



**City of Middletown, CT**

# **2014-2015 CLASSIFICATION AND COMPENSATION STUDY**

Draft Report

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## 2014-2015 Classification and Compensation Study

*Draft*

May 2015

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# Executive Summary

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## 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 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 outlined 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%
<b>Overall Market Position</b>	<b>79%</b>	<b>90%</b>	<b>99%</b>

# Job Classification Study

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## 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 1<sup>st</sup> 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.

## 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.

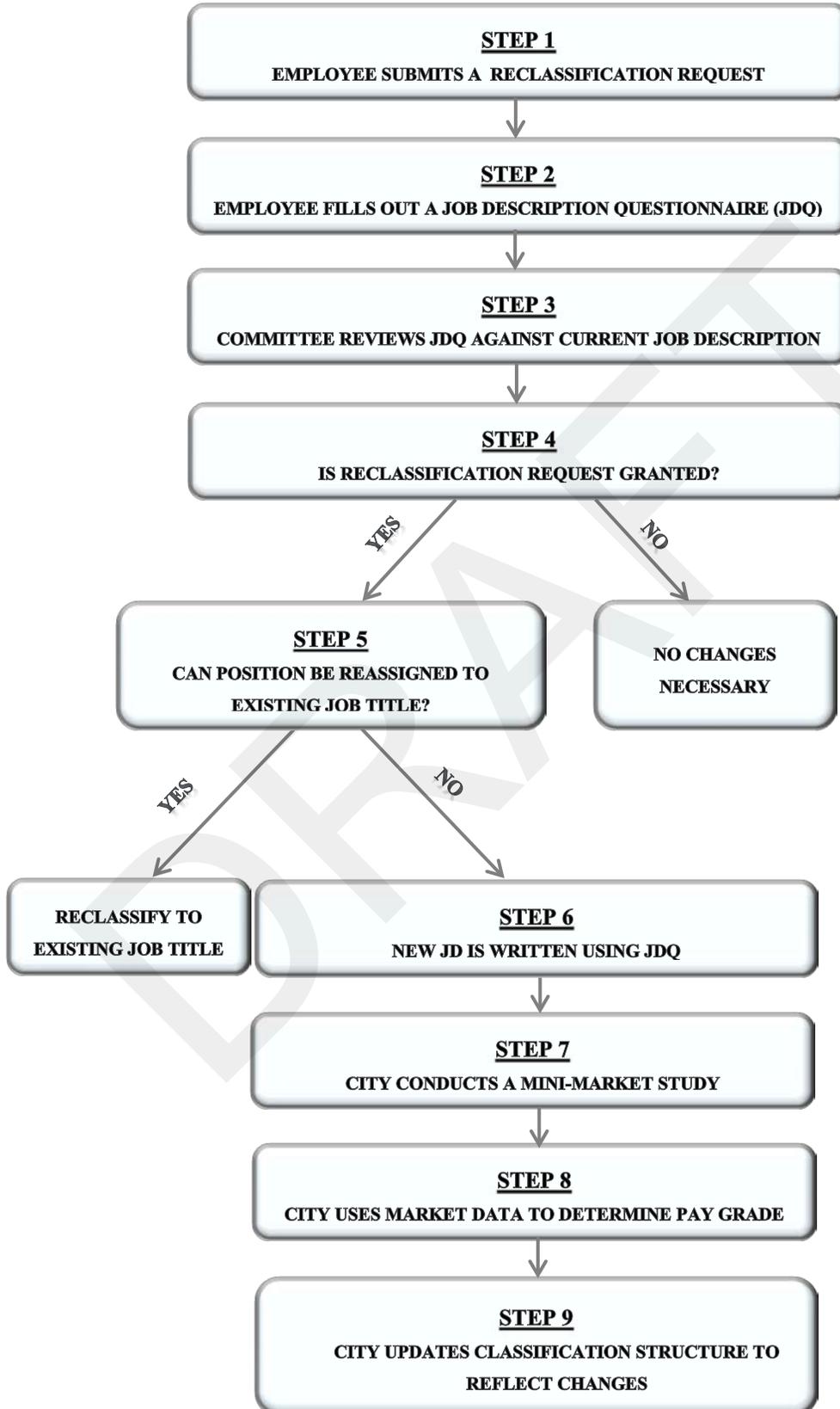
The information contained in the JDQ should contain information on the employees’ duties, responsibilities, KSA’s (knowledge, skills, and abilities), and minimum job requirements (education and work experience). This information should be contrasted with the City’s current job description to ascertain 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

