



# Council Agenda

Council Chambers  
Windsor Town Hall  
December 18, 2017



## 7:30 PM Regular Council Meeting

1. ROLL CALL
2. PRAYER – Councilor Jenkins
3. PLEDGE OF ALLEGIANCE – Councilor Jenkins
4. PROCLAMATIONS/AWARDS
5. PUBLIC COMMUNICATIONS AND PETITIONS  
(Three minute limit per speaker)
6. REPORT OF APPOINTED BOARDS AND COMMISSIONS
  - a) Metropolitan District Commission
7. TOWN MANAGER'S REPORT
8. COMMUNICATIONS FROM COUNCIL MEMBERS
9. REPORTS OF STANDING COMMITTEES
10. ORDINANCES
11. UNFINISHED BUSINESS
  - a) \*Approve Classification and Compensation Study for Administrative Pay Plan (Town Manager)
  - b) \*Approve adjustments to the Proposed Fiscal Year 2018 Budget (Town Manager)
12. NEW BUSINESS
  - a) \*Approve Town Council meeting dates for calendar year 2018 and January 2019 (Town Manager)
  - b) \*Approve 2018 schedule of Board/Commission Annual Reports to the Town Council
13. \*RESIGNATIONS AND APPOINTMENTS



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14. MINUTES OF PRECEDING MEETINGS

- a) \*Minutes of the December 4, 2017 Regular Town Council Meeting

15. PUBLIC COMMUNICATIONS AND PETITIONS

(Three minute limit per speaker)

16. EXECUTIVE SESSION

17. ADJOURNMENT


★Back-up included

## Agenda Item Summary

Date: December 18, 2017

To: Honorable Mayor and Members of the Town Council

Prepared By: Amelia Bliss, Director of Human Resources

Reviewed By: Peter Souza, Town Manager 

Subject: Classification and Compensation Study of Administrative Pay Plan

### Background

The FY 17 operating budget included funding for the completion of a classification and compensation study for the unaffiliated, administrative pay plan. The existing pay plan consists of four broadband pay ranges with sixty-nine unique job titles. It was developed over twenty years ago and although incremental adjustments have been made over the years, a comprehensive detailed compensation study has not been done since the plan's original adoption.

The Town hired GovHR USA (GovHR) to conduct the study. The draft report including the salary survey data, job factor analysis scores, and proposed pay plan, was presented to the Town Council in September. At that time, it was indicated that the final report would be provided to the Council after the employee appeal process was completed. Six appeals were received and reviewed resulting in one position, Environmental Planner, being placed in the next higher pay grade. This change and a recommendation of changing the title of the Confidential Secretary position to Executive Assistant have been incorporated into the final report. Neither of these recommendations have a financial impact.

The final report is complete and is being presented to the Town Council for review and approval.

### Discussion/Analysis

Absent a comprehensive study, the current pay plan has become outdated in several ways. Pay range minimums are not being utilized because they are well below the market. There are positions currently in the same pay grade that no longer share similar levels of responsibility. Through the classification and compensation study, recommendations are being made to alleviate these issues and provide a systematic approach for staff to maintain and administer the pay plan in the future.

The consultant has developed and is recommending uniform salary ranges that are based on the responsibilities and requirements of each job. The proposed pay plan is both internally equitable and externally competitive and assures that equal pay is provided for positions with similar levels of skill, effort and responsibility, and are performed under similar working conditions. The final report explains the components, methodology, and results of the study, including:

- The market survey of benchmark positions in comparable municipalities
- The evaluation of each position based on specific factors and interviews with employees
- The development and recommendation of a pay plan based on internal equity and market survey data

The report includes a proposed classification plan with twelve pay grades. The pay grades have been established at the 50<sup>th</sup> percentile of the salaries surveyed. It is recommended that the pay plan be open range, meaning there are not defined percentage increments, or steps, between the minimum and the maximum of each range. Employees advance through the range based on their annual merit increase.

Employees had the opportunity to review the draft final report and appeal the classification of their position if they felt it had been classified incorrectly. Six appeals were received and reviewed resulting in one position, Environmental Planner, being placed in the next higher pay grade. This change and a recommendation of changing the title of the Confidential Secretary position to Executive Assistant have been incorporated into table 1 and table 2 of the final report. Neither of these recommendations have a financial impact.

To implement the new pay plan, the consultant recommends moving current employee salaries into the new pay plan as follows:

- Employees whose present pay is below the minimum pay of the range should be raised to the minimum of the range (13 incumbents in 12 positions are below proposed range minimums)
- Employees whose present pay is within the range for their classification should be slotted into the new pay plan at their current compensation
- Employees whose present pay is above the maximum pay of the range should be held at his or her current rate *without a reduction in pay* until the range increases to the employee's pay level (5 incumbents in 5 positions are above proposed range limits)

It is recommended that the Town Council consider approval of the report and it be implemented on January 1, 2018.

#### Financial Impact

After factoring in budgeted merit increases, the implementation cost for FY 18 is \$19,500. This brings the 13 employees whose salary falls below the recommended salary ranges to the minimum of the proposed range. This assumes the recommended pay structure is placed into effect January 1.

#### Other Board Action

None

#### Recommendations

If the Town Council is in agreement with the recommendation of approving the classification and compensation study final report, the following motion is recommended for approval:

**“MOVE that the classification and compensation study final report be approved and implemented as presented effective January 1, 2018.”**

#### Attachments

Current Administrative Pay Plan

Final Report of Classification and Compensation Study

Current  
Administrative  
Pay Plan

APPENDIX D

FY 2017-2018 TOWN OF WINDSOR  
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
<b>GRADE 1 Associates</b>		
Group A	37,665	70,690
Administrative Aide Assistant Assessor Assistant Building Official Caseworker Code Enforcement Official Confidential Secretary Engineering Assistant Environmental Educator Environmental Planner Fire Inspector	Human Resources Analyst Interpretive Naturalist Library Assistant Payroll and Benefits Assistant Public Health Nurse Recreation Program Specialist Sanitarian Senior Center Programmer Transportation Coordinator	
Group B	42,860	82,765
Accountant Assistant Buildings & Facilities Manager Assistant Recreation Manager Assistant Town Planner Deputy Town Clerk Engineer Fire Department Administrator Human Resources Generalist Information Technology Specialist Lead Social Worker Lending Services Manager	Librarian Library Branch Manager Management Analyst MIS Supervisor Parent Resource Coordinator Project Engineer Reference & Technical Services Librarian Senior Center Coordinator Social Worker Youth Services Counselor	

APPENDIX D

FY 2017-2018 TOWN OF WINDSOR  
ADMINISTRATIVE PAY PLAN

PAY GRADE	MINIMUM	MAXIMUM
GRADE 2	53,250	109,185
<b>Managers/Coordinators</b>		
Assessor	Police Captain	
Assistant Finance Director	Public Works Operations Manager	
Assistant to Town Manager	Risk Manager	
Building Official	Social Services Coordinator	
Buildings and Facilities Manager	Solid Waste Manager *	
Community Development Coordinator**	Tax Collector	
Fire Marshal	Town Clerk	
Northwest Park Manager	Youth Services Coordinator	
Partnership Program Coordinator		
GRADE 3	77,560	127,660
<b>Directors</b>		
Assistant Town Manager	Director of Recreation and Leisure Services	
Coordinator of Information Technology	Director of Finance	
Director of Health	Economic Development Director	
Director of Human Resources	Library Director	
Director of Human Services	Police Chief	
Director of Public Works/Town Engineer	Town Planner	

\*Position contingent upon funding from State/Federal grants, capital project funds, and/or user charges.

Final Report  
of  
Classification and  
Compensation  
Study





**TOWN OF WINDSOR, CT**  
**EMPLOYEE CLASSIFICATION &**  
**COMPENSATION STUDY**

**FINAL REPORT**

**October 2017**



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## I. INTRODUCTION

GovHR USA, LLC is pleased to have had the opportunity to work with the Town of Windsor on this Classification and Compensation Study. Human resource management is a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local government continue to be restrained. The day-to-day administration of the Town of Windsor presents challenging administrative problems in planning, organizing, and directing human resource functions to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered classification and compensation plan forms the foundation for meeting these challenges. It also helps to ensure that the Town can recruit and retain the best and brightest employees to complete its strategic mission.

GovHR USA (GovHR) understands the service delivery model that exists in Windsor. When reviewing all the information related to the Study, GovHR was careful to keep this in mind. Further, GovHR understands the high expectations that have been established in Windsor for service delivery, which has taken into consideration in the analysis and reflected in the Study results.

### Scope of Work

The scope of work called for GovHR to carry out the following tasks:

#### I. Job Evaluation Analysis and Job Classification System

The following steps were included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with the Town Manager and Human Resources Director to discuss Study methods and expectations, and the current classification and compensation plans and organizational structure. The Consultant answered questions, and reviewed the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees, then held meetings with employees to distribute Job Analysis Questionnaire (JAQ) forms and to explain the scope and purpose of the Study. Employees were allowed about one week to complete the questionnaire. These questionnaires were reviewed by each employee's Department Head and Town Administration for approval as to content, and returned to GovHR within approximately four (4) weeks of distribution.

- **Determined comparable communities and prepared and sent out the compensation and benefits survey.** Working with the Town Manager and Director of Human Resources, determined a logical survey sample of “like” communities that impact the compensation market for the Town of Windsor. Designed and sent out the compensation and benefits survey for the benchmark classifications covered in the Study.
- **Job evaluation analysis and establishment of job classification system.** Upon return of the JAQs by the Town, GovHR performed the following:
  - Read each JAQ and corresponding Job Description in its entirety.
  - Interviewed, in person, employees in classifications covered by the Study, as well as the Department Heads with regard to jobs under their jurisdiction, to further understand the scope of each position.
  - Applied a measurement system of job evaluation factors to all classifications, which formed the basis for internal rankings (equity) of classifications.
  - Upon completion of the job evaluation measurements, a new Classification Plan was developed.

