | $64,064 |
| Town of Manchester, CT | Working Master Mechanic | 40.0 | Non-Exempt | Union | $60,549 | $63,970 | $67,392 |
| Town of Southington, CT | Mechanic | 40.0 | Non-Exempt | Union | $59,073 | $59,073 | $59,073 |
| Town of Wallingford, CT | Mechanic III | 40.0 | Non-Exempt | Union | $58,427 | $64,314 | $70,200 |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$42,082** | **$52,183** | **$62,283** |
| ***Market Average*** | | | | | **$55,044** | **$57,779** | **$60,513** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **76%** | **90%** | **103%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Painter
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | Painter | 40.0 | NA | Union | $43,389 | $46,675 | $49,962 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Maintainer II (Multi-trade) | 40.0 | Non-Exempt | Union | $52,686 | $57,179 | $61,672 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$32,723** | **$40,567** | **$48,410** |
| ***Market Average*** | | | | | **$48,038** | **$51,927** | **$55,817** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **68%** | **78%** | **87%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Milford: Data reflects Highway/Parks Department job title.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Park Maintainer
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Park Maintainer | 40.0 | NA | Union | $41,038 | $43,930 | $46,821 |
| City of Meriden, CT | Park Maintainer | 40.0 | NA | Union | $47,840 | $54,506 | $61,173 |
| City of Milford, CT | Maintainer | 40.0 | NA | Union | $40,019 | $42,588 | $45,157 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Maintainer I | 40.0 | Non-Exempt | Union | $43,389 | $49,358 | $55,328 |
| Town of Southington, CT | Park & Recreation Operator | 40.0 | Non-Exempt | Union | $51,875 | $54,538 | $57,200 |
| Town of Wallingford, CT | Maintainer I | 40.0 | Non-Exempt | Union | $41,246 | $45,074 | $48,901 |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$32,723** | **$40,567** | **$48,410** |
| ***Market Average*** | | | | | **$44,235** | **$48,332** | **$52,430** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **74%** | **84%** | **92%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Milford: Data reflects job title within the Highway/Parks Department.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Payroll Supervisor
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Payroll & Benefits Manager | 37.5 | Non-Exempt | Union | $54,354 | $57,472 | $60,590 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Payroll Coordinator | 37.5 | Exempt | Non-Union | $50,224 | $65,219 | $80,214 |
| Town of Southington, CT | Payroll Coordinator | 35.0 | Non-Exempt | Union | $61,277 | $61,277 | $61,277 |
| Town of Wallingford, CT | Payroll Clerk | 35.0 | Non-Exempt | Union | $49,941 | $54,933 | $59,925 |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$48,366** | **$59,971** | **$71,576** |
| ***Market Average*** | | | | | **$53,949** | **$59,725** | **$65,501** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **90%** | **100%** | **109%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Payroll/Pension Supervisor
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Payroll & Benefits Manager | 37.5 | Non-Exempt | Union | $54,354 | $57,472 | $60,590 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Payroll Clerk | 35.0 | Non-Exempt | Non-Union | $64,521 | $64,521 | $64,521 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$51,486** | **$63,832** | **$76,178** |
| ***Market Average*** | | | | | **$59,438** | **$60,997** | **$62,556** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **87%** | **105%** | **122%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Plumber
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Park Plumber | 40.0 | NA | Union | $50,378 | $57,377 | $64,376 |
| City of Milford, CT | Plumber-Maintenance Mechanic | 40.0 | NA | Union | $46,530 | $50,232 | $53,934 |
| Town of Enfield, CT | Plumber | 40.0 | Non-Exempt | Union | $58,490 | $58,490 | $58,490 |
| Town of Manchester, CT | Maintainer III (Multi-trade) | 40.0 | Non-Exempt | Union | $52,686 | $57,179 | $61,672 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$45,246** | **$56,099** | **$66,951** |
| ***Market Average*** | | | | | **$52,021** | **$55,819** | **$59,618** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **87%** | **101%** | **112%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Program / Budget Analyst
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Budget & Accounting Assistant | 37.5 | Non-Exempt | Union | $46,323 | $48,774 | $51,226 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Budget Analyst | 37.5 | Exempt | Non-Union | $42,055 | $49,146 | $56,236 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$42,082** | **$52,183** | **$62,283** |
| ***Market Average*** | | | | | **$44,189** | **$48,960** | **$53,731** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **95%** | **107%** | **116%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Records Clerk
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Principal Clerk-Records | 37.5 | Non-Exempt | Union | $30,423 | $32,175 | $33,927 |
| City of East Hartford, CT | Police Records Clerk | 35.0 | NA | Union | $34,969 | $38,735 | $42,501 |
| City of Meriden, CT | Police Records Clerk | 40.0 | NA | Union | $30,321 | $37,046 | $43,771 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | Records Clerk | 35.0 | Non-Exempt | Union | $42,474 | $42,474 | $42,474 |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$28,633** | **$35,496** | **$42,359** |
| ***Market Average*** | | | | | **$34,547** | **$37,607** | **$40,668** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **83%** | **94%** | **104%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Recycling Center Attendant
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Landfill/TransferStation/Attend. & Scale Oper. | 40.0 | Non-Exempt | Union | $43,299 | $45,875 | $48,451 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Scale Operator | 40.0 | Non-Exempt | Union | $55,037 | $57,314 | $59,592 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$38,963** | **$48,322** | **$57,681** |
| ***Market Average*** | | | | | **$49,168** | **$51,595** | **$54,022** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **79%** | **94%** | **107%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Recycling Coordinator
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Sanitation Environmental Coordinator | 37.5 | Exempt | Non-Union | $60,414 | $80,377 | $100,339 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$45,246** | **$56,099** | **$66,951** |
| ***Market Average*** | | | | | **$60,414** | **$80,377** | **$100,339** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **75%** | **70%** | **67%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Research Analyst (Police Dept)
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Police Service Technician | 20.0 | NA | Non-Union | $62,400 | $62,400 | $62,400 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$42,082** | **$52,183** | **$62,283** |
| ***Market Average*** | | | | | **$62,400** | **$62,400** | **$62,400** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **67%** | **84%** | **100%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Meriden: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Scheduling & Payroll Clerk (Police)