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## 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%
<b>Overall Market Position</b>	<b>79%</b>	<b>90%</b>	<b>99%</b>

**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
<b>AFSCME #466 Employee Group Overall Market Position</b>		<b>78%</b>	<b>89%</b>	<b>98%</b>

\*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%
<b>Teamsters #671 Employee Group Overall Market Position</b>		<b>85%</b>	<b>97%</b>	<b>106%</b>

**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%
<b>Non-Bargaining Employee Group Market Position</b>		<b>72%</b>	<b>82%</b>	<b>90%</b>

## 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				
<b>Total</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>4</b>

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
<b>Total “Yes” Responses</b>	<b>6</b>		<b>2</b>		<b>6</b>	

NR=No Response

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

# Pay Structure Development

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## 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 benchmark 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

<b>Pay Structure Increase Factor-AFSCME #466</b>	<b>6%</b>
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**TABLE 12-AFSCME LOCAL #466 PROPOSED PAY STRUCTURE  
(ASSUMING 40 HOURS PER WEEK)**

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

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

<b>Pay Structure Increase Factor-Teamsters #671</b>	<b>0%</b>
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**TABLE 16-TEAMSTERS #671 PROPOSED PAY STRUCTURE  
(ASSUMING 40 HOURS PER WEEK)**

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

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

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

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

		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
<b>Current Pay Structure Analysis</b>	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%
<b>Proposed Pay Structure Analysis</b>	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 <u>Midpoint</u>	Segal Proposed Pay Grade	Middletown Proposed as a % of the Market Average <u>Midpoint</u>	\$ 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 <u>Midpoint</u>	Segal Proposed Pay Grade	Middletown Proposed as a % of the Market Average <u>Midpoint</u>	\$ 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 <u>Midpoint</u>	Segal Proposed Pay Grade	Middletown Proposed as a % of the Market Average <u>Midpoint</u>	\$ 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 <u>Midpoint</u>	Segal Proposed Pay Grade	Middletown Proposed as a % of the Market Average <u>Midpoint</u>	\$ 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 <u>Midpoint</u>	Segal Proposed Pay Grade	Middletown Proposed as a % of the Market Average <u>Midpoint</u>	\$ 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

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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

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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

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Segal Waters Proposed Job Title	Job Family	Union	City Current Pay Grade	Count of Matches	Middletown Current as a % of the Market Average <u>Midpoint</u>	Segal Proposed Pay Grade	Middletown Proposed as a % of the Market Average <u>Midpoint</u>	\$ 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

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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

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(SORTED IN DESCENDING ORDER BY SEGAL PROPOSED PAY GRADE)**

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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## 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, and 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

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## 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

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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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$31,401</b>	<b>\$38,923</b>	<b>\$46,444</b>
<b>Market Average</b>					<b>\$35,034</b>	<b>\$39,204</b>	<b>\$43,374</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>90%</b>	<b>99%</b>	<b>107%</b>

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)

<b>Administrative Assistant AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$28,633</b>	<b>\$35,496</b>	<b>\$42,359</b>
<b>Market Average</b>					<b>\$38,747</b>	<b>\$41,937</b>	<b>\$45,128</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>74%</b>	<b>85%</b>	<b>94%</b>

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)**

<b>Administrative Assistant, Senior AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$28,633</b>	<b>\$39,552</b>	<b>\$50,471</b>
<b>Market Average</b>					<b>\$40,555</b>	<b>\$43,544</b>	<b>\$46,534</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>71%</b>	<b>91%</b>	<b>108%</b>

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)

<b>Assessment Aide/Technician II AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$34,092</b>	<b>\$42,282</b>	<b>\$50,471</b>
<b>Market Average</b>					<b>\$38,698</b>	<b>\$42,983</b>	<b>\$47,269</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>88%</b>	<b>98%</b>	<b>107%</b>

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)

<b>Assistant City &amp; Town Clerk AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$36,822</b>	<b>\$45,660</b>	<b>\$54,498</b>
<b>Market Average</b>					<b>\$44,957</b>	<b>\$49,952</b>	<b>\$54,947</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>82%</b>	<b>91%</b>	<b>99%</b>

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.