## **II. Salary and Benefits Survey**

The following steps were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained through the salary and benefits survey. Our pay tabulations compare the salary ranges of the Town of Windsor to the salary ranges of its “like” communities. Comparisons have been calculated at the 50<sup>th</sup>, 60<sup>th</sup>, 65<sup>th</sup>, 75<sup>th</sup> and 80<sup>th</sup> percentiles. Data have been displayed for each responding jurisdiction for each classification, summarized in an overall table, and analyzed to develop salary ranges that establish Windsor as a payer that is comparable to municipalities surveyed, specifically at the 50<sup>th</sup> percentile.
- Based on the above data, developed and recommended new salary schedules.

## **III. Draft and Final Report Preparation**

- A draft report was prepared by the Consultant and sent electronically to the Town.
- A presentation was made to the Town Council on September 5, 2017.
- This final report was prepared and was transmitted electronically to the Town.

## II. THE POSITION CLASSIFICATION PLAN

A position classification plan provides for a systematic arrangement of positions into classes. A position, often referred to as a job (e.g., Administrative Assistant), contains a specific set of duties and responsibilities that is the objective of the classification. A class is a grouping of positions which are "similar" in nature of work, principal duties and responsibilities, relative level of work difficulty, and level of knowledge, skill and ability (KSAs) required to perform the job. Positions allocated to the same class are "sufficiently similar" with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical, however, and can be in different departments or even in the same department dealing with different subject matter or performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the compensation plan. A classification study is not intended to assess individual performance. To that end, a position that belongs in a certain class is not entitled to be placed in a higher class simply because the individual performs the work with a high degree of success and efficiency, nor is it placed in a lower class simply because the incumbent performs the work with low competence or productivity. Variations in individual performance are not recognized by differences in classification, but are management issues. Similarly, there is a tendency in some work forces to use the classification plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. However, just because an individual has been with an organization for a long time and is at the top of their pay range does not mean they should be moved to the next higher pay grade. Longevity is not a classification factor and the classification plan should not be used in this manner.

As an assessment of duties performed and of responsibilities exercised, a position classification plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the compensation plan and helps management identify positions which have taken on (or in some cases reduced) duties and responsibilities, thereby sustaining the principle of equal pay for equal work. Through proper maintenance of the classification plan, employees are assured of management's continuing concern about the nature of work that they carry out and its reward in the form of appropriate pay levels and relationships.

The classification plan provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders as well as opportunities for lateral career development are also evidenced by the logical grouping of allied occupational classes and hierarchies.

### III. JOB EVALUATION

GovHR's approach to job evaluation involves a quantitative "point and factor" comparison method, which "cross-compares" all jobs in the organization against numerous factors such as educational requirements, experience, work conditions, and the like (see below). Therefore, all jobs in each organizational unit (e.g., Administration, Finance, Public Safety, Public Works, etc.) are compared against each other, based upon the same factors.

In conducting the job evaluation exercise, it must be again emphasized that the position, and *not the qualifications, performance, or years of service of the incumbent in the position*, is evaluated. An incumbent employee may feel s/he should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel s/he does more tasks than a similar employee in another Department, but these are not valid determinants for job classification.

Before reviewing the results of the evaluation of the job classes, it is important to note that the purpose of job evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization, based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison.

The nine (9) factors used for the evaluation of Windsor's job classes are as follows:

1. Preparation and Training
2. Experience Required
3. Decision Making and Independent Judgment
4. Responsibility for Policy Development
5. Planning of Work
6. Contact with Others
7. Work of Others (Supervision Exercised)
8. Working Conditions
9. Technology Used

As part of the job evaluation process, the duties, responsibilities, and qualification requirements for each job classification were reviewed through a thorough reading of the incumbent's current job

description and a Job Analysis Questionnaire (JAQs) completed by each employee (Appendix A). In addition, GovHR conducted interviews with at least one employee in each of the classifications covered by the Study and with the Department Heads. Points were assigned to each factor by selecting the description that best fit the appropriate level of compliance. In other words, a position that requires a Master's Degree would receive more points under the "Preparation and Training" factor than positions that did not require this advanced degree. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable job factor analysis (JFA) scores. Finally, as a result of the Job Evaluation, some title changes were recommended, see Table 1. The updated titles better reflect the position responsibilities and/or are more consistent with titles found for similar positions in the market. Also, some changes have been suggested to the current job descriptions. These changes have been communicated to the Town's Human Resources Director.

### **Determination of Fair Labor Standards Act Designation**

The Fair Labor Standards Act (FLSA) imposes certain minimum wage and overtime pay requirements on employers for jobs that are covered under the Act. Most jobs, including the majority of public-sector jobs, are covered under the Act and entitled to overtime pay. But certain positions, mostly office jobs, are "exempt" from coverage under the Act and therefore not entitled to overtime pay.

Employers often misclassify employees as exempt (and therefore not entitled to overtime pay) because of a misunderstanding of the law or unfamiliarity with the rules. An incorrect determination regarding whether certain positions within an organization are entitled to overtime pay can subject an employer to back pay awards and expensive fines and penalties if the employees file a complaint with the Department of Labor, and the Department decides to file a lawsuit against the employer. It is therefore important to make the proper determination regarding the status of each job within the organization, and whether that job is entitled to the rights and protections afforded to workers under the FLSA.

Before any determination can be made, it is important to become familiar with the many rules, regulations and exceptions contained in the Fair Labor Standards Act. These rules can be complex, and the determination regarding whether a particular position is covered by the Act is not always clear-cut. GovHR began its analysis by having employees complete a questionnaire that has been specifically designed to elicit responses from the employees regarding the types of duties they are required to perform on a regular basis. The answers provided were generally sufficient for the Consultant to



determine if the position was or was not exempt under the Act. The Consultant also gathered additional information during the employee interviews, including concrete examples of the types of policies the employees had been involved in formulating, or whether the employees had significant input or sole discretion on things such as hiring, firing and discipline of other employees in their departments. Based on the review of the FLSA assignments, GovHR found that the majority of positions were appropriately designated. Any recommended changes have been provided to the Town's Human Resources Director. GovHR recommends the Town consult with its Attorney before any changes are applied.

#### IV. SALARY AND BENEFITS SURVEY

The Town of Windsor initiated this Study with the objective of assuring that its compensation and benefits plan is both internally equitable and externally competitive. The Job Evaluation System (outlined in Part III) is performed to deal with the issue of internal equity. To achieve external competitiveness, a market survey of comparable jurisdictions was conducted. The following presents and explains the labor market review and salary and benefits survey data.

##### **Selection of Comparable Jurisdictions for Survey Purposes**

Selecting jurisdictions for the comparison group is an important element in a classification and compensation study. When selecting jurisdictions to serve as survey comparables, it is important to use criteria to evaluate the other jurisdictions to assure that those chosen as comparables will be the most like Windsor.

To determine which municipalities should be used for survey purposes, the Consultants first chose communities within the following parameters: Communities located within Windsor's recruiting area of approximately a 75-mile radius and with populations of more than 18,000 and less than 40,000. Subsequently, the following criteria was then applied to each of these communities:

<u>Criterion</u>	<u>Total Possible Points</u>	<u>Factor Weight</u>
1. Mill Rate (Actual)	15	15%
2. Total Gross Grand List (Millions)	15	15%
3. Total Revenue (Millions)	15	15%
4. Municipal Property Taxes (Millions)	15	15%
5. Total Expenses (Millions)	15	15%
6. Median Household Income (Thousands)	15	15%
7. Population	5	5%
8. Proximity	5	5%
	<hr/>	
	100	100%

The eight (8) categories listed above were selected to mirror important criteria that reflected the following:

- *Similar financial conditions:* 90% of the criteria involve financial criteria and equalized valuation (property value/worth of community).
- *Population and Proximity:* 10% of the criteria involve population comparison.

Within each of the eight (8) categories, ranges of compatibility were established. For example, the closer a community was to matching the Town of Windsor’s estimated population, the closer the community would be to receiving the maximum of 5 points. A community whose population was significantly larger or smaller than Windsor’s population would receive fewer or even zero points. Thus, a municipality achieving a total of 100 points would be considered most comparable to the Town of Windsor. A community with zero points was therefore determined to be the least comparable to the Town. A more detailed explanation of the methodology used to determine the comparable communities is included in Appendix B.

A total of sixteen (16) communities were selected using the geographic area, population, and financial parameters noted above to form the comparison group. A cutoff of 90 points was established to select the communities most strongly similar to Windsor across the eight (8) categories. After applying the eight (8) criteria, the following sixteen communities achieved 90 or more compatibility points on the comparison scale with Windsor. They are as follows, in alphabetical order:

Bloomfield	Branford
Cheshire	East Haven
Farmington	Glastonbury
Guilford	New Milford
Newington	Newtown
North Haven	Shelton
Simsbury*	South Windsor
Vernon	Wethersfield

\*Although the community of Simsbury did not meet the Consultant’s criteria at a score of 90 or above (overall score was 84), it was added at the Town’s request as it is regularly used as comparable community.

All communities responded, except for Cheshire, New Milford, North Haven, Shelton and Simsbury. The detailed salary data has been included in Appendix C.