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Scheduling Clerk | 40.0 | NA | Union | $37,898 | $46,280 | $54,662 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Account Clerk | 37.5 | Non-Exempt | Union | $45,240 | $49,754 | $54,267 |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$35,887** | **$44,483** | **$53,079** |
| ***Market Average*** | | | | | **$41,569** | **$48,017** | **$54,465** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **86%** | **93%** | **97%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### School Nurse
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | School Nurse | 35.0 | Exempt | Union | $50,759 | $57,227 | $63,696 |
| City of Meriden, CT | School Nurse | 37.5 | NA | Union | $62,234 | $74,714 | $87,194 |
| City of Milford, CT | Nurse | 37.5 | NA | Union | $57,179 | $62,912 | $68,644 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | School Nurse | 35.0 | Non-Exempt | Union | $40,941 | $54,806 | $68,671 |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$45,246** | **$56,099** | **$66,951** |
| ***Market Average*** | | | | | **$52,778** | **$62,415** | **$72,051** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **86%** | **90%** | **93%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Sign/Traffic Paint Supervisor
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Signs and Lines Master | 40.0 | NA | Union | $46,134 | $49,400 | $52,666 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$42,082** | **$52,183** | **$62,283** |
| ***Market Average*** | | | | | **$46,134** | **$49,400** | **$52,666** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **91%** | **106%** | **118%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Supervisor of Account Management
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Purchasing Assistant | 35.0 | Exempt | | $78,310 | $78,310 | $78,310 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | Assistant Finance Director | 35.0 | Non-Exempt | Union | $89,845 | $89,845 | $89,845 |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$51,486** | **$63,832** | **$76,178** |
| ***Market Average*** | | | | | **$84,077** | **$84,077** | **$84,077** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **61%** | **76%** | **91%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Tax Clerk
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Principal Clerk-Tax | 37.5 | Non-Exempt | Union | $32,451 | $34,320 | $36,188 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Tax Clerk II | 35.0 | Non-Exempt | Union | $38,347 | $39,121 | $39,894 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | Tax Cashier | 35.0 | Non-Exempt | Union | $30,000 | $39,250 | $48,500 |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$31,401** | **$38,923** | **$46,444** |
| ***Market Average*** | | | | | **$33,599** | **$37,564** | **$41,528** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **93%** | **104%** | **112%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Technology & Special Projects Technician
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Technical Support Specialist | 37.5 | Non-Exempt | Union | $47,560 | $48,888 | $50,216 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Technology Specialist | 40.0 | NA | Union | $43,866 | $54,601 | $65,337 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Lead Technician | 35.0 | Exempt | Non-Union | $59,734 | $59,734 | $59,734 |
| Town of Manchester, CT | Technical Support Specialist | 40.0 | Non-Exempt | Union | $46,735 | $52,984 | $59,233 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **35.0** | **Non-Exempt** | **Union** | **$34,092** | **$42,282** | **$50,471** |
| ***Market Average*** | | | | | **$49,473** | **$54,052** | **$58,630** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **69%** | **78%** | **86%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Transfer Station Operator
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Landfill/Transfer Station Operator | 40.0 | Non-Exempt | Union | $47,992 | $50,787 | $53,582 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$45,246** | **$56,099** | **$66,951** |
| ***Market Average*** | | | | | **$47,992** | **$50,787** | **$53,582** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **94%** | **110%** | **125%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Truck Driver
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Truck Driver-Heavy | 40.0 | Non-Exempt | Union | $45,594 | $48,295 | $50,996 |
| City of East Hartford, CT | Maintainer III (Bulk Truck Driver) | 40.0 | NA | Union | $46,134 | $49,400 | $52,666 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | Truck Driver-Laborer | 40.0 | NA | Union | $40,830 | $43,586 | $46,342 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | Public Works Truck Driver | 40.0 | Non-Exempt | Union | $54,766 | $54,766 | $54,766 |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$32,723** | **$40,567** | **$48,410** |
| ***Market Average*** | | | | | **$46,831** | **$49,012** | **$51,193** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **70%** | **83%** | **95%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Milford: Segal selected the truck driver-laborer job title located within the Highway/Parks Department.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Utility Worker
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Water Utility Service Person WPC Semi-Skilled Craftsman | 40.0 | Exempt | Union | $40,963 | $43,362 | $45,761 |
| City of East Hartford, CT | Utility Worker | 40.0 | NA | Union | $42,661 | $45,687 | $48,714 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | Mechanic-Wastewater | 40.0 | NA | Union | $45,323 | $48,818 | $52,312 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | W/S Maintenance Equipment Operator | 40.0 | Non-Exempt | Union | $48,942 | $53,997 | $59,051 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$32,723** | **$40,567** | **$48,410** |
| ***Market Average*** | | | | | **$44,472** | **$47,966** | **$51,459** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **74%** | **85%** | **94%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Water Treatment Plant Operator, Senior
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Chief Water Treatment Plant Operator | 40.0 | Non-Exempt | Union | $50,391 | $53,322 | $56,252 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Sewer Plant Operator II | 40.0 | NA | Union | $53,539 | $60,996 | $68,453 |
| City of Milford, CT | Foreman, Wastewater | 40.0 | NA | Union | $56,526 | $63,299 | $70,073 |
| Town of Enfield, CT | WPC Attendant | 40.0 | Non-Exempt | Union | $57,387 | $57,387 | $57,387 |
| Town of Manchester, CT | Water Treatment Plant Operator | 40.0 | Non-Exempt | Union | $76,606 | $83,990 | $91,374 |
| Town of Southington, CT | Foremen | 40.0 | Non-Exempt | Union | $71,988 | $71,988 | $71,988 |
| Town of Wallingford, CT | Water Treatment and Pumping Supervisor | 40.0 | Exempt | Union | $62,669 | $71,426 | $80,183 |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$42,082** | **$52,183** | **$62,283** |
| ***Market Average*** | | | | | **$61,301** | **$66,058** | **$70,816** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **69%** | **79%** | **88%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Youth Development Specialist
### AFSCME 466