APPENDIX B  
City of Middletown, CT  
Detailed Market Data (Adjusted)

<b>Assistant Registrar of Vital Statistics AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$31,401</b>	<b>\$38,923</b>	<b>\$46,444</b>
<b><i>Market Average</i></b>					<b>\$41,417</b>	<b>\$43,862</b>	<b>\$46,307</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>76%</b>	<b>89%</b>	<b>100%</b>

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)

<b>Building Superintendent AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$35,887</b>	<b>\$44,483</b>	<b>\$53,079</b>
<b><i>Market Average</i></b>					<b>\$51,001</b>	<b>\$58,658</b>	<b>\$66,316</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>70%</b>	<b>76%</b>	<b>80%</b>

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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$38,963</b>	<b>\$48,322</b>	<b>\$57,681</b>
<b>Market Average</b>					<b>\$66,726</b>	<b>\$72,323</b>	<b>\$77,920</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>58%</b>	<b>67%</b>	<b>74%</b>

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)

<b>Cafeteria Worker AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>25.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$14,589</b>	<b>\$18,094</b>	<b>\$21,600</b>
<b><i>Market Average</i></b>					<b>\$14,761</b>	<b>\$16,964</b>	<b>\$19,167</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>99%</b>	<b>107%</b>	<b>113%</b>

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
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$34,092</b>	<b>\$42,282</b>	<b>\$50,471</b>
<b><i>Market Average</i></b>					<b>\$31,668</b>	<b>\$36,637</b>	<b>\$41,605</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>108%</b>	<b>115%</b>	<b>121%</b>

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)

<b>Carpenter AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$42,082</b>	<b>\$52,183</b>	<b>\$62,283</b>
<b><i>Market Average</i></b>					<b>\$50,353</b>	<b>\$54,130</b>	<b>\$57,907</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>84%</b>	<b>96%</b>	<b>108%</b>

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)

<b>Certified Nursing Assistant AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>32.5</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$18,966</b>	<b>\$23,523</b>	<b>\$28,080</b>
<b>Market Average</b>					<b>\$17,982</b>	<b>\$18,421</b>	<b>\$18,860</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>105%</b>	<b>128%</b>	<b>149%</b>

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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$38,963</b>	<b>\$48,322</b>	<b>\$57,681</b>
<b>Market Average</b>					<b>\$43,767</b>	<b>\$47,106</b>	<b>\$50,445</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>89%</b>	<b>103%</b>	<b>114%</b>

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)**

<b>Custodian AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$26,462</b>	<b>\$32,812</b>	<b>\$39,162</b>
<b>Market Average</b>					<b>\$38,296</b>	<b>\$41,150</b>	<b>\$44,004</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>69%</b>	<b>80%</b>	<b>89%</b>

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)

<b>Electrician AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$45,246</b>	<b>\$56,099</b>	<b>\$66,951</b>
<b><i>Market Average</i></b>					<b>\$54,044</b>	<b>\$58,014</b>	<b>\$61,984</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>84%</b>	<b>97%</b>	<b>108%</b>

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)

<b>Environmental Specialist AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$39,591</b>	<b>\$49,087</b>	<b>\$58,582</b>
<b>Market Average</b>					<b>\$56,618</b>	<b>\$63,471</b>	<b>\$70,324</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>70%</b>	<b>77%</b>	<b>83%</b>

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)

<b>Heavy Equipment Operator AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$42,082</b>	<b>\$52,183</b>	<b>\$62,283</b>
<b><i>Market Average</i></b>					<b>\$48,571</b>	<b>\$52,318</b>	<b>\$56,065</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>87%</b>	<b>100%</b>	<b>111%</b>

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)

<b>HVAC Technician AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$45,246</b>	<b>\$56,099</b>	<b>\$66,951</b>
<b><i>Market Average</i></b>					<b>\$53,343</b>	<b>\$56,553</b>	<b>\$59,763</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>85%</b>	<b>99%</b>	<b>112%</b>

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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$39,591</b>	<b>\$49,087</b>	<b>\$58,582</b>
<b>Market Average</b>					<b>\$52,091</b>	<b>\$57,251</b>	<b>\$62,410</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>76%</b>	<b>86%</b>	<b>94%</b>

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)

<b>Licensed Practical Nurse AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$42,082</b>	<b>\$52,183</b>	<b>\$62,283</b>
<b><i>Market Average</i></b>					<b>\$67,538</b>	<b>\$67,538</b>	<b>\$67,538</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>62%</b>	<b>77%</b>	<b>92%</b>

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)

<b>Master Mechanic AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$42,082</b>	<b>\$52,183</b>	<b>\$62,283</b>
<b>Market Average</b>					<b>\$55,044</b>	<b>\$57,779</b>	<b>\$60,513</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>76%</b>	<b>90%</b>	<b>103%</b>