## Selection of Benchmark Classifications for Survey Purposes

When developing the salary survey, it is important to select positions that are likely to have data available from the surveyed municipalities. These positions are generally referred to as benchmark classifications. Based on the size of the study and number of positions in Windsor, the Consultants recommended limiting the benchmark positions in the survey to between 30 - 35 classifications. The following classifications were chosen for inclusion in the salary survey:

Accountant	Engineering Assistant
Assessor	Fire Inspector
Assistant Assessor	Fire Marshall
Assistant Building Official	Human Resources Generalist
Assistant Recreation Manager	Information Technology Specialist
Assistant Town Planner	Librarian
Building and Facilities Manager	Librarian Assistant
Building Official	Library Director
Caseworker	Payroll and Benefits Administrator
Chief of Police	Police Captain
Confidential Secretary	Public Works Operations Manager
Coordinator of Information Technology	Recreation Program Specialist
Deputy Town Clerk	Senior Center Coordinator
Director of Health	Tax Collector
Director of Human Services	Town Clerk
Director of Public Works/Town Engineer	Town Planner
Director of Recreation and Leisure Services	

## The Salary Survey

After selecting the municipalities for the salary survey and identifying the benchmark positions, the Consultants then prepared and distributed a salary survey to the sixteen communities listed above. Table 2 is a summary of the benchmark salary survey data.

It is important to make a few of observations regarding Table 2 and Appendix C.

1. The salary data is information that was available as of October – November 2016 and provided by the sixteen responding municipalities.

2. The salary listed in the actual column from the comparable communities would only be analyzed if the comparable community did not utilize ranges in their compensation plans. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
4. Salary ranges associated with positions that have been reclassified may not be consistent with other salary ranges in a particular Grade.
5. Data contained within Appendix C has been thoroughly reviewed. If the Consultants determined the data was not relevant, it was removed. Thus, if a specific position within the salary survey has two worksheets associated with it in Appendix C, then data were removed. If a specific data point was removed, it is highlighted on the first worksheet and then removed on the second worksheet associated with the position.

### **Appraisal and Use of Salary Survey Data**

While comparing Windsor's current salaries to those paid by other employers in the survey group, it must be noted that variations in compensation may be due to several factors, including:

1. Organizational size and economic conditions that can have an impact on classifications. In smaller organizations, employees are often asked to "wear many hats" and therefore take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" classifications within organizations. To try to avoid inaccurate comparisons, a short job description of the classifications was included in the survey to ascertain if "like" positions were being compared.
2. Some employers place a different "relative worth" on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market, and therefore, pay them more. Overall, the policies and value judgments of different employers in compensating the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.

3. Exact comparisons among different employers of ostensibly similar jobs duties and responsibilities and related employment factors are sometimes difficult to make.

Nevertheless, comparative salary data is widely recognized as a good measure of the appropriate compensation rates with respect to the prevailing market. This data is also useful as an indication of generally prevailing opinions concerning the pay relationships that should exist among different classes of work. Of equal importance, however, are the internal relationships arrived at by comparing the relative levels of difficulty, responsibility, experience, education and training for the various classes, as was accomplished in the job evaluation portion of this Study.

### **The Benefits Survey and Findings**

The benefits portion of the survey collected data related to the following benefits:

Health—Life - Dental – Vision Insurance  
Leaves—Holiday — Sick Leave—Vacation  
Continuing Education  
Pension and Retirement – Retiree Health Insurance

After reviewing and analyzing the data, it was determined that, although there were variances in some benefit categories, Windsor is generally on par or above with benefits offered to its employees. The findings are as follows:

1. Health Insurance — Windsor pays 81% for employee and family health insurance coverage, 84% for the High Deductible Health Plan. The average paid by the comparable communities is 87% so the employees in Windsor contribute about 3 – 6% more for their health insurance coverage depending upon the plan they choose. None of the municipalities surveyed nor Windsor exclude spouses if they are eligible to purchase health insurance from their employers.
2. Life Insurance — All organizations surveyed offer life insurance at either Windsor's benefit of the employee's annual salary (up to \$75,000) or at some fixed dollar amount for all employees.
3. Dental Insurance — Although most comparable municipalities offer dental insurance, Windsor and only one other municipality pay 100% of the premium for the employee. Windsor pays only 50% for family, and plus one coverage. The average premium paid by the comparable communities is 89% for all dental coverage regardless of whom is covered.

4. Vision Insurance – Very little information was available regarding the coverage. Several of the comparable communities offered vision insurance through a rider on their other health insurance plans.
5. Holiday Leave — Windsor is a little below with its paid holiday time off with 12 days (including two floating holidays) as compared to the average of 13.33 days offered by the comparable communities.
6. Sick Leave — Windsor offers less sick leave at 10 days annually than the average of 13.29 days. Windsor does not offer a sick leave accrual option. Several of the other communities do and the average maximum accrual for those comparable communities is 164 days.
7. Vacation — Windsor’s vacation benefit is on par with the average of its comparable communities at all but the fifteen and twenty years of service categories, where Windsor provides a few less days (1.5 at 15 years and 4.1 at 20 years).
8. Most of the comparable communities offer Continuing Education Reimbursement. Windsor has the most generous benefit at 75% of the tuition costs up to \$2,100 per year.
9. Pension and Retirement – Most of the comparable communities offer both defined benefit and contribution plans. The contribution rates for employees and employers vary among the communities.
10. Retiree Health Insurance – Most of the communities surveyed offer this benefit, pre and post age 65.

Appendix D contains a table summarizing the data related to the benefits survey.

## V. COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

### **Development of the Compensation Plan**

A basic element in any human resources management program is adequate and equitable employee compensation. A compensation plan of this nature is essential if qualified employees are to be recruited and retained. To achieve these ends, there must also be a reasonable and uniform ascertainment of the job content upon which the compensation system rests. Such ascertainment and definition of job content were the purpose of the job evaluation aspects of this Study.

The plan presented in this report is designed to accomplish the goals by: (1) providing for equal compensation for work of equivalent responsibility; (2) facilitating adjustments to changing economic and employment conditions requiring changes in compensation levels and interrelationships; and (3) establishing compensation rates that compare favorably with those of other comparable jurisdictions within the appropriate labor market. Further, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed as part of the Study.

### **Pay Philosophy**

An important component in the process of developing a pay plan is understanding and applying the pay philosophy that has been adopted by the local government jurisdiction. In Windsor, the Town has essentially adopted a pay philosophy that indicates the Town desires to compensate employees at a rate that is comparable to the surveyed communities at the 50<sup>th</sup> percentile. The Town has high expectations for employees and thus wishes to attract the best and the brightest individuals in their respective fields to serve the residents of Windsor. Paying employees at a rate or at or above the 50<sup>th</sup> percentile will allow the Town to continue to attract and retain high caliber employees.

For purposes of illustration and discussion, salary ranges have been calculated at the 50<sup>th</sup> percentile and have been included on Table 3. Salary survey data at the 50<sup>th</sup> percentile have been included on Table 2. Also, included on Table 2 are the recommended pay ranges. Table 2 clearly illustrates the impact of a pay philosophy decision at the 50<sup>th</sup> percentile.



## Pay Plan Design - Defined Increment, Open-Range, and Blended Pay Plans

*Defined increment merit plans* are pay plans that have salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, he/she systematically advances through the pay range. This performance evaluation, and resulting salary increment increase, occurs annually. *Open-range merit plans* also have salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the pay range based on annual satisfactory performance evaluation, with the “percentage” of their increase determined by their supervisor.

The various levels of an organization may react differently toward, and be motivated differently by, the salary plan they work under. Management personnel may have a higher acceptance of open-range, goal-oriented merit salary plans, and thus tend to be more comfortable with and motivated by this method of compensation. Mid to lower level positions may want the assurance of a defined salary increase based on satisfactory performance. Possible advantages and disadvantages of each plan are summarized below:

### **Defined Increment Merit Plan**

#### **Advantages**

Town: A defined increment merit plan has the advantage of creating financial predictability because it is easier for management to foresee and plan for salary increases on an annual basis.

Employees: Employees like a defined increment merit plan because it offers security and predictability for advancement through the range. Another plus of this plan is that it offers a high degree of internal equity and fairness – the expectation that fellow workers in this plan are all being treated the same.

#### **Disadvantages**

Town: A Town may feel that increment plans simply reward pay increases on a routine basis. However, by tying the increase to a satisfactory performance evaluation, the Town can be assured that only acceptably-performing employees will receive a salary increase.

Employees: Employees may feel unmotivated to perform at an above average or superior level, knowing their salary increase amount is pre-determined. One way to remove this negative is to allow an employee with a superior performance evaluation to get a two (2) increment increase.

This, however, would be the exception and not the rule to this system. Most employees would be considered “average” performers and receive a one (1) increment increase.

### **Open-Range Merit Plan**

#### **Advantages**

Town: The open range plan tends to motivate employees to perform at a higher level, thereby achieving greater production/benefit for the Town. This plan also enables the supervising authority to reward high-performing employees with a salary increase greater than a defined increment.

Employees: Employees who are high performers like working under this plan as they can “earn” a higher percentage salary increase.

#### **Disadvantages**

Town: Anticipating the cost of merit increases has less financial predictability, as it is not always possible to know how many employees will be high performers in any given year. However, the Town can fund a “merit increase pool” for all open-range employees to receive an average percentage (i.e., a 2-3% increase), knowing that some employees will receive less (or no) increase and some employees will earn more.

Employees: Open-range merit plans can create a *perceived* inequity regarding how individuals are granted salary increases. It is incumbent upon management to use an equitable performance evaluation system when implementing this salary plan.

### **Blended Merit Plan**

There are positives and negatives for both defined increment merit plans and open-range merit plans. However, it is also possible to design a pragmatic salary system that uses elements of both defined increment and open-range plans. It is becoming increasingly common for organizations to have a blended pay plan for various levels of positions that reflects the circumstances and culture of the organization. A plan of this type is customizable to the needs of the organization. It is also a preferable plan for organizations that are transitioning from *defined increment* to *open range merit plans*. The following is one example of a blended plan:

**Exempt:** All exempt employees are in an open-range merit plan.

**Non-exempt:** Non-exempt employees are in defined-increment/open-range blended merit plan. In this plan, salary ranges begin at the minimum with, for example, three defined increments and then transition into an open range. The initial increment of the assigned range is intended as the normal hiring/promoting rate. Increments 2 and 3 would be awarded upon successful completion of the employee's initial evaluation period and/or after another period that is set by the Town (e.g., Increment 2 after the initial evaluation and Increment 3 after an additional year of employment.) After that, increment 3 employees may advance through the open range because of a successful performance appraisal.