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Youth Services Program Coordinator | 35.0 | NA | Union | $58,802 | $65,140 | $71,478 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Social Services Caseworker | 35.0 | Non-Exempt | Union | $52,998 | $58,531 | $64,064 |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$35,887** | **$44,483** | **$53,079** |
| ***Market Average*** | | | | | **$55,900** | **$61,836** | **$67,771** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **64%** | **72%** | **78%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Assistant General Counsel
### Non-Bargaining

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Assistant Corporation Counsel | 37.5 | Exempt | Non-Union | $92,956 | $107,249 | $121,542 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Senior Assistant Town Attorney | 35.0 | Exempt | Union | $120,645 | $120,645 | $120,645 |
| Town of Manchester, CT | Administrative Staff Attorney | 37.5 | Exempt | Non-Union | $75,050 | $99,853 | $124,656 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Corporation Counsel | 35.0 | Exempt | Non-Union | $128,622 | $146,597 | $164,573 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Non-Union** | **$74,610** | **$92,518** | **$110,427** |
| ***Market Average*** | | | | | **$104,318** | **$118,586** | **$132,854** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **72%** | **78%** | **83%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Deputy Fire Chief
### Non-Bargaining

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Deputy Fire Chief | 42.0 | Non-Exempt | Union | $73,659 | $76,238 | $78,816 |
| City of East Hartford, CT | Deputy Fire Chief | 42.0 | NA | Union | $85,911 | $89,316 | $92,721 |
| City of Meriden, CT | Deputy Fire Chief | 40.0 | NA | Non-Union | $100,695 | $100,695 | $100,695 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Assistant Fire Chief | 40.0 | Exempt | Non-Union | $77,911 | $96,192 | $114,472 |
| Town of Southington, CT | Assistant Fire Chief | 35.0 | Exempt | Non-Union | $110,984 | $110,984 | $110,984 |
| Town of Wallingford, CT | Deputy Fire Chief | 35.0 | Exempt | Non-Union | $95,979 | $109,390 | $122,801 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Non-Union** | **$71,302** | **$88,431** | **$105,560** |
| ***Market Average*** | | | | | **$90,857** | **$97,136** | **$103,415** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **78%** | **91%** | **102%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Meriden: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Director of Finance
### Non-Bargaining

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Comptroller | 37.5 | Exempt | Non-Union | $100,314 | $115,745 | $131,177 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Director of Finance | 40.0 | NA | Non-Union | $128,635 | $128,635 | $128,635 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Director of Finance | 35.0 | Exempt | Non-Union | $130,877 | $130,877 | $130,877 |
| Town of Manchester, CT | Director of Finance | 37.5 | Exempt | Non-Union | $90,880 | $120,907 | $150,934 |
| Town of Southington, CT | Finance Director | 40.0 | Exempt | Non-Union | $106,593 | $106,593 | $106,593 |
| Town of Wallingford, CT | Comptroller | 35.0 | Exempt | Non-Union | $135,049 | $153,925 | $172,800 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Non-Union** | **$91,229** | **$113,110** | **$134,992** |
| ***Market Average*** | | | | | **$115,391** | **$126,114** | **$136,836** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **79%** | **90%** | **99%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Meriden: Matching job title has a flat pay rate.

Town of Enfield: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Director of Human Relations
### Non-Bargaining

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | City Attorney | 40.0 | NA | Non-Union | $120,509 | $120,509 | $120,509 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Director of Social Services | 35.0 | Exempt | Non-Union | $99,156 | $99,156 | $99,156 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Non-Union** | **$67,974** | **$84,313** | **$100,651** |
| ***Market Average*** | | | | | **$109,833** | **$109,833** | **$109,833** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **62%** | **77%** | **92%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Meriden: Matching job title has a flat pay rate.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Director of Human Resources
### Non-Bargaining

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Director of Human Resources | 40.0 | Exempt | Non-union | $156,500 | $156,500 | $156,500 |
| City of East Hartford, CT | Director of Human Resources | 35.0 | Exempt | Non-Union | $154,833 | $154,833 | $154,833 |
| City of Meriden, CT | Director of Personnel | 40.0 | NA | Non-Union | $125,642 | $125,642 | $125,642 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Director of Human Resources | 35.0 | Exempt | Non-Union | $132,174 | $132,174 | $132,174 |
| Town of Manchester, CT | Director of Operations | 37.5 | Exempt | Non-Union | $86,307 | $114,829 | $143,350 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Personnel Director | 35.0 | Exempt | Non-Union | $116,663 | $132,966 | $149,270 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Non-Union** | **$71,302** | **$88,431** | **$105,560** |
| ***Market Average*** | | | | | **$128,686** | **$136,157** | **$143,628** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **55%** | **65%** | **73%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Meriden: Matching job title has a flat pay rate.

Town of Enfield: Matching job title has a flat pay rate.

Town of Wallingford: Matching job title has a flat pay rate.

City of Bristol: Matching job title has a flat pay rate.

City of East Hartford: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Director of Public Works
### Non-Bargaining

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Director of Public Works | 37.5 | Exempt | Non-Union | $100,314 | $115,745 | $131,177 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Director of Public Works | 40.0 | NA | Non-Union | $110,839 | $110,839 | $110,839 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Director of Public Works | 35.0 | Exempt | Non-Union | $130,473 | $130,473 | $130,473 |
| Town of Manchester, CT | Director of Public Works | 37.5 | Exempt | Non-Union | $86,307 | $114,829 | $143,350 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Director of Public Works | 40.0 | Exempt | Non-Union | $107,183 | $122,163 | $137,142 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Non-Union** | **$84,594** | **$104,884** | **$125,174** |
| ***Market Average*** | | | | | **$107,023** | **$118,810** | **$130,596** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **79%** | **88%** | **96%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Meriden: Matching job title has flat pay rate.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Fire Chief
### Non-Bargaining