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)

<b>Painter AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$32,723</b>	<b>\$40,567</b>	<b>\$48,410</b>
<b><i>Market Average</i></b>					<b>\$48,038</b>	<b>\$51,927</b>	<b>\$55,817</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>68%</b>	<b>78%</b>	<b>87%</b>

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)

<b>Park Maintainer AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$32,723</b>	<b>\$40,567</b>	<b>\$48,410</b>
<b>Market Average</b>					<b>\$44,235</b>	<b>\$48,332</b>	<b>\$52,430</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>74%</b>	<b>84%</b>	<b>92%</b>

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)

<b>Payroll Supervisor AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$48,366</b>	<b>\$59,971</b>	<b>\$71,576</b>
<b>Market Average</b>					<b>\$53,949</b>	<b>\$59,725</b>	<b>\$65,501</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>90%</b>	<b>100%</b>	<b>109%</b>

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)

<b>Payroll/Pension Supervisor AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$51,486</b>	<b>\$63,832</b>	<b>\$76,178</b>
<b><i>Market Average</i></b>					<b>\$59,438</b>	<b>\$60,997</b>	<b>\$62,556</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>87%</b>	<b>105%</b>	<b>122%</b>

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)

<b>Plumber AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$45,246</b>	<b>\$56,099</b>	<b>\$66,951</b>
<b><i>Market Average</i></b>					<b>\$52,021</b>	<b>\$55,819</b>	<b>\$59,618</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>87%</b>	<b>101%</b>	<b>112%</b>

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)**

<b>Program / Budget Analyst AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$42,082</b>	<b>\$52,183</b>	<b>\$62,283</b>
<b>Market Average</b>					<b>\$44,189</b>	<b>\$48,960</b>	<b>\$53,731</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>95%</b>	<b>107%</b>	<b>116%</b>

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)

<b>Records Clerk AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$28,633</b>	<b>\$35,496</b>	<b>\$42,359</b>
<b>Market Average</b>					<b>\$34,547</b>	<b>\$37,607</b>	<b>\$40,668</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>83%</b>	<b>94%</b>	<b>104%</b>

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)**

<b>Recycling Center Attendant AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$38,963</b>	<b>\$48,322</b>	<b>\$57,681</b>
<b><i>Market Average</i></b>					<b>\$49,168</b>	<b>\$51,595</b>	<b>\$54,022</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>79%</b>	<b>94%</b>	<b>107%</b>

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**

<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$45,246</b>	<b>\$56,099</b>	<b>\$66,951</b>
<b>Market Average</b>					<b>\$60,414</b>	<b>\$80,377</b>	<b>\$100,339</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>75%</b>	<b>70%</b>	<b>67%</b>

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)

<b>Research Analyst (Police Dept) AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$42,082</b>	<b>\$52,183</b>	<b>\$62,283</b>
<b><i>Market Average</i></b>					<b>\$62,400</b>	<b>\$62,400</b>	<b>\$62,400</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>67%</b>	<b>84%</b>	<b>100%</b>

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.

APPENDIX B  
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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$35,887</b>	<b>\$44,483</b>	<b>\$53,079</b>
<b>Market Average</b>					<b>\$41,569</b>	<b>\$48,017</b>	<b>\$54,465</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>86%</b>	<b>93%</b>	<b>97%</b>

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)

<b>School Nurse AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$45,246</b>	<b>\$56,099</b>	<b>\$66,951</b>
<b><i>Market Average</i></b>					<b>\$52,778</b>	<b>\$62,415</b>	<b>\$72,051</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>86%</b>	<b>90%</b>	<b>93%</b>

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)

<b>Sign/Traffic Paint Supervisor AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$42,082</b>	<b>\$52,183</b>	<b>\$62,283</b>
<b><i>Market Average</i></b>					<b>\$46,134</b>	<b>\$49,400</b>	<b>\$52,666</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>91%</b>	<b>106%</b>	<b>118%</b>

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)

<b>Supervisor of Account Management AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$51,486</b>	<b>\$63,832</b>	<b>\$76,178</b>
<b><i>Market Average</i></b>					<b>\$84,077</b>	<b>\$84,077</b>	<b>\$84,077</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>61%</b>	<b>76%</b>	<b>91%</b>

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)

<b>Tax Clerk AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$31,401</b>	<b>\$38,923</b>	<b>\$46,444</b>
<b>Market Average</b>					<b>\$33,599</b>	<b>\$37,564</b>	<b>\$41,528</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>93%</b>	<b>104%</b>	<b>112%</b>