### **Recommendation: Open-Range Merit Plan**

Based on the discussions with the Town, GovHR is recommending an *open-range merit plan*. Open-range merit plans have salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on annual satisfactory performance evaluation, with the “percentage” of their increase determined by their supervisor and Town Administration.

The open range plan also allows maximum flexibility for the Town relative to recruitment and funding as employees can be hired within the range and the increases provided annually for meritorious performance can fluctuate based on available funding. Given Windsor’s goal to recruit, reward and retain motivated, high-performing employees, the open-range merit plan has been selected for recommendation.

### **Proposed Compensation Plan and Structure**

The next step in this process is to combine the JFA scores included in Table 1 with the proposed salary ranges in Table 3. Proposed salary ranges have been calculated at the 50<sup>th</sup> percentile. The JFA scores were categorized into twelve (12) skill level/compensation grades, which recognize significant and definable differences in the level of duties and responsibilities and group classifications according to these factors. Tables 2 combines all the information at the 50<sup>th</sup> percentile.

Table 3 outlines the Proposed Salary Schedules for this report. The plan’s 12 compensation grades (1 being lowest, 12 being highest) are grouped into three categories or pay bands:

- Grades 1 - 5 – Administrative and Technical Staff
- Grades 6 – 9 – Supervisors and Advanced Technical Staff
- Grades 10 –12 – Directors and Managers

There is a 12.5% gradation between Grades 1 – 5, a 12.5% gradation between Grades 6 - 9, and a 5% gradation between Grades 10 - 12. Grades 1 – 5 have a pay range spread of 35% from minimum to maximum; Grades 6 - 9 have a pay range spread of 40%, and Grades 10 – 12 have a pay range spread of 45% from minimum to maximum.

**Note:** Gradation refers to the relationship between the minimum pay of one grade to the minimum pay of the next grade. In this case, the starting pay for Grade 2 is 12.5% higher than Grade 1 and so on. The gradation will vary depending upon the relationship between the salary survey data for the grade, the number of grades in the pay band and the established pay range.

### **Implementation and Administration of the Compensation Plan for Current Employees**

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

1. Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
2. The compensation of employees whose present compensation is within the range for their class should be slotted into the new compensation plan at the closest increment without losing pay.
3. The compensation of the employee whose present compensation is above the maximum pay of the range should be held at his or her present rate, *without a reduction in compensation*, until such time that further market analysis indicates the pay range maximum be increased and the employee's present compensation is within the updated range.

## **Employee Advancement through the Ranges**

To implement the new compensation plan, we recommend that the Town use the following procedure.

The starting salary of the range (Minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving applicants with exceptional background and qualifications, a promotion in which the employee's current compensation is higher than the minimum of the new range, or in the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum. In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the Town's Personnel policies. Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top of the range (Maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation.

It should also be noted that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of this merit system. Equally, if not more important, is to have supervisors be adequately trained to perform the formal performance evaluation process.

## **Future Administration of the Compensation Plan**

To maintain competitive salary levels and salary ranges, there should be an annual review of the Town's salary ranges. The sixteen communities used in the survey group for this Study have been determined to be comparable jurisdictions by the Consultant or the Town. Therefore, Windsor can continue to use these jurisdictions as a comparable salary survey group for annual salary comparison purposes. As mentioned earlier, the salary levels for these comparables are current as of October - November 2016. It is GovHR USA's recommendation that an annual "survey" of these jurisdictions be conducted to determine the percentage increase each organization in the comparable group is granting either as an annual "across-the-board increase" to their employees or as a general adjustment to their pay ranges. The Town may wish to provide an "across-the-board increase" to all employees based on the

information received from the comparable communities. If this is the case, then the increases would be granted separately from any increase that would be awarded as a result of a successful performance appraisal. It is the further recommendation of the Consulting team that all salary ranges be increased by the average percentage increase of the comparable group.

### **Future Administration of the Classification Plan**

The administration of a classification plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into job classes. Instead, the plan must be administered continually to adapt it to changing conditions.

Three specific types of changes in the plan itself are possible: abolition of a class, creation of a class, or adjustment/revision of a class. When all positions in a class are abolished or when positions are significantly changed in the nature of work duties and responsibilities so that the class becomes inappropriate or inaccurate, the class should be abolished. Similarly, new classes should be created when new work situations arise that are not covered by the established classes. However, caution should be exercised in this respect, particularly to assure that new classes are justified, are not merely duplicating established classes, cannot be accommodated through changes in existing classes, and reflect substantially permanent rather than temporary situations. The adjustment or revision of a class should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. All changes should be thoroughly evaluated for their effect on employee morale and the integrity of the class relationships established in the classification and compensation plans.

The Town Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the Town to grade a newly created or revised class. GovHR provides scoring assistance in such cases free of charge for one year after the delivery of this report.

### **Appreciation**

GovHR USA, LLC has appreciated the opportunity to work with the Town of Windsor in this most important Classification and Compensation Study.

**TOWN OF WINDSOR  
CLASSIFICATION PLAN**

Table 1

Position Title	Proposed Title	JFA Score	Skill Level	Grade
Town Manager		835		
<b>Directors and Managers</b>				
Chief of Police		780	755 to 800	12
Director of Public Works/Town Engineer		765	(45 points)	
Finance Director		720	705 to 750	11
Coordinator of Information Technology		715		
Director of Human Resources		715		
Director of Health Services		705		
Director of Human Services		690	650 to 695	10
Library Director		690		
Assistant Town Manager		680		
Director Recreation & Leisure Services		675		
Police Captain		675		
Economic Development Director		660		
Town Planner		650		
<b>Supervisors and Advanced Technical</b>				
Building & Facilities Manager		630	600 to 645	9
Public Works Operations Manager		625	(45 points)	
Assistant Finance Director		620		
Town Clerk		615		
Assessor		600		
Building Official		595	550 to 595	8
Fire Marshall		590		
Solid Waste Manager		580		
Risk Manager		560		
Tax Collector		555		
Management Information Supervisor		555		
Assistant to the Town Manager		540	500 to 545	7
Social Services Coordinator		535		
Assistant Recreation Manager		535		
Northwest Park Manager		530		
Project Engineer		515		
Head of Reference and Technical Services Librarian		510		
Fire Department Administrator		505		

**TOWN OF WINDSOR  
CLASSIFICATION PLAN**

Table 1

Position Title	Proposed Title	JFA Score	Skill Level	Grade
Library Branch Manager		505		
Information Technology Specialist	Systems Application Specialist	505		
Lead Social Worker		505		
Senior Center Coordinator		500		
Lending Services Manager		490	450 to 495	6
Public Health Nurse		485		
Youth Services Coordinator		485		
Human Resources Generalist		480		
Assistant Town Planner		475		
Sanitarian		465		
Project Engineer	Traffic Engineer	465		
Assistant Assessor		460		
Environmental Planner		460		
Assistant Building & Facilities Manager		455		
Social Worker		450		
<b>Administrative and Technical Staff</b>				
Assistant Building Official		445	415 to 445	5
Deputy Town Clerk		445	(30 points)	
Fire Inspector	Deputy Fire Marshal	445		
Community Development Coordinator		445		
Engineer		440		
Recreation Program Specialist	Recreation Program Supervisor	440		
Human Resources Analyst		435		
Accountant		435		
Payroll & Benefits Analyst		435		
Confidential Secretary	Executive Assistant	435		
Confidential Secretary - Police	Executive Assistant	435		
Environmental Educator		430		
Transportation Coordinator		430		
Children's Librarian		430		
Information Technology Specialist		425		
Technical Services Librarian	Library Information Technology Specialist	410	380 to 410	4
Caseworker		405		
Librarian		405		
Engineering Assistant		355	345 to 375	3
Library Assistant		345		
Management Analyst		345		
No positions in Grade			310 to 340	2



TOWN OF WINDSOR  
CLASSIFICATION PLAN

Table 1

Position Title	Proposed Title	JFA Score	Skill Level	Grade
Administrative Aide		290	To 305	1