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Fire Chief | 40.0 | Exempt | Non-Union | $118,000 | $122,250 | $126,500 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Fire Chief | 40.0 | NA | Non-Union | $107,069 | $107,069 | $107,069 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Fire Chief | 37.5 | Exempt | Union | $90,880 | $120,907 | $150,934 |
| Town of Southington, CT | Fire Chief | 35.0 | Exempt | Non-Union | $115,921 | $115,921 | $115,921 |
| Town of Wallingford, CT | Fire Chief | 35.0 | Exempt | Non-Union | $122,495 | $139,614 | $156,734 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Non-Union** | **$81,266** | **$100,766** | **$120,266** |
| ***Market Average*** | | | | | **$110,873** | **$121,152** | **$131,432** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **73%** | **83%** | **92%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Meriden: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Chief Public Health Sanitarian
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Public Health Sanitarian | 35.0 | NA | Union | $62,925 | $69,703 | $76,481 |
| City of Meriden, CT | Environmental Health Administrator | 40.0 | NA | Union | $59,842 | $76,492 | $93,142 |
| City of Milford, CT | Sanitarian II | 37.5 | NA | Union | $58,543 | $65,375 | $72,207 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Chief Sanitarian | 37.5 | Non-Exempt | Union | $74,835 | $80,738 | $86,641 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Senior Sanitarian | 35.0 | Exempt | Union | $82,912 | $94,496 | $106,080 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$61,214** | **$75,899** | **$90,584** |
| ***Market Average*** | | | | | **$67,811** | **$77,361** | **$86,910** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **90%** | **98%** | **104%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Clerk of the Common Council
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Town Council Clerk | 35.0 | NA | Union | $48,273 | $53,476 | $58,679 |
| City of Meriden, CT | Clerk to Council | 40.0 | NA | Union | $45,094 | $55,078 | $65,062 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Council Secretary | 35.0 | Non-Exempt | Union | $43,493 | $47,684 | $51,875 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$57,907** | **$71,791** | **$85,675** |
| ***Market Average*** | | | | | **$45,620** | **$52,079** | **$58,539** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **127%** | **138%** | **146%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Custodial Manager
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Custodian/Maintenance Manager | 37.5 | Non-Exempt | Union | $37,210 | $39,316 | $41,422 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | Foreman, Night Custodian | 37.5 | NA | Union | $43,752 | $48,514 | $53,276 |
| Town of Enfield, CT | Crew Leader Tier I | 40.0 | Non-Exempt | Union | $64,064 | $64,064 | $64,064 |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$47,965** | **$59,457** | **$70,949** |
| ***Market Average*** | | | | | **$48,342** | **$50,631** | **$52,921** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **99%** | **117%** | **134%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Director of Central Communications
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Communications Lieutenant | 40.0 | Non-Exempt | Union | $91,606 | $91,606 | $91,606 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Director of Emergency Communications | 40.0 | NA | Non-Union | $81,000 | $81,000 | $81,000 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Civilian Dispatcher Supervisor | 40.0 | Exempt | Non-Union | $58,366 | $58,366 | $58,366 |
| Town of Manchester, CT | Superintendent of Communication | 40.0 | Non-Exempt | Union | $66,124 | $72,737 | $79,350 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$67,829** | **$84,126** | **$100,422** |
| ***Market Average*** | | | | | **$74,274** | **$75,927** | **$77,581** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **91%** | **111%** | **129%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Bristol: Matching title has a flat pay rate.

City of Meriden: Matching job title has a flat pay rate.

Town of Enfield: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Director of Parking
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$64,501** | **$79,997** | **$95,493** |
| ***Market Average*** | | | | | **NA** | **NA** | **NA** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **NA** | **NA** | **NA** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Director of Water & Sewer
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | Director of Public Utilities | 40.0 | NA | Non-Union | $117,265 | $117,265 | $117,265 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Superintendent of WPC | 40.0 | Exempt | Union | $94,452 | $94,452 | $94,452 |
| Town of Manchester, CT | W/S Administrator | 37.5 | Exempt | Union | $86,307 | $114,829 | $143,350 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | General Manager (Water & Sewer) | 40.0 | Exempt | Non-Union | $112,544 | $128,273 | $144,001 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$84,406** | **$104,655** | **$124,904** |
| ***Market Average*** | | | | | **$102,642** | **$113,705** | **$124,767** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **82%** | **92%** | **100%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Meriden: Matching job title has flat pay rate.

Town of Enfield: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Economic Development Specialist
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Economic Development Specialist | 35.0 | NA | Union | $58,802 | $65,140 | $71,478 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | Economic Development Coordinator | 35.0 | Exempt | Non-Union | $101,783 | $101,783 | $101,783 |
| Town of Wallingford, CT | Economic Development Specialist | 40.0 | Non-Exempt | Non-Union | $39,293 | $39,293 | $39,293 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$47,965** | **$59,457** | **$70,949** |
| ***Market Average*** | | | | | **$66,626** | **$68,738** | **$70,851** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **72%** | **86%** | **100%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Southington: Matching job title has a flat pay rate.

Town of Wallingford: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### IT Network Coordinator
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Information Technology Manager | 35.0 | NA | Union | $73,592 | $84,630 | $95,667 |
| City of Meriden, CT | Network Support Specialist | 40.0 | NA | Union | $56,909 | $69,524 | $82,139 |
| City of Milford, CT | PC LAN/WAN Coordinator | 37.5 | NA | Union | $54,301 | $60,428 | $66,556 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | IT Manager | 35.0 | NA | Non-Union | $89,845 | $89,845 | $89,845 |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$64,501** | **$79,997** | **$95,493** |
| ***Market Average*** | | | | | **$68,662** | **$76,107** | **$83,552** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **94%** | **105%** | **114%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Manager of Fleet Services
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Fleet Manager | 40.0 | Exempt | Union | $65,273 | $74,648 | $84,022 |
| City of East Hartford, CT | Fleet Manager | 40.0 | NA | Union | $63,571 | $73,107 | $82,642 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Fleet Manager | 40.0 | Exempt | Union | $84,728 | $84,728 | $84,728 |
| Town of Manchester, CT | Fleet Manager | 40.0 | Exempt | Non-Union | $69,789 | $92,901 | $116,013 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Garage Foreman | 40.0 | Exempt | Union | $69,092 | $78,746 | $88,400 |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$51,293** | **$63,575** | **$75,858** |
| ***Market Average*** | | | | | **$70,491** | **$80,826** | **$91,161** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **73%** | **79%** | **83%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Manager of Human Resources
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Personnel Director | 37.5 | Exempt | Non-Union | $100,314 | $115,745 | $131,177 |
| City of East Hartford, CT | No Match | | | | NA | NA | NA |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | Human Resource Generalist | 35.0 | Non-Exempt | Non-Union | $74,286 | $74,286 | $74,286 |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$61,214** | **$75,899** | **$90,584** |
| ***Market Average*** | | | | | **$87,300** | **$95,015** | **$102,731** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **70%** | **80%** | **88%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

City of Meriden: Matching job title has a flat pay rate. Segal selected 40 hours for the workweek definition.