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)

<b>Technology &amp; Special Projects Technician AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>35.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$34,092</b>	<b>\$42,282</b>	<b>\$50,471</b>
<b><i>Market Average</i></b>					<b>\$49,473</b>	<b>\$54,052</b>	<b>\$58,630</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>69%</b>	<b>78%</b>	<b>86%</b>

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)**

<b>Transfer Station Operator AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$45,246</b>	<b>\$56,099</b>	<b>\$66,951</b>
<b><i>Market Average</i></b>					<b>\$47,992</b>	<b>\$50,787</b>	<b>\$53,582</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>94%</b>	<b>110%</b>	<b>125%</b>

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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$32,723</b>	<b>\$40,567</b>	<b>\$48,410</b>
<b>Market Average</b>					<b>\$46,831</b>	<b>\$49,012</b>	<b>\$51,193</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>70%</b>	<b>83%</b>	<b>95%</b>

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)

<b>Utility Worker AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$32,723</b>	<b>\$40,567</b>	<b>\$48,410</b>
<b>Market Average</b>					<b>\$44,472</b>	<b>\$47,966</b>	<b>\$51,459</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>74%</b>	<b>85%</b>	<b>94%</b>

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)

<b>Water Treatment Plant Operator, Senior AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$42,082</b>	<b>\$52,183</b>	<b>\$62,283</b>
<b>Market Average</b>					<b>\$61,301</b>	<b>\$66,058</b>	<b>\$70,816</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>69%</b>	<b>79%</b>	<b>88%</b>

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)

<b>Youth Development Specialist AFSCME 466</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$35,887</b>	<b>\$44,483</b>	<b>\$53,079</b>
<b>Market Average</b>					<b>\$55,900</b>	<b>\$61,836</b>	<b>\$67,771</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>64%</b>	<b>72%</b>	<b>78%</b>

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)

<b>Assistant General Counsel Non-Bargaining</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Non-Union</b>	<b>\$74,610</b>	<b>\$92,518</b>	<b>\$110,427</b>
<b>Market Average</b>					<b>\$104,318</b>	<b>\$118,586</b>	<b>\$132,854</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>72%</b>	<b>78%</b>	<b>83%</b>

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)

<b>Deputy Fire Chief Non-Bargaining</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Non-Union</b>	<b>\$71,302</b>	<b>\$88,431</b>	<b>\$105,560</b>
<b>Market Average</b>					<b>\$90,857</b>	<b>\$97,136</b>	<b>\$103,415</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>78%</b>	<b>91%</b>	<b>102%</b>

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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Non-Union</b>	<b>\$91,229</b>	<b>\$113,110</b>	<b>\$134,992</b>
<b>Market Average</b>					<b>\$115,391</b>	<b>\$126,114</b>	<b>\$136,836</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>79%</b>	<b>90%</b>	<b>99%</b>

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)

<b>Director of Human Relations Non-Bargaining</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Non-Union</b>	<b>\$67,974</b>	<b>\$84,313</b>	<b>\$100,651</b>
<b>Market Average</b>					<b>\$109,833</b>	<b>\$109,833</b>	<b>\$109,833</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>62%</b>	<b>77%</b>	<b>92%</b>

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)

<b>Director of Human Resources Non-Bargaining</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Non-Union</b>	<b>\$71,302</b>	<b>\$88,431</b>	<b>\$105,560</b>
<b>Market Average</b>					<b>\$128,686</b>	<b>\$136,157</b>	<b>\$143,628</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>55%</b>	<b>65%</b>	<b>73%</b>

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)

<b>Director of Public Works Non-Bargaining</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Non-Union</b>	<b>\$84,594</b>	<b>\$104,884</b>	<b>\$125,174</b>
<b>Market Average</b>					<b>\$107,023</b>	<b>\$118,810</b>	<b>\$130,596</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>79%</b>	<b>88%</b>	<b>96%</b>

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)

<b>Fire Chief Non-Bargaining</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Non-Union</b>	<b>\$81,266</b>	<b>\$100,766</b>	<b>\$120,266</b>
<b>Market Average</b>					<b>\$110,873</b>	<b>\$121,152</b>	<b>\$131,432</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>73%</b>	<b>83%</b>	<b>92%</b>

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)

<b>Chief Public Health Sanitarian Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$61,214</b>	<b>\$75,899</b>	<b>\$90,584</b>
<b><i>Market Average</i></b>					<b>\$67,811</b>	<b>\$77,361</b>	<b>\$86,910</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>90%</b>	<b>98%</b>	<b>104%</b>