TOWN OF WINDSOR  
COMPREHENSIVE TABLE

Table 2

Position Title	JFA Score	Skill Level	Grade	Salary Survey		Windsor		Recommended	
				50% Percentile		Salary Range		Pay Range - 50th	
				MIN	MAX	MIN	MAX	MIN	MAX
Town Manager	835								
<b>Directors and Managers</b>									
Chief of Police	780	755 to 800	12	\$ 91,035.06	\$ 139,000.00	\$ 77,560.00	\$ 127,660.00	\$ 92,058.75	\$ 133,485.19
Director of PW/Town Engineer	765			\$ 86,303.58	\$ 128,043.50	\$ 77,560.00	\$ 127,660.00		
<b>Finance Director</b>									
Finance Director	720	705 to 750	11			\$ 77,560.00	\$ 127,660.00	\$ 87,675.00	\$ 127,128.75
Coordinator of Information Technology	715			\$ 75,376.00	\$ 120,502.00	\$ 77,560.00	\$ 127,660.00		
Director of Human Resources	715					\$ 77,560.00	\$ 127,660.00		
Director of Health Services	705					\$ 77,560.00	\$ 127,660.00		
<b>Director of Human Services</b>									
Director of Human Services	690	650 to 695	10	\$ 79,996.80	\$ 117,016.00	\$ 77,560.00	\$ 127,660.00	\$ 83,500.00	\$ 121,075.00
Library Director	690			\$ 82,153.50	\$ 118,367.00	\$ 77,560.00	\$ 127,660.00		
Assistant Town Manager	680					\$ 77,560.00	\$ 127,660.00		
Director Recreation & Leisure Services	675			\$ 77,560.00	\$ 126,506.00	\$ 77,560.00	\$ 127,660.00		
Police Captain	675			\$ 84,284.33	\$ 116,007.75	\$ 53,250.00	\$ 109,185.00		
Economic Development Director	660					\$ 77,560.00	\$ 127,660.00		
Town Planner	650			\$ 88,414.00	\$ 127,425.00	\$ 77,560.00	\$ 127,660.00		
<b>Supervisors and Advanced Technical</b>									
Building & Facilities Manager	630	600 to 645	9	\$ 59,052.00	\$ 109,259.50	\$ 53,250.00	\$ 109,185.00	\$ 81,870.12	\$ 114,618.16
Public Works Operations Manager	625			\$ 70,835.00	\$ 109,185.00	\$ 53,250.00	\$ 109,185.00		
Assistant Finance Director	620					\$ 53,250.00	\$ 109,185.00		
Town Clerk	615			\$ 69,015.70	\$ 93,774.00	\$ 53,250.00	\$ 109,185.00		
Assessor	600			\$ 78,234.00	\$ 107,710.00	\$ 53,250.00	\$ 109,185.00		
<b>Building Official</b>									
Building Official	595	550 to 595	8	\$ 78,092.50	\$ 106,690.25	\$ 53,250.00	\$ 109,185.00	\$ 72,773.44	\$ 101,882.81
Fire Marshall	590			\$ 72,401.16	\$ 98,863.00	\$ 53,250.00	\$ 109,185.00		
Solid Waste Manager	580					\$ 53,250.00	\$ 109,185.00		
Risk Manager	560					\$ 53,250.00	\$ 109,185.00		
Tax Collector	555			\$ 70,980.00	\$ 95,823.00	\$ 53,250.00	\$ 109,185.00		
Management Information Supervisor	555					\$ 42,860.00	\$ 82,765.00		

TOWN OF WINDSOR  
COMPREHENSIVE TABLE

Table 2

Position Title	JFA Score	Skill Level	Grade	Salary Survey		Windsor		Recommended	
				50% Percentile		Salary Range		Pay Range - 50th	
				MIN	MAX	MIN	MAX	MIN	MAX
Assistant to the Town Manager	540	500 to 545	7			\$ 53,250.00	\$ 109,185.00	\$ 64,687.50	\$ 90,562.50
Social Services Coordinator	535					\$ 53,250.00	\$ 109,185.00		
Assistant Recreation Manager	535			\$ 61,117.75	\$ 89,102.00	\$ 42,860.00	\$ 82,765.00		
Northwest Park Manager	530					\$ 53,250.00	\$ 109,185.00		
Project Engineer	515					\$ 42,860.00	\$ 82,765.00		
Head of Ref. and Tech. Serv. Librarian	510					\$ 42,860.00	\$ 82,765.00		
Library Branch Manager	505					\$ 42,860.00	\$ 82,765.00		
Fire Department Administrator	505					\$ 42,860.00	\$ 82,765.00		
IT Specialist-Systems Applications Spec.	505			\$ 54,136.01	\$ 76,777.31	\$ 42,860.00	\$ 82,765.00		
Lead Social Worker	505					\$ 42,860.00	\$ 82,765.00		
Senior Center Coordinator	500			\$ 57,827.00	\$ 84,393.00	\$ 42,860.00	\$ 82,765.00		
<b>Lending Services Manager</b>									
Lending Services Manager	490	450 to 495	6			\$ 42,860.00	\$ 82,765.00	\$ 57,500.00	\$ 80,500.00
Public Health Nurse	485					\$ 37,665.00	\$ 70,690.00		
Youth Services Coordinator	485					\$ 42,860.00	\$ 82,765.00		
Human Resources Generalist	480			\$ 59,369.00	\$ 68,698.00	\$ 42,860.00	\$ 82,765.00		
Assistant Town Planner	475			\$ 66,696.25	\$ 87,727.50	\$ 42,860.00	\$ 82,765.00		
Sanitarian	465					\$ 37,665.00	\$ 70,690.00		
Project Engineer - Traffic	465					\$ 42,860.00	\$ 82,765.00		
Assistant Assessor	460			\$ 51,251.50	\$ 76,386.25	\$ 37,665.00	\$ 70,690.00		
Environmental Planner	460					\$ 37,665.00	\$ 70,690.00		
Asst Building & Facilities Manager	455					\$ 42,860.00	\$ 82,765.00		
Social Worker	450					\$ 42,860.00	\$ 82,765.00		
<b>Administrative and Technical Staff</b>									
Assistant Building Official	445	415 to 445	5	\$ 52,003.00	\$ 76,510.00	\$ 37,665.00	\$ 70,690.00	\$55,262.33	\$74,604.14
Deputy Town Clerk	445			\$ 47,800.00	\$ 65,851.50	\$ 42,860.00	\$ 82,765.00		
Fire Inspector	445					\$ 37,665.00	\$ 70,690.00		
Community Development Coordinator	445					\$ 53,250.00	\$ 109,185.00		
Engineer	440			\$ 58,988.80	\$ 73,756.80	\$ 37,665.00	\$ 70,690.00		
Recreation Program Specialist	440			\$ 48,848.50	\$ 72,921.50	\$ 37,665.00	\$ 70,690.00		
Human Resources Analyst	435					\$ 37,665.00	\$ 70,690.00		
Accountant	435			\$ 52,350.80	\$ 68,880.89	\$ 42,860.00	\$ 82,765.00		

**TOWN OF WINDSOR  
COMPREHENSIVE TABLE**

Table 2

Position Title	JFA Score	Skill Level	Grade	Salary Survey		Windsor		Recommended	
				50% Percentile		Salary Range		Pay Range - 50th	
				MIN	MAX	MIN	MAX	MIN	MAX
Payroll & Benefits Analyst	435			\$ 54,606.50	\$ 65,929.75	\$ 37,665.00	\$ 70,690.00		
Confidential Secretary	435			\$ 48,775.50	\$ 64,633.24	\$ 37,665.00	\$ 70,690.00		
Confidential Secretary - Police	435			\$ 49,867.00	\$ 65,272.48	\$ 37,665.00	\$ 70,690.00		
Children's Librarian	430					\$ 42,860.00	\$ 82,765.00		
Transportation Coordinator	430					\$ 37,665.00	\$ 70,690.00		
Environmental Educator	430					\$ 37,665.00	\$ 70,690.00		
Information Technology Specialist	425					\$ 42,860.00	\$ 82,765.00		
Technical Services Librarian	410	380 to 410	4			\$ 42,860.00	\$ 82,765.00	\$49,122.07	\$66,314.79
Caseworker	405			\$ 58,353.50	\$ 69,147.00	\$ 37,665.00	\$ 70,690.00		
Librarian	405			\$ 52,452.00	\$ 65,341.64	\$ 42,860.00	\$ 82,765.00		
Engineering Assistant	355	345 to 375	3			\$ 31,329.00	\$ 37,595.00	\$ 43,664.06	\$ 58,946.48
Library Assistant	345			\$ 39,292.50	\$ 49,101.00	\$ 37,665.00	\$ 70,690.00		
Management Analyst	345					\$ 42,860.00	\$ 82,765.00		
No positions in Grade		310 to 340	2					\$ 38,812.50	\$ 52,396.88
Administrative Aide	290	To 305	1			\$ 37,665.00	\$ 70,690.00	\$ 34,500.00	\$ 46,575.00

**TOWN OF WINDSOR  
PAY RANGES**

Table 3

<b>50th Percentile</b>			
Administrative and Technical Staff			
12.5% between Ranges			
35% Range Spread			
1	\$34,500.00	1.35	\$46,575.00
2	\$38,812.50	1.35	\$52,396.88
3	\$43,664.06	1.35	\$58,946.48
4	\$49,122.07	1.35	\$66,314.79
5	\$55,262.33	1.35	\$74,604.14

<b>Supervisors and Advanced Technical</b>			
12.5% between Ranges			
40% Range Spread			
6	\$57,500.00	1.4	\$80,500.00
7	\$64,687.50	1.4	\$90,562.50
8	\$72,773.44	1.4	\$101,882.81
9	\$81,870.12	1.4	\$114,618.16

<b>Department Directors and Managers</b>			
5% between Ranges			
45% Range Spread			
10	\$83,500.00	1.45	\$121,075.00
11	\$87,675.00	1.45	\$127,128.75
12	\$92,058.75	1.45	\$133,485.19

# APPENDIX A

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## EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

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WINDSOR

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IDENTIFICATION INFORMATION

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NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR:	HIS/HER TITLE:

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**INSTRUCTIONS**

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete his/her section.

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General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in their order of importance, and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or e.g., "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc.").

Job Duty

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Feel free to add more numbers/duties if necessary.

.....

1. **Education and Training:** In your opinion, what kind of education and training is necessary to perform your job?

- Level of knowledge that is below what is normally attained through high school graduation.
- High school diploma (GED) or equivalent.
- High school, plus elementary technical training, acquired through one year or less of technical or business school.
- Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- Completion of four-year college degree program.
- Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

.....

2. **Years of Experience:** How much previous work experience do you feel is necessary to perform your job?

- LESS THAN 1 YEAR    1 TO 3 YEARS    4 TO 6 YEARS    7 TO 10 YEARS    MORE THAN 10 YEARS

What is the minimum number years required?

What specific experience is necessary?



3. **Independent Judgment and Decision Making:** How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- Little discretion or independent judgment exercised.
- Some discretion or judgment exercised, but supervisor is normally available.
- Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- High level of discretion with decisions restricted only by broad Organization-wide policies and little direct guidance from supervisors.
- Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- Minor: Some inconvenience and delays but little cost in terms of time, money, or public/employee good will.
- Moderate: Significant costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- Serious: Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- Very Serious: Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in significant financial loss, property damage, or bodily harm/loss of life.