Town of Southington: Matching title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Network Administrator
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Network Systems Administrator | 35.0 | NA | Union | $77,513 | $84,119 | $90,725 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | Network Administrator | 35.0 | Exempt | Non-Union | $70,485 | $70,485 | $70,485 |
| Town of Manchester, CT | Systems Programmer | 40.0 | Non-Exempt | Union | $70,158 | $75,692 | $81,226 |
| Town of Southington, CT | IT Manager | 35.0 | NA | Non-Union | $89,845 | $89,845 | $89,845 |
| Town of Wallingford, CT | Network Administrator | 40.0 | Exempt | Union | $76,172 | $86,817 | $97,461 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$64,501** | **$79,997** | **$95,493** |
| ***Market Average*** | | | | | **$76,835** | **$81,391** | **$85,948** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **84%** | **98%** | **111%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Residency/Truancy Officer
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Attendance Officer | 35.0 | Non-Exempt | Non-Union | $53,205 | $53,205 | $53,205 |
| City of East Hartford, CT | Residency Liaison | 35.0 | Non-Exempt | Union | $85,767 | $85,767 | $85,767 |
| City of Meriden, CT | Family School Liaison | 35.0 | Non-Exempt | Union | $39,400 | $40,840 | $42,280 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$41,330** | **$51,251** | **$61,173** |
| ***Market Average*** | | | | | **$59,457** | **$59,937** | **$60,417** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **70%** | **86%** | **101%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of East Hartford: Matching job title has a flat pay rate.

City of Bristol: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### School Health Supervisor
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Supervisor of Nursing Services | 35.0 | Exempt | Non-Union | $78,403 | $78,403 | $78,403 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | Nurse Coordinator | 35.0 | Non-Exempt | Union | $68,671 | $68,671 | $68,671 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Non-Union** | **$57,907** | **$71,791** | **$85,675** |
| ***Market Average*** | | | | | **$73,537** | **$73,537** | **$73,537** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **79%** | **98%** | **117%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Wallingford: Matching job title has a flat pay rate.

City of East Hartford: Matching job title has a flat pay rate.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Software Engineer
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Program Systems Analyst | 35.0 | NA | Union | $72,241 | $80,027 | $87,813 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Systems Programmer | 40.0 | Non-Exempt | Union | $70,158 | $75,692 | $81,226 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$71,157** | **$88,234** | **$105,310** |
| ***Market Average*** | | | | | **$71,200** | **$77,859** | **$84,519** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **100%** | **113%** | **125%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Superintendent of Water Treatment
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Superintendent of Water | 37.5 | Exempt | Non-Union | $91,222 | $105,249 | $119,276 |
| City of East Hartford, CT | Superintendent of Public Works | 40.0 | NA | Non-Union | $73,593 | $84,632 | $95,671 |
| City of Meriden, CT | Superintendent of Operations WPC Facility | 40.0 | NA | Union | $89,461 | $100,090 | $110,718 |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Water Treatment Plant Superintendent | 40.0 | Non-Exempt | Union | $76,606 | $83,990 | $91,374 |
| Town of Southington, CT | Superintendent of Water Pollution Control | 40.0 | Exempt | Non-Union | $93,829 | $93,829 | $93,829 |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Non-Exempt** | **Union** | **$57,907** | **$71,791** | **$85,675** |
| ***Market Average*** | | | | | **$84,942** | **$93,558** | **$102,174** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **68%** | **77%** | **84%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Southington: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Systems Engineer
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Network Manager | 37.5 | Exempt | Union | $84,245 | $96,340 | $108,435 |
| City of East Hartford, CT | Program Systems Analyst | 35.0 | NA | Union | $72,241 | $80,027 | $87,813 |
| City of Meriden, CT | No Match | | | | NA | NA | NA |
| City of Milford, CT | No Match | | | | NA | NA | NA |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | No Match | | | | NA | NA | NA |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$71,157** | **$88,234** | **$105,310** |
| ***Market Average*** | | | | | **$78,243** | **$88,184** | **$98,124** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **91%** | **100%** | **107%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

APPENDIX B

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Tax Collector
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | Tax Collector | 37.5 | Exempt | Union | $69,625 | $79,624 | $89,623 |
| City of East Hartford, CT | Collector of Revenue | 35.0 | NA | Union | $63,571 | $73,107 | $82,642 |
| City of Meriden, CT | Tax Collector | 40.0 | NA | Union | $82,118 | $91,874 | $101,629 |
| City of Milford, CT | Tax Collector | 37.5 | NA | Union | $64,529 | $67,626 | $70,724 |
| Town of Enfield, CT | Assistant Assessor/ Tax Collector | 35.0 | Exempt | Non-Union | $58,869 | $58,869 | $58,869 |
| Town of Manchester, CT | Director of Assessment and Collection | 37.5 | Exempt | Non-Union | $75,050 | $99,853 | $124,656 |
| Town of Southington, CT | Deputy Tax Collector | 35.0 | Non-Exempt | Union | $69,733 | $69,733 | $69,733 |
| Town of Wallingford, CT | Tax Collector | 35.0 | Exempt | Union | $82,912 | $94,496 | $106,080 |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$64,501** | **$79,997** | **$95,493** |
| ***Market Average*** | | | | | **$70,801** | **$79,398** | **$87,994** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **91%** | **101%** | **109%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

Town of Enfield: Matching job title has a flat pay rate.

Town of Southington: Matching job title has a flat pay rate.