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)

<b>Clerk of the Common Council Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$57,907</b>	<b>\$71,791</b>	<b>\$85,675</b>
<b><i>Market Average</i></b>					<b>\$45,620</b>	<b>\$52,079</b>	<b>\$58,539</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>127%</b>	<b>138%</b>	<b>146%</b>

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
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$47,965</b>	<b>\$59,457</b>	<b>\$70,949</b>
<b><i>Market Average</i></b>					<b>\$48,342</b>	<b>\$50,631</b>	<b>\$52,921</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>99%</b>	<b>117%</b>	<b>134%</b>

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)

<b>Director of Central Communications Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$67,829</b>	<b>\$84,126</b>	<b>\$100,422</b>
<b>Market Average</b>					<b>\$74,274</b>	<b>\$75,927</b>	<b>\$77,581</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>91%</b>	<b>111%</b>	<b>129%</b>

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.

APPENDIX B  
 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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$64,501</b>	<b>\$79,997</b>	<b>\$95,493</b>
<b>Market Average</b>					<b>NA</b>	<b>NA</b>	<b>NA</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>NA</b>	<b>NA</b>	<b>NA</b>

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)

<b>Director of Water &amp; Sewer Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$84,406</b>	<b>\$104,655</b>	<b>\$124,904</b>
<b>Market Average</b>					<b>\$102,642</b>	<b>\$113,705</b>	<b>\$124,767</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>82%</b>	<b>92%</b>	<b>100%</b>

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)

<b>Economic Development Specialist Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$47,965</b>	<b>\$59,457</b>	<b>\$70,949</b>
<b>Market Average</b>					<b>\$66,626</b>	<b>\$68,738</b>	<b>\$70,851</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>72%</b>	<b>86%</b>	<b>100%</b>

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.

APPENDIX B  
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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$64,501</b>	<b>\$79,997</b>	<b>\$95,493</b>
<b>Market Average</b>					<b>\$68,662</b>	<b>\$76,107</b>	<b>\$83,552</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>94%</b>	<b>105%</b>	<b>114%</b>

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)

<b>Manager of Fleet Services Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$51,293</b>	<b>\$63,575</b>	<b>\$75,858</b>
<b>Market Average</b>					<b>\$70,491</b>	<b>\$80,826</b>	<b>\$91,161</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>73%</b>	<b>79%</b>	<b>83%</b>

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)

<b>Manager of Human Resources Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$61,214</b>	<b>\$75,899</b>	<b>\$90,584</b>
<b><i>Market Average</i></b>					<b>\$87,300</b>	<b>\$95,015</b>	<b>\$102,731</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>70%</b>	<b>80%</b>	<b>88%</b>

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)

<b>Network Administrator Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$64,501</b>	<b>\$79,997</b>	<b>\$95,493</b>
<b>Market Average</b>					<b>\$76,835</b>	<b>\$81,391</b>	<b>\$85,948</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>84%</b>	<b>98%</b>	<b>111%</b>

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)

<b>Residency/Truancy Officer Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$41,330</b>	<b>\$51,251</b>	<b>\$61,173</b>
<b><i>Market Average</i></b>					<b>\$59,457</b>	<b>\$59,937</b>	<b>\$60,417</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>70%</b>	<b>86%</b>	<b>101%</b>

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)

<b>School Health Supervisor Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Non-Union</b>	<b>\$57,907</b>	<b>\$71,791</b>	<b>\$85,675</b>
<b>Market Average</b>					<b>\$73,537</b>	<b>\$73,537</b>	<b>\$73,537</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>79%</b>	<b>98%</b>	<b>117%</b>

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
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$71,157</b>	<b>\$88,234</b>	<b>\$105,310</b>
<b>Market Average</b>					<b>\$71,200</b>	<b>\$77,859</b>	<b>\$84,519</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>100%</b>	<b>113%</b>	<b>125%</b>

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)

<b>Superintendent of Water Treatment Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Non-Exempt</b>	<b>Union</b>	<b>\$57,907</b>	<b>\$71,791</b>	<b>\$85,675</b>
<b>Market Average</b>					<b>\$84,942</b>	<b>\$93,558</b>	<b>\$102,174</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>68%</b>	<b>77%</b>	<b>84%</b>

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)