.....

4. **Responsibility for Policy Development:** Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- Position involves only the execution of policies or use of existing procedures.
- Position involves some participation in the development of policies and procedures for the department only. May provide some input to supervisor when policies and procedures are updated.
- Position involves some development of policies/procedures, as well as the interpretation and execution of broader policies in the department.
- Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- Position involves significant responsibility for major input/development of departmental policies and procedures, plus occasional participation in the development of policies which affect other departments in the organization.
- Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

.....

5. **Planning:** How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- Position requires that my daily work load and activities are assigned to me by my supervisor.
- Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level supervision).

- Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level supervision).

6. **Contacts with Others:** In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- Position involves interaction with fellow workers on routine matters with relatively little public contact.
- Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- Position involves frequent internal and external contacts in which I act as the spokesperson for the department and may be authorized to make commitments on behalf of the department.
- Position involves frequent internal and external contacts where I represent the organization and am authorized to make commitments in matters of critical interest to the organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

7. **Supervision Given:** Do you supervise or assign work to other employees?  Yes  No

If yes:

- Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- Position is responsible for the supervision of one full time or several part time employees.
- Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

8. **Physical Demands:** Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (rarely, occasionally or daily)
Lifting up to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

**Unpleasant or Hazardous Conditions:** Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often?
Lighting-dimness or brightness	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	
Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>	
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>	
Violence	<input type="checkbox"/>	<input type="checkbox"/>	
Disease	<input type="checkbox"/>	<input type="checkbox"/>	
Smoke	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	

9. **Use of Technology/Specialized Equipment:** Please check the level of technology or specialized equipment use needed for you to perform your job:

- Position has no responsibility for, or use of, technology.
- Position has some basic use of computers for word processing/data entry and some use of the telephone, copier, etc.
- Position has daily use of computers for word processing/data entry and use of the telephone, fax machine, copier, etc.
- Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.

- Position uses/repairs/troubleshoots various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical equipment.
- Position is responsible for advanced computer programming, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- Position is responsible for system security, as well as the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

.....

**10. FLSA Exempt or Non-Exempt Determination**

Do you receive overtime or comp time for hours worked beyond your normal work week?

- Yes       No

Is your position considered any one of the following: Executive, Administrative, Professional, or Computer? If so, please answer the questions in the applicable sections below. If not, please skip to Question 11.

**PLEASE ANSWER FOR ONLY ONE CATEGORY:**

**a. Executive**

Yes      No      Don't know

Are you paid the equivalent of at least \$913 per week on a salary basis?

Is your primary duty managing the department or unit of a local government? Percent of time spent managing \_\_\_\_\_

Do you customarily direct the work of two or more other employees (or the equivalent of two or more, e.g., 4 part timers)?

Do you have the ability to hire and fire, or do your recommendations carry significant weight even if you are unauthorized to make the final decision?

**b. Administrative**

Yes      No      Don't know

Are you paid the equivalent of at least \$913 per week on a salary basis?

Is this a "staff" position where your primary duty is performing office or non-manual work directly related to the management or general operations of the organization, division or unit?

Do you exercise discretion and independent judgment with respect to matters of significance, have the authority to formulate/interpret policy, and have a high level of operational responsibility?

**c. Professional**

Yes      No      Don't know

Are you paid the equivalent of at least \$913 per week on a salary basis?

Does your work require specialized education or an advanced degree?

Does your work involve any degree of discretion and/or judgment?

d. Computer

Yes      No      Don't know

Are you paid the equivalent of at least \$913 per week on a salary basis?

Do your primary duties involve:

Yes      No      Don't know

1. The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications; or

2. The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on or related to user or system design specifications; or

3. The design, documentation, testing, creation or modification of computer programs related to organizational operating systems; or

4. A combination of the aforementioned duties, the performance of which requires the same level of skills.

.....  
11. **Comments/Additional Information:** Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

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Type your name and the date below, then save this form as a Word document with your last name in the file name and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

\_\_\_\_\_  
**EMPLOYEE'S SIGNATURE OR TYPED NAME**

\_\_\_\_\_  
**DATE**

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**THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD**

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. Please do not mark in employee's portion of the questionnaire.

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.

2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.

3. How long has this employee worked for you?

4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to the Human Resources Director. If using a printed copy of this form, sign and date it before forwarding.

---

*SUPERVISOR'S SIGNATURE OR TYPED NAME*

---

*DATE*

---

---

**If Supervisor isn't Department Head, Department Head should review this form as well.**

- I have read the above and substantially concur.  
 I have read the above and have the following comments:

Type your name and the date below, and then email this form to the Human Resources Director. If using a printed copy of this form, sign and date it before forwarding.

---

*DEPARTMENT HEAD SIGNATURE OR TYPED NAME*

---

*DATE*

**IMPORTANT DATES:**

**October 14:** Employees complete and submit the JAQs to their Supervisors. Please save file as follows: Last Name – Job Title

**October 21:** Supervisors review and then submit the JAQs to Human Resources

**October 28, 2016:** Human Resources reviews and then submits the JAQs to the GovHR

**Week of November 7:** GovHR USA conducts on-site interviews with employees.

# APPENDIX B

**Town of Windsor, Connecticut**  
**Criteria used to Determine Survey Comparables**

<b>1. Mill rate (Actual): ~ Maximum 15 points</b>						
<b>\$27.33</b>						
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>	
1.33	\$20.55	\$27.33	\$27.33	\$36.35	15	
1.67	\$16.37	\$20.54	\$36.36	\$45.64	10	
2.00	\$13.67	\$16.36	\$45.65	\$54.66	5	
2.33	\$11.73	\$13.66	\$54.67	\$63.68	3	
All Others					0	
<b>2. Total Gross Grand List (property) (Millions): ~ Maximum 15 points</b>						
<b>\$3,232</b>						
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>	
1.33	\$2,430	\$3,232	\$3,232	\$4,299	15	
1.67	\$1,935	\$2,429	\$4,300	\$5,397	10	
2.00	\$1,616	\$1,934	\$5,398	\$6,464	5	
2.33	\$1,387	\$1,615	\$6,465	\$7,531	3	
All Others					0	
<b>3. Total Revenues (Millions): ~ Maximum 15 points</b>						
<b>\$110.2</b>						
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>	
1.33	\$82.9	\$110.2	\$110.2	\$146.6	15	
1.67	\$66.0	\$82.8	\$146.7	\$184.0	10	
2.00	\$55.1	\$65.9	\$184.1	\$220.4	5	
2.33	\$47.3	\$55.0	\$220.5	\$256.8	3	
All Others					0	
<b>4. Municipal Property Taxes (Millions): ~ Maximum 15 points</b>						
<b>\$82.9</b>						
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>	
1.33	\$62.3	\$82.9	\$82.9	\$110.3	15	
1.67	\$49.6	\$62.2	\$110.4	\$138.4	10	
2.00	\$41.5	\$49.5	\$138.5	\$165.8	5	
2.33	\$35.6	\$41.4	\$165.9	\$193.2	3	
All Others					0	
<b>5. Total Expenses (Millions): ~ Maximum 15 points</b>						
<b>\$103.2</b>						
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>	
1.33	\$77.6	\$103.2	\$103.2	\$137.3	15	
1.67	\$61.8	\$77.5	\$137.4	\$172.3	10	
2.00	\$51.6	\$61.7	\$172.4	\$206.4	5	
2.33	\$44.3	\$51.5	\$206.5	\$240.5	3	
All Others					0	



**Town of Windsor, Connecticut  
Criteria used to Determine Survey Comparables**

<b>6. Median Household Income (Thousands): ~ Maximum 15 points</b>						
<b>\$79.3</b>						
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>	
1.33	\$59.6	\$79.3	\$79.3	\$105.5	15	
1.67	\$47.5	\$59.5	\$105.6	\$132.4	10	
2.00	\$39.7	\$47.4	\$132.5	\$158.6	5	
2.33	\$34.0	\$39.6	\$158.7	\$184.8	3	
All Others					0	
<b>7. Population: ~ Maximum 5 points</b>						
<b>29,044</b>						
<u>Factor</u>	<u>Minimum</u>	<u>Range</u>	<u>Maximum</u>	<u>Range</u>	<u>Points</u>	
1.20	24,203	29,044	29,044	34,853	5	
1.40	20,746	24,202	34,854	40,662	4	
1.60	18,153	20,745	40,663	46,470	3	
All Others					0	
<b>8. Proximity in Miles to Windsor ~ Maximum 5 Points</b>						
	<u>Factor</u>					<u>Points</u>
	0 to 15 miles					5
	16 to 30 miles					4
	31 to 45 miles					3
	46 to 60 miles					2
	61 to 75 miles					1
Initial screen: Population 18,000 to 40,000 (2010 Census)						
Criteria from Connecticut Economic Resource Center, Inc.:						
Mill Rate: equal to \$1 of tax per \$1,000 of assessment.						
Total G.L.: Total Gross Grand List (property)						
Total Rev.: Total Revenues (Municipal)						
Total Exp.: Total Expenditures (Municipal)						
P.T. Rev.: Property Tax Revenues (Municipal)						
Med. Housld. Inc.: Median Household Income						
Mileage: MapQuest						