## City of Middletown, CT

## Detailed Market Data (Adjusted)

### Zoning/Wetlands Officer
### Teamsters 671

| Respondent | Matching Job Title | Workweek | FLSA Status | Union Job | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|---|---|---|---|---|---|---|---|
| ***Data Sources*** | | | | | | | |
| City of Bristol, CT | No Match | | | | NA | NA | NA |
| City of East Hartford, CT | Assistant Zoning Enforcement Official | 35.0 | NA | Union | $58,802 | $65,140 | $71,478 |
| City of Meriden, CT | Zoning Enforcement Officer/ Env. Planner | 40.0 | NA | Union | $56,909 | $69,524 | $82,139 |
| City of Milford, CT | Zoning & Wetlands Enforcement Officer | 37.5 | NA | Union | $54,301 | $60,428 | $66,556 |
| Town of Enfield, CT | No Match | | | | NA | NA | NA |
| Town of Manchester, CT | Zoning Enforcement Officer | 37.5 | Non-Exempt | Union | $53,932 | $61,551 | $69,171 |
| Town of Southington, CT | No Match | | | | NA | NA | NA |
| Town of Wallingford, CT | No Match | | | | NA | NA | NA |
| **City of Middletown, CT** | | **40.0** | **Exempt** | **Union** | **$47,965** | **$59,457** | **$70,949** |
| ***Market Average*** | | | | | **$55,986** | **$64,161** | **$72,336** |
| ***City of Middletown, CT as a % of Market Average*** | | | | | **86%** | **93%** | **98%** |

NA = Data Not Available
All data is adjusted based on differences in workweek definition, as applicable.

# Appendix C- Job Description Questionnaire

| | |
|---|---|
| Your Name: | |
| Your Official Job Title: | |
| Your Working Title (if different): | |
| Your Department: | |
| Your Department Director: | |
| Your Division within the Dept.: | |
| Your Supervisor's Name: | |
| Your Supervisor's Title: | |
| Date Prepared: | |

# CITY OF MIDDLETOWN, CT

# JOB DESCRIPTION QUESTIONNAIRE (JDQ)

**October 2014**

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# Instructions

The Human Resources Department is reviewing the job descriptions for all positions to ensure that they accurately reflect the work that you all do.

To assist with this analysis, we ask that you complete this questionnaire to provide information about your position. You are an important part of this project. We thank you for your effort!

| EMPLOYEE INSTRUCTIONS |
|---|
| 1. Please read each item carefully and enter your responses.<br>2. We encourage you to complete this survey electronically (in Microsoft Word). Please save the file as "[Job Title,Your last name.Your first name]-JDQ.doc"<br>3. Email your completed JDQ to your first line supervisor **no later than October 15th.** |
| **SUPERVISOR INSTRUCTIONS** |
| 1. Ensure employees complete the JDQ by the deadline.<br>2. Please review the employee's answers to each question. Employee responses should reflect their **current major tasks**, not anticipated changes. Write your comments in the Supervisor Comment box provided in each section and/or use the pages provided at the end of the questionnaire.<br>3. Please **do not edit or change** the employee's responses. Also, do not make any comments regarding the employee's performance or personal capabilities.<br>4. First line Supervisors: Please complete your review of the questionnaire and send them to your Department Director **no later than October 22nd.**<br>**5.** Department Directors: Please complete your review of the questionnaires and send them to Justin Richardson **(Justin.Richardson@MiddletownCT.Gov) no later than October 29th.**<br>6. We encourage you to share your comments with the employee.<br>** Blank hard copies of JDQs will be available in each division where employees do not have easy access to a computer. Please see your supervisor if you would like a hard copy.* |

# Your Duties and Responsibilities

## Basic Job Summary

Briefly describe the basic purpose of your job. This job summary should be two or three sentences that describe the primary responsibility and purpose of the position. The next section provides the opportunity to describe each duty and responsibility in more detail. This job description is not intended to be an exhaustive list of all duties, responsibilities or qualifications associated with the job.

*Example: To receive and process incoming invoices in an efficient and timely manner. To assist vendors with billing questions and issues.*

**SUPERVISOR COMMENTS (*if you have any*)**

**DEPARTMENT DIRECTOR COMMENTS *(if you have any)***

**Instructions for the Next 6 Pages:**

- In the following section, please list and describe your **most important** essential job duties and responsibilities. Start with the major duty or responsibility that takes the **greatest portion** of your time each year.
- Please describe these major duties as if you were explaining them to a new employee who is not yet familiar with your work or with the City of Middletown. Please **do not use abbreviations or acronyms**.
- Indicate **about how often** you perform each duty (daily, weekly, etc.).
- Describe the knowledge, skills, and abilities that you think are needed to perform this duty or responsibility.

## Essential Duties and Responsibilities

Describe your actual current duties, even if they differ from your job description.

| Describe the duty or responsibility that takes the greatest portion of your time each year. | |
|---|---|
| **1.** | |
| Approximate Frequency (check one) | |
| ☐ Daily (or almost daily)<br>☐ Weekly (or almost weekly)<br>☐ Monthly (or almost monthly) | ☐ Semi-Annually (about 2x a year)<br>☐ Annually or less often<br>☐ Other _____ |
| In your opinion, what knowledge, skills, and abilities are needed to perform this work? | |
| | |
| | |
| | |
| | |

**SUPERVISOR COMMENTS (if you have any)**

**DEPARTMENT DIRECTOR COMMENTS (if you have any)**

Describe your actual current duties, even if they differ from your job description.

| **2.** | |
|---|---|
| Approximate Frequency (check one) | |
| ☐ Daily (or almost daily)<br>☐ Weekly (or almost weekly)<br>☐ Monthly (or almost monthly) | ☐ Semi-Annually (about 2x a year)<br>☐ Annually or less often<br>☐ Other _____ |
| In your opinion, what knowledge, skills, and abilities are needed to perform this work? | |
| | |
| | |
| | |
| | |

| |
|---|
| **SUPERVISOR COMMENTS (if you have any)**<br><br>**DEPARTMENT DIRECTOR COMMENTS (if you have any)** |

Describe your actual current duties, even if they differ from your job description.