**Systems Engineer  
Teamsters 671**

Respondent	Matching Job Title	Workweek	FLSA Status	Union Job	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
<b>Data Sources</b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$71,157</b>	<b>\$88,234</b>	<b>\$105,310</b>
<b>Market Average</b>					<b>\$78,243</b>	<b>\$88,184</b>	<b>\$98,124</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>91%</b>	<b>100%</b>	<b>107%</b>

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)

<b>Tax Collector Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$64,501</b>	<b>\$79,997</b>	<b>\$95,493</b>
<b>Market Average</b>					<b>\$70,801</b>	<b>\$79,398</b>	<b>\$87,994</b>
<b>City of Middletown, CT as a % of Market Average</b>					<b>91%</b>	<b>101%</b>	<b>109%</b>

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)

<b>Zoning/Wetlands Officer Teamsters 671</b>							
<b>Respondent</b>	<b>Matching Job Title</b>	<b>Workweek</b>	<b>FLSA Status</b>	<b>Union Job</b>	<b>Pay Range Minimum</b>	<b>Pay Range Midpoint</b>	<b>Pay Range Maximum</b>
<b><i>Data Sources</i></b>							
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
<b>City of Middletown, CT</b>		<b>40.0</b>	<b>Exempt</b>	<b>Union</b>	<b>\$47,965</b>	<b>\$59,457</b>	<b>\$70,949</b>
<b><i>Market Average</i></b>					<b>\$55,986</b>	<b>\$64,161</b>	<b>\$72,336</b>
<b><i>City of Middletown, CT as a % of Market Average</i></b>					<b>86%</b>	<b>93%</b>	<b>98%</b>

NA = Data Not Available

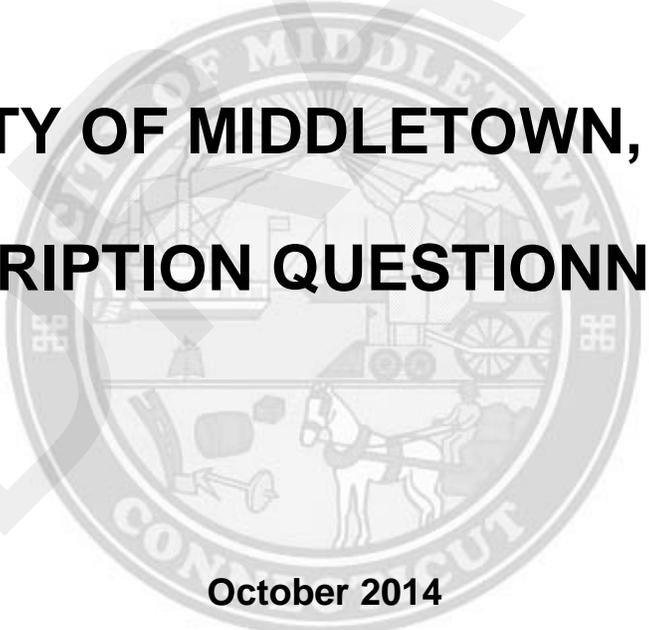
All data is adjusted based on differences in workweek definition, as applicable.

## Appendix C- Job Description Questionnaire

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DRAFT

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.
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”
3. Email your completed JDQ to your first line supervisor **no later than October 15<sup>th</sup>**.

## SUPERVISOR INSTRUCTIONS

1. Ensure employees complete the JDQ by the deadline.
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.
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.
4. First line Supervisors: Please complete your review of the questionnaire and send them to your Department Director **no later than October 22<sup>nd</sup>**.
5. Department Directors: Please complete your review of the questionnaires and send them to Justin Richardson ([Justin.Richardson@MiddletownCT.Gov](mailto:Justin.Richardson@MiddletownCT.Gov)) **no later than October 29<sup>th</sup>**.
6. We encourage you to share your comments with the employee.

*\* 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)	
<input type="checkbox"/> Daily (or almost daily)	<input type="checkbox"/> Semi-Annually (about 2x a year)
<input type="checkbox"/> Weekly (or almost weekly)	<input type="checkbox"/> Annually or less often
<input type="checkbox"/> Monthly (or almost monthly)	<input type="checkbox"/> Other _____
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	

<b>SUPERVISOR COMMENTS (if you have any)</b>
<b>DEPARTMENT DIRECTOR COMMENTS (if you have any)</b>

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

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

<b>SUPERVISOR COMMENTS (if you have any)</b>
<b>DEPARTMENT DIRECTOR COMMENTS (if you have any)</b>

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

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

<b>SUPERVISOR COMMENTS (if you have any)</b>
<b>DEPARTMENT DIRECTOR COMMENTS (if you have any)</b>