**Town of Windsor, Connecticut  
Comparable Communities**

Municipality	Mill Rate	Max. Points	Total G. L. (Millions)	Max. Points	Total Rev. (Millions)	Max. Points	P.T. Rev (Millions)	Max. Points	Total Exp. (Millions)	Max. Points	Med. Hoshld Inc. (Ths.)	Max. Points	Pop.	Max. Points	Proximity Miles	Max. Points	Total Points
Windsor	27.33	15	\$3,232	15	\$110.2	15	\$82.9	15	\$103.2	15	\$79.3	15	29,044	5	0	5	100
Newington	33.63	15	\$2,616	15	\$113.3	15	\$85.7	15	\$108.3	15	\$79.0	15	30,562	5	14	5	100
South Windsor	34.90	15	\$2,578	15	\$110.6	15	\$86.5	15	\$110.0	15	\$94.2	15	25,709	5	9	5	100
Farmington	24.07	15	\$3,530	15	\$100.0	15	\$83.6	15	\$96.6	15	\$92.9	15	25,340	5	17	4	99
Branford	25.59	15	\$3,525	15	\$105.1	15	\$89.4	15	\$100.4	15	\$71.1	15	28,026	5	51	2	97
Guilford	23.06	15	\$3,516	15	\$93.4	15	\$79.8	15	\$92.0	15	\$99.4	15	22,375	4	45	3	97
North Haven	28.10	15	\$2,932	15	\$93.7	15	\$79.6	15	\$94.4	15	\$84.1	15	24,093	4	38	3	97
New Milford	25.85	15	\$2,961	15	\$103.5	15	\$74.7	15	\$101.0	15	\$79.0	15	28,142	5	62	1	96
Wethersfield	33.46	15	\$2,349	10	\$97.8	15	\$78.3	15	\$94.3	15	\$78.0	15	26,668	5	11	5	95
Cheshire	27.60	15	\$2,936	15	\$107.2	15	\$79.7	15	\$107.4	15	\$107.7	10	29,261	5	36	3	93
Bloomfield	36.00	15	\$2,136	10	\$85.4	15	\$71.7	15	\$81.8	15	\$73.5	15	20,486	3	6	5	93
Newtown	33.32	15	\$3,037	15	\$119.2	15	\$100.4	15	\$118.5	15	\$108.7	10	27,560	5	55	2	92
East Haven	30.95	15	\$1,997	10	\$91.6	15	\$62.4	15	\$90.7	15	\$61.4	15	29,257	5	48	2	92
Shelton	22.31	15	\$4,551	10	\$123.2	15	\$102.9	15	\$125.8	15	\$88.4	15	39,559	4	52	2	91
Vernon	35.40	15	\$1,752	5	\$90.8	15	\$62.7	15	\$87.5	15	\$60.6	15	29,179	5	14	5	90
Torrington	34.46	15	\$2,423	10	\$125.4	15	\$81.7	15	\$125.0	15	\$55.5	10	36,383	4	29	4	88
Berlin	30.35	15	\$2,233	10	\$79.8	10	\$62.3	15	\$79.0	15	\$87.5	15	19,866	3	21	4	87
Monroe	30.41	15	\$2,325	10	\$85.9	15	\$70.1	15	\$88.7	15	\$108.7	10	19,479	3	58	2	85
Simsbury	37.29	10	\$2,251	10	\$99.8	15	\$83.5	15	\$98.3	15	\$109.8	10	23,511	4	12	5	84
Waterford	24.05	15	\$1,395	3	\$88.2	15	\$76.4	15	\$84.5	15	\$75.2	15	19,517	3	53	2	83
Glastonbury	35.10	15	\$3,832	15	\$160.0	10	\$133.9	10	\$153.5	10	\$108.2	10	34,427	5	13	5	80
Rocky Hill	26.60	15	\$2,180	10	\$70.4	10	\$57.8	10	\$68.0	10	\$75.4	15	19,709	3	15	5	78
Watertown	25.09	15	\$2,007	10	\$70.9	10	\$49.7	10	\$70.2	10	\$78.8	15	22,514	4	45	3	77
Naugatuck	44.80	10	\$1,612	3	\$117.8	15	\$71.3	15	\$112.7	15	\$58.7	10	31,862	5	42	3	76
Madison	20.39	10	\$3,468	15	\$82.1	10	\$70.2	15	\$77.3	10	\$108.2	10	18,269	3	47	2	75
Ridgefield	25.38	15	\$4,693	10	\$140.9	15	\$116.8	10	\$138.5	10	\$147.9	5	26,638	5	74	1	71
Trumbull	31.29	15	\$4,495	10	\$163.9	10	\$138.3	10	\$167.1	10	\$108.6	10	36,018	4	60	2	71
East Lyme	23.35	15	\$2,064	10	\$68.7	10	\$47.8	5	\$69.3	10	\$81.7	15	19,159	3	50	2	70
Bethel	31.50	15	\$1,882	5	\$74.7	10	\$58.7	10	\$71.2	10	\$85.4	15	18,584	3	64	1	69
New London	27.50	15	\$1,766	5	\$86.7	15	\$43.2	5	\$80.6	15	\$41.2	5	27,620	5	53	2	67
Southbury	26.40	15	\$2,107	10	\$60.3	5	\$55.3	10	\$58.2	5	\$77.0	15	19,904	3	48	2	65
Stonington	19.88	10	\$2,615	15	\$61.5	5	\$51.7	10	\$60.0	5	\$81.7	15	18,545	3	66	1	64
Montville	29.06	15	\$1,286	0	\$60.8	5	\$36.0	3	\$60.3	5	\$67.1	15	19,571	3	52	2	48

**Town of Windsor, Connecticut  
Top Comparable Communities  
(Communities Scoring 90 Points or More)**

Municipality	Mill Rate	Max. Points	Total G. L. (Millions)	Max. Points	Total Rev. (Millions)	Max. Points	P.T. Rev (Millions)	Max. Points	Total Exp. (Millions)	Max. Points	Med. Hoshld Inc. (Ths.)	Max. Points	Pop.	Max. Points	Proximity Miles	Max. Points	Total Points
Windsor	27.33	15	\$3,232	15	\$110.2	15	\$82.9	15	\$103.2	15	\$79.3	15	29,044	5	0	5	100
Newington	33.63	15	\$2,616	15	\$113.3	15	\$85.7	15	\$108.3	15	\$79.0	15	30,562	5	14	5	100
South Windsor	34.90	15	\$2,578	15	\$110.6	15	\$86.5	15	\$110.0	15	\$94.2	15	25,709	5	9	5	100
Farmington	24.07	15	\$3,530	15	\$100.0	15	\$83.6	15	\$96.6	15	\$92.9	15	25,340	5	17	4	99
Branford	25.59	15	\$3,525	15	\$105.1	15	\$89.4	15	\$100.4	15	\$71.1	15	28,026	5	51	2	97
Guilford	23.06	15	\$3,516	15	\$93.4	15	\$79.8	15	\$92.0	15	\$99.4	15	22,375	4	45	3	97
North Haven	28.10	15	\$2,932	15	\$93.7	15	\$79.6	15	\$94.4	15	\$84.1	15	24,093	4	38	3	97
New Milford	25.85	15	\$2,961	15	\$103.5	15	\$74.7	15	\$101.0	15	\$79.0	15	28,142	5	62	1	96
Wethersfield	33.46	15	\$2,349	10	\$97.8	15	\$78.3	15	\$94.3	15	\$78.0	15	26,668	5	11	5	95
Cheshire	27.60	15	\$2,936	15	\$107.2	15	\$79.7	15	\$107.4	15	\$107.7	10	29,261	5	36	3	93
Bloomfield	36.00	15	\$2,136	10	\$85.4	15	\$71.7	15	\$81.8	15	\$73.5	15	20,486	3	6	5	93
Newtown	33.32	15	\$3,037	15	\$119.2	15	\$100.4	15	\$118.5	15	\$108.7	10	27,560	5	55	2	92
East Haven	30.95	15	\$1,997	10	\$91.6	15	\$62.4	15	\$90.7	15	\$61.4	15	29,257	5	48	2	92
Shelton	22.31	15	\$4,551	10	\$123.2	15	\$102.9	15	\$125.8	15	\$88.4	15	39,559	4	52	2	91
Vernon	35.40	15	\$1,752	5	\$90.8	15	\$62.7	15	\$87.5	15	\$60.6	15	29,179	5	14	5	90