| **3.** | |
|---|---|
| Approximate Frequency (check one) | |
| ☐ Daily (or almost daily)<br>☐ Weekly (or almost weekly)<br>☐ Monthly (or almost monthly) | ☐ Semi-Annually (about 2x a year)<br>☐ Annually or less often<br>☐ Other _____ |
| In your opinion, what knowledge, skills, and abilities are needed to perform this work? | |
| | |
| | |
| | |
| | |

| |
|---|
| **SUPERVISOR COMMENTS (if you have any)**<br><br>**DEPARTMENT DIRECTOR COMMENTS (if you have any)** |

Describe your actual current duties, even if they differ from your job description.

| **4.** | |
|---|---|
| Approximate Frequency (check one) | |
| ☐ Daily (or almost daily)<br>☐ Weekly (or almost weekly)<br>☐ Monthly (or almost monthly) | ☐ Semi-Annually (about 2x a year)<br>☐ Annually or less often<br>☐ Other _____ |
| In your opinion, what knowledge, skills, and abilities are needed to perform this work? | |
| | |
| | |
| | |
| | |

| |
|---|
| **SUPERVISOR COMMENTS (if you have any)**<br><br>**DEPARTMENT DIRECTOR COMMENTS (if you have any)** |

Describe your actual current duties, even if they differ from your job description.

| **5.** | |
|---|---|
| Approximate Frequency (check one) | |
| ☐ Daily (or almost daily) | ☐ Semi-Annually (about 2x a year) |
| ☐ Weekly (or almost weekly) | ☐ Annually or less often |
| ☐ Monthly (or almost monthly) | ☐ Other _____ |
| In your opinion, what knowledge, skills, and abilities are needed to perform this work? | |
| | |
| | |
| | |
| | |

**SUPERVISOR COMMENTS (if you have any)**

**DEPARTMENT DIRECTOR COMMENTS (if you have any)**

Describe your actual current duties, even if they differ from your job description.

| **6.** | |
|---|---|
| Approximate Frequency (check one) | |
| ☐ Daily (or almost daily) | ☐ Semi-Annually (about 2x a year) |
| ☐ Weekly (or almost weekly) | ☐ Annually or less often |
| ☐ Monthly (or almost monthly) | ☐ Other _____ |
| In your opinion, what knowledge, skills, and abilities are needed to perform this work? | |
| | |
| | |
| | |
| | |

**SUPERVISOR COMMENTS (if you have any)**

**DEPARTMENT DIRECTOR COMMENTS (if you have any)**

# *Supervisory Responsibilities*

## Employee Supervision

**Do you have formal supervisory responsibilities over any other employees?**
*(You have formal supervisory responsibilities if you are responsible for signing performance reviews.)*

☐ Yes ☐ No

If Yes, indicate how many positions you supervise in each category (include both filled and vacant positions).

| Employee Types | # of Positions |
|---|---|
| Labor, Maintenance, or Trades | |
| Office Support or Para-professional | |
| Professional or Technical | |
| Supervisors or Managers | |
| **TOTAL** | |

**List the names and titles of the individuals you supervise.**

| Names | Job Titles |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

| Names | Job Titles |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |

## Contractor Supervision

**Are you responsible for overseeing the work of contractors working onsite at the City of Middletown?**

☐ Yes ☐ No

If Yes, indicate the contractors' names and the type of work the contactors perform.

| Contractor Names | Type of Work |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |

**SUPERVISOR COMMENTS (if you have any)**

**DEPARTMENT DIRECTOR COMMENTS (if you have any)**

# Discretion and Independent Judgment

| **Does your job involve using discretion and independent judgment?** *See examples below.* | **YES** ☐ | **NO** ☐ |
|---|---|---|

**Examples of discretion and independent judgment <u>may</u> be:**

- Makes decisions that affect the overall policies of the division/department or Organization
- Can depart from standards or division/department protocols without prior approval
- Forms recommendations regarding changes to division/departmental policies or standards
- Participates significantly in the formation of policies for the division/department
- Provides consultation or expert advice to the Organization's senior leadership
- Plans long-term or short-term business objectives
- Represents the Organization in handling complaints, arbitrating disputes, or resolving grievances
- Investigates and/or independently resolves matters of significance on behalf of Organization
- Commits the Organization in matters that have a significant financial impact (such as decisions that bind the Organization to pay for significant purchases)

**Discretion and independent judgment is <u>NOT</u>:**

- Makes recommendations by collecting facts concerning compliance with standards or regs
- Applies technical knowledge to follow procedures (or to decide which procedures to follow)
- Determines whether specific regulations or policies have been followed or completed
- Performs skilled secretarial or administrative assistant work
- Handles large amounts of cash
- Tabulates data, conducts research or collects facts and information
- Makes decisions that <u>do not</u> commit the Organization in matters that have significant financial impact

| **If you checked Yes, give at least <u>two examples</u> of the kinds of decisions or actions that require you to use discretion and independent judgment on the job.** |
|---|
| |
| |
| |

**SUPERVISOR COMMENTS (if you have any)**

**DEPARTMENT DIRECTOR COMMENTS (if you have any)**

# Impact of Actions

This question measures the potential results that could arise from errors made by someone in your position.