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

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

<b>SUPERVISOR COMMENTS (if you have any)</b>
<b>DEPARTMENT DIRECTOR COMMENTS (if you have any)</b>

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

5.	
Approximate Frequency (check one)	
<input type="checkbox"/> Daily (or almost daily)	<input type="checkbox"/> Semi-Annually (about 2x a year)
<input type="checkbox"/> Weekly (or almost weekly)	<input type="checkbox"/> Annually or less often
<input type="checkbox"/> Monthly (or almost monthly)	<input type="checkbox"/> Other _____
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	

<b>SUPERVISOR COMMENTS (if you have any)</b>
<b>DEPARTMENT DIRECTOR COMMENTS (if you have any)</b>

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

6.	
Approximate Frequency (check one)	
<input type="checkbox"/> Daily (or almost daily)	<input type="checkbox"/> Semi-Annually (about 2x a year)
<input type="checkbox"/> Weekly (or almost weekly)	<input type="checkbox"/> Annually or less often
<input type="checkbox"/> Monthly (or almost monthly)	<input type="checkbox"/> Other _____
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	

<b>SUPERVISOR COMMENTS (if you have any)</b>
<b>DEPARTMENT DIRECTOR COMMENTS (if you have any)</b>



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 contractors perform.

Contractor Names	Type of Work

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

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

# Discretion and Independent Judgment

<b>Does your job involve using discretion and independent judgment? See examples below.</b>	<b>YES</b> <input type="checkbox"/>	<b>NO</b> <input type="checkbox"/>
---	--	---------------------------------------

- Examples of discretion and independent judgment may 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 NOT:**
- 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 do not commit the Organization in matters that have significant financial impact

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

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**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
<p><b>A</b> <input type="checkbox"/></p>	<p>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.</p> <p><i>Examples: Documents are not filed properly.</i></p>
<p><b>B</b> <input type="checkbox"/></p>	<p>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. <i>Examples:</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p>
<p><b>C</b> <input type="checkbox"/></p>	<p>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. <i>Examples:</i></p> <p><i>Accounts Payable: A duplicate payment to a vendor is made and you are unable to recover cost, impacts vendors and departments/divisions.</i></p> <p><i>Central Payroll: An employee is overpaid, impacting the employee and the department/division in an effort to recover costs.</i></p> <p><i>Accounting/Grants: You make an error in reporting and publish reports without finding the error impacts readers of financial statements</i></p>
<p><b>D</b> <input type="checkbox"/></p>	<p>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. <i>Examples:</i></p> <p><i>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.</i></p> <p><i>Accounting/Grants example: You do not meeting reporting requirements which results in cut off of funding.</i></p>

**Give at least one example 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)**

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# Physical Requirements

Please indicate the work category that best describes your position.

Physical Demands	Description	Please Select One:
<b>Sedentary Work</b>	Exerting up to 10 pounds of force occasionally, a negligible amount of force frequently, and/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.	<input type="checkbox"/>
<b>Light Work</b>	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.	<input type="checkbox"/>
<b>Medium Work</b>	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.	<input type="checkbox"/>
<b>Heavy Work</b>	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.	<input type="checkbox"/>

**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:
<b>Condition 1</b>	Positions in this class typically require fingering, talking, hearing, seeing, grasping, standing, walking and repetitive motions.	<input type="checkbox"/>
<b>Condition 2</b>	Positions in this class typically include Condition 1 requirements, plus stooping, kneeling, crouching, and reaching.	<input type="checkbox"/>
<b>Condition 3</b>	Positions in this class include Condition 1 and 2 requirements, plus climbing and balancing.	<input type="checkbox"/>
<b>Condition 4</b>	Positions in this class typically include Condition 1, 2, and 3 requirements, plus pushing, pulling and lifting.	<input type="checkbox"/>
<b>Condition 5</b>	Incumbents may be subjected to moving mechanical parts, odors, dusts, poor ventilation, chemicals, oils, extreme temperatures, inadequate lighting and intense noises.	<input type="checkbox"/>
<b>Condition 6</b>	In addition to Condition 5 exposures, incumbents may be subjected to gases and workspace restrictions.	<input type="checkbox"/>
<b>Condition 7</b>	In addition to Condition 5 and 6 exposures, incumbents may be subjected to vibrations, chemicals and oils.	<input type="checkbox"/>

**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.

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**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.**

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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](mailto:Justin.richardson@middletownct.gov) no later than **October 29<sup>th</sup>, 2014**.