1. Read the descriptions of each level.
2. Place an X in all of the levels that describe your current position

| | **Description** |
|---|---|
| **A** ☐ | An error at this level could lead to minor inconvenience and consequences that may not be obvious outside the work unit. Errors will have little effect on service to the public and may result in limited financial impact or cost. Errors can generally be detected easily by the employee and corrected.<br>*Examples: Documents are not filed properly.* |
| **B** ☐ | An error at this level could cause serious, but short-term consequences involving significant financial impact or cost, reduced service to the public, and/or strong negative citizen reaction. An error at this level may require intervention from a higher-level manager and could affect others outside of a department/division. *Examples:*<br>*Accounts Payable: A duplicate or incorrect payment is made to a vendor, which creates additional work for other Departments/Divisions to redeposit the check and ensure that all appropriate transactions are processed to correct the payment.*<br>*All Programs: There is an error in the reporting to Departments/Divisions that impacts decision making or moving forward with procurement, budget and/or accounting transactions.*<br>*Central Payroll: Changes to an employee's time reported or pay is not made on a timely basis which impacts the employee, the Department/Division Payroll Manager and other central payroll users.* |
| **C** ☐ | An error at this level could cause serious, long-term consequences involving substantial financial costs, significantly reduced service to the public, and/or negative media reaction. These errors affect others outside of a department/division and may require the intervention of an agency head to resolve. *Examples:*<br>*Accounts Payable: A duplicate payment to a vendor is made and you are unable to recover cost, impacts vendors and departments/divisions.*<br>*Central Payroll: An employee is overpaid, impacting the employee and the department/division in an effort to recover costs.*<br>*Accounting/Grants: You make and error in reporting and publish reports without finding the error impacts readers of financial statements* |
| **D** ☐ | An error at this level could lead to extraordinary costs, major litigation, destruction of property, loss of funding, or failure of the division/department to accomplish a major mission. These errors may require the intervention of the Organization's senior executives to resolve, or may not be resolvable. *Examples:*<br>*Central Payroll: You do not meet deadlines for making employee payments for collective bargaining or settlement payments, which results in payment of damages or interest to employees over and above what is due.*<br>*Accounting/Grants example: You do not meeting reporting requirements which results in cut off of funding.* |

| **Give at least <u>one example</u> of the effect of errors that could be made by someone in your current position.** |
| --- |
| |
| |
| |

**SUPERVISOR COMMENTS (if you have any)**

**DEPARTMENT DIRECTOR COMMENTS (if you have any)**

# Minimum Job Requirements

What education, experience, certifications, and licenses do you think should be **required** – at a minimum – for new employees in this job?

What education, experience, certifications, and licensing do you think should be **preferred** for new employees in this job?

| **Education** |
|---|
| Required: |
| Preferred: |
| **Related Work Experience** |
| Required: |
| Preferred: |
| **Licensing/Certification** |
| Required: |
| Preferred: |

**SUPERVISOR COMMENTS (if you have any)**

**DEPARTMENT DIRECTOR COMMENTS (if you have any)**

# Physical Requirements

Please indicate the work category that best describes your position.

| Physical Demands | Description | Please Select One: |
|---|---|---|
| **Sedentary Work** | Exerting up to 10 pounds of force occasionally, a negligible amount of force frequently, and/or or constantly having to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met. | ☐ |
| **Light Work** | Exerting up to 20 pounds of force occasionally, up to 10 pounds of force frequently, and/or a negligible amount of force constantly having to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for the Sedentary Work category and the worker sits most of the time, the job is rated Light Work. | ☐ |
| **Medium Work** | Exerting up to 50 pounds of force occasionally, up to 20 pounds of force frequently, and/or up to 20 pounds of force constantly having to move objects. | ☐ |
| **Heavy Work** | Exerting up to 100 pounds of force occasionally, up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly having to move objects. | ☐ |

**SUPERVISOR COMMENTS (if you have any)**

**DEPARTMENT DIRECTOR COMMENTS (if you have any)**

# Working Conditions

Please indicate the condition categories that best describes your position.

| Working Conditions | Description of Requirement | Please Select One: |
|---|---|---|
| **Condition 1** | Positions in this class typically require fingering, talking, hearing, seeing, grasping, standing, walking and repetitive motions. | ☐ |
| **Condition 2** | Positions in this class typically include Condition 1 requirements, plus stooping, kneeling, crouching, and reaching. | ☐ |
| **Condition 3** | Positions in this class include Condition 1 and 2 requirements, plus climbing and balancing. | ☐ |
| **Condition 4** | Positions in this class typically include Condition 1, 2, and 3 requirements, plus pushing, pulling and lifting. | ☐ |
| **Condition 5** | Incumbents may be subjected to moving mechanical parts, odors, dusts, poor ventilation, chemicals, oils, extreme temperatures, inadequate lighting and intense noises. | ☐ |
| **Condition 6** | In addition to Condition 5 exposures, incumbents may be subjected to gases and workspace restrictions. | ☐ |
| **Condition 7** | In addition to Condition 5 and 6 exposures, incumbents may be subjected to vibrations, chemicals and oils. | ☐ |

**SUPERVISOR COMMENTS (if you have any)**

**DEPARTMENT DIRECTOR COMMENTS (if you have any)**

Thank you for taking the time to tell us about your job!

Please save the file as "[job title,your last name.your first name] – JDQ.docx"
For example, if your name is John Doe and your job title is Secretary, save the file as Secretary,Doe.John – JDQ.docx.

Then email your completed questionnaire to your supervisor no later than October 15, 2014.

# Supervisor's Review Section

**To be completed by the immediate supervisor of the individual(s) who completed the questionnaire.**

| | |
|---|---|
| Supervisor's Name: | |
| Supervisor's Title: | |

1. **What do you think is the most appropriate job title for this position?**

   If you think the current title is the most appropriate, enter "same as current."

   If this questionnaire includes responses from multiple employees, indicate the title that you think is appropriate for each individual position.

| |
|---|
| |

2. **Please review the employee's responses and write any comments in the "Supervisor's Comments" section on each page.**

   We encourage you to share your responses with the employee; however, please do not change anything that the employee has written. Also, please **do not** make any comments regarding the employee's performance or personal capabilities.

3. **Please tell us anything else you think we should know about this position.**

| |
|---|
| |

Please email the completed questionnaire to your department director at no later than October 22, 2014.

# Department Director's Review Section

**To be completed by the immediate supervisor of the individual(s) who completed the questionnaire.**

| | |
|---|---|
| Department Director's Name: | |
| Department Director's Title: | |

4. **What do you think is the most appropriate job title for this position?**

   If you think the current title is the most appropriate, enter "same as current."

   If this questionnaire includes responses from multiple employees, indicate the title that you think is appropriate for each individual position.

| |
|---|
| |

5. **Please review the employee's responses and write any comments in the "Supervisor's Comments" section on each page.**

   We encourage you to share your responses with the employee; however, please do not change anything that the employee has written. Also, please **do not** make any comments regarding the employee's performance or personal capabilities.

6. **Please tell us anything else you think we should know about this position.**

| |
|---|
| |

Please email the completed questionnaire to Justin Richardson at Justin.richardson@middletownct.gov no later than October 29th, 2014.