# APPENDIX C

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Comparable Community	Accountant				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$78,070.00	\$120,502.00		Deputy Finance Director/Town Accountant	35
Branford					N/A
Cheshire					
East Haven	\$85,900.00	\$95,200.00		Accounting Supervisor	35
Farmington	\$56,833.00	\$72,930.00		Assistant to Director of Finance & Admin	35
Glastonbury	\$78,234.00	\$105,670.00		Controller	37.5
Guilford	\$44,344.75	\$64,831.77		Senior Account Specialist	35
New Milford					
Newington					N/A
Newtown			\$84,606.00	Assistant Finance Director	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$40,000.00	\$60,000.00		AP Acct/Cash Receipts-General Ledger Accountant	37.5
Vernon	\$47,868.60	\$60,886.80		Assistant Treasurer	35
Wethersfield	\$71,370.00	\$80,375.00		Operations Analyst - Finance	37.5
Windsor	\$42,860.00	\$82,765.00			
Average	\$62,827.54	\$82,549.45	\$84,606.00		
50th Percentile	\$64,101.50	\$76,652.50	\$84,606.00		
60th Percentile	\$72,710.00	\$83,340.00	\$84,606.00		
65th Percentile	\$75,055.00	\$88,528.75	\$84,606.00		
75th Percentile	\$78,111.00	\$97,817.50	\$84,606.00		
80th Percentile	\$78,168.40	\$101,482.00	\$84,606.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Accountant (Edited)					
Comparable Community			Actual Salary	Title (If Different)	Comment
Bloomfield				Deputy Finance Director/Town Accountant	35
Branford					N/A
Cheshire					
East Haven	\$85,900.00	\$95,200.00		Accounting Supervisor	35
Farmington	\$56,833.00	\$72,930.00		Assistant to Director of Finance & Admin	35
Glastonbury				Controller	37.5
Guilford	\$44,344.75	\$64,831.77		Senior Account Specialist	35
New Milford					
Newington					N/A
Newtown			\$84,606.00	Assistant Finance Director	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$40,000.00	\$60,000.00		AP Acct/Cash Receipts-General Ledger Accountant	37.5
Vernon	\$47,868.60	\$60,886.80		Assistant Treasurer	35
Wethersfield	\$71,370.00	\$80,375.00		Operations Analyst - Finance	37.5
Windsor	\$42,860.00	\$82,765.00			
Average	\$57,719.39	\$72,370.60	\$84,606.00		
50th Percentile	\$52,350.80	\$68,880.89	\$84,606.00		
60th Percentile	\$56,833.00	\$72,930.00	\$84,606.00		
65th Percentile	\$60,467.25	\$74,791.25	\$84,606.00		
75th Percentile	\$67,735.75	\$78,513.75	\$84,606.00		
80th Percentile	\$71,370.00	\$80,375.00	\$84,606.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Comparable Community	Assessor				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$78,070.00	\$120,502.00			35
Branford			\$75,020.40		35
Cheshire					
East Haven	\$90,600.00	\$101,100.00			37.5
Farmington	\$83,018.00	\$106,530.00			35
Glastonbury	\$78,234.00	\$105,670.00			37.5
Guilford			\$93,274.71		35
New Milford					
Newington	\$65,010.00	\$118,367.00			35
Newtown			\$72,757.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$62,079.00	\$113,413.00			37.5
Vernon					N/A
Wethersfield	\$95,643.00	\$107,710.00			37.5
Windsor	\$53,250.00	\$109,185.00			
Average	\$78,950.57	\$110,470.29	\$80,350.70		
50th Percentile	\$78,234.00	\$107,710.00	\$75,020.40		
60th Percentile	\$81,104.40	\$111,131.80	\$78,671.26		
65th Percentile	\$82,539.60	\$112,842.70	\$80,496.69		
75th Percentile	\$86,809.00	\$115,890.00	\$84,147.56		
80th Percentile	\$89,083.60	\$117,376.20	\$85,972.99		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	<b>Assistant Assessor</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$67,363.00	\$84,227.00			35
Branford			\$52,325.00	Associate Assessor	35
Cheshire					
East Haven	\$50,500.00	\$56,800.00		Coordinator of Assessment Systems	35
Farmington	\$45,504.00	\$73,408.00			37.5
Glastonbury	\$60,996.00	\$76,225.50			37.5
Guilford	\$35,582.22	\$52,020.99			35
New Milford					
Newington	\$52,003.00	\$94,781.00		Deputy Assessor	35
Newtown					N/A
North Haven					
Shelton					
Simsbury					
South Windsor	\$43,456.00	\$77,400.00			37.5
Vernon					N/A
Wethersfield	\$67,972.00	\$76,547.00			37.5
Windsor	\$37,665.00	\$70,690.00			
Average	\$52,922.03	\$73,926.19	\$52,325.00		
50th Percentile	\$51,251.50	\$76,386.25	\$52,325.00		
60th Percentile	\$53,801.60	\$76,717.60	\$52,325.00		
65th Percentile	\$56,949.15	\$77,016.15	\$52,325.00		
75th Percentile	\$62,587.75	\$79,106.75	\$52,325.00		
80th Percentile	\$64,816.20	\$81,496.20	\$52,325.00		



**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Tax Collector					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$70,835.00	\$109,334.00			35
Branford			\$70,397.60		35
Cheshire					
East Haven	\$72,200.00	\$80,300.00			35
Farmington	\$73,568.00	\$94,277.00			35
Glastonbury	\$70,980.00	\$95,823.00		Revenue Collector	37.5
Guilford			\$68,289.52		35
New Milford					
Newington	\$56,064.00	\$102,094.00			35
Newtown			\$80,896.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$62,079.00	\$113,413.00		Collector of Revenue	37.5
Vernon					N/A
Wethersfield	\$82,620.00	\$93,044.00			37.5
Windsor	\$53,250.00	\$109,185.00			
Average	\$69,763.71	\$98,326.43	\$73,194.37		
50th Percentile	\$70,980.00	\$95,823.00	\$70,397.60		
60th Percentile	\$71,712.00	\$99,585.60	\$72,497.28		
65th Percentile	\$72,078.00	\$101,466.90	\$73,547.12		
75th Percentile	\$72,884.00	\$105,714.00	\$75,646.80		
80th Percentile	\$73,294.40	\$107,886.00	\$76,696.64		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Payroll and Benefits Administrator					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$61,113.00	\$76,392.00		Administrative Analyst I	35
Branford			\$36,964.20	Payroll Coordinator (not benefits)	
Cheshire					
East Haven	\$67,200.00	\$74,500.00		Benefits Risk Manager	35
Farmington	\$56,524.00	\$62,133.00		Payroll/Insurance Specialist	37.5
Glastonbury	\$52,689.00	\$65,851.50		Payroll Coordinator	37.5
Guilford	\$35,582.22	\$52,020.99		Payroll System Coordinator	35
New Milford					
Newington	\$48,282.00	\$91,273.00		Benefits Coordinator (No Payroll)	35
Newtown			\$66,213.00	Payroll	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$43,456.00	\$77,400.00		Payroll Coordinator	37.5
Vernon	\$47,868.60	\$60,886.80		Payroll Coordinator	35
Wethersfield	\$58,301.00	\$66,008.00		Payroll Accounting Clerk	37.5
Windsor	\$37,665.00	\$70,690.00			
Average	\$52,335.09	\$69,607.25	\$51,588.60		
50th Percentile	\$52,689.00	\$66,008.00	\$51,588.60		
60th Percentile	\$55,757.00	\$72,801.60	\$54,513.48		
65th Percentile	\$56,879.40	\$74,878.40	\$55,975.92		
75th Percentile	\$58,301.00	\$76,392.00	\$58,900.80		
80th Percentile	\$59,425.80	\$76,795.20	\$60,363.24		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

<b>Payroll and Benefits Administrator (Edited)</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$61,113.00	\$76,392.00		Administrative Analyst I	35
Branford			\$36,964.20	Payroll Coordinator (not benefits)	
Cheshire					
East Haven	\$67,200.00	\$74,500.00		Benefits Risk Manager	35
Farmington	\$56,524.00	\$62,133.00		Payroll/Insurance Specialist	37.5
Glastonbury	\$52,689.00	\$65,851.50		Payroll Coordinator	37.5
Guilford	\$35,582.22	\$52,020.99		Payroll System Coordinator	35
New Milford					
Newington				Benefits Coordinator (No Payroll)	35
Newtown			\$66,213.00	Payroll	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$43,456.00	\$77,400.00		Payroll Coordinator	37.5
Vernon	\$47,868.60	\$60,886.80		Payroll Coordinator	35
Wethersfield	\$58,301.00	\$66,008.00		Payroll Accounting Clerk	37.5
Windsor	\$37,665.00	\$70,690.00			
Average	\$52,841.73	\$66,899.04	\$51,588.60		
50th Percentile	\$54,606.50	\$65,929.75	\$51,588.60		
60th Percentile	\$56,879.40	\$67,706.40	\$54,513.48		
65th Percentile	\$57,501.35	\$70,678.60	\$55,975.92		
75th Percentile	\$59,004.00	\$74,973.00	\$58,900.80		
80th Percentile	\$59,988.20	\$75,635.20	\$60,363.24		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	<b>Town Planner</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$90,287.00	\$139,362.00		Director of Planning & Economic Development	35
Branford			\$103,979.20		
Cheshire					
East Haven	\$78,100.00	\$86,100.00		Planning & Zoning Enforcement Officer	35+
Farmington	\$88,414.00	\$113,457.00			35
Glastonbury	\$99,879.00	\$134,823.00		Director of Community Development	37.5
Guilford			\$110,020.04		35
New Milford					
Newington	\$70,024.00	\$127,453.00			35
Newtown			\$93,871.00	Director of Land Use	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$68,287.00	\$127,425.00		Director of Planning	37.5
Vernon					N/A
Wethersfield	\$94,643.00	\$107,710.00		Town Planner/Economic Development Mgr.	
Windsor	\$77,560.00	\$127,660.00			
Average	\$84,233.43	\$119,475.71	\$102,623.41		
50th Percentile	\$88,414.00	\$127,425.00	\$103,979.20		
60th Percentile	\$89,537.80	\$127,441.80	\$105,187.37		
65th Percentile	\$90,099.70	\$127,450.20	\$105,791.45		
75th Percentile	\$92,465.00	\$131,138.00	\$106,999.62		
80th Percentile	\$93,771.80	\$133,349.00	\$107,603.70		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Assistant Town Planner					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$78,070.00	\$120,502.00		Town Engineer	35
Branford			\$68,432.00		
Cheshire					
East Haven					N/A
Farmington	\$68,984.00	\$88,524.00			35
Glastonbury	\$64,408.50	\$86,931.00		Planner	37.5
Guilford	\$42,299.48	\$61,841.59		Zoning Enforcement Officer	35
New Milford					
Newington	\$52,003.00	\$94,781.00		Assistant Town Planner/ZEO	35
Newtown					N/A
North Haven					
Shelton					
Simsbury					
South Windsor					N/A
Vernon					N/A
Wethersfield	\$71,370.00	\$80,375.00			37.5
Windsor	\$42,860.00	\$82,765.00			
Average	\$62,855.83	\$88,825.77	\$68,432.00		
50th Percentile	\$66,696.25	\$87,727.50	\$68,432.00		
60th Percentile	\$68,984.00	\$88,524.00	\$68,432.00		
65th Percentile	\$69,580.50	\$90,088.25	\$68,432.00		
75th Percentile	\$70,773.50	\$93,216.75	\$68,432.00		
80th Percentile	\$71,370.00	\$94,781.00	\$68,432.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Assistant Town Planner (Edited)					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield				Town Engineer	35
Branford			\$68,432.00		
Cheshire					
East Haven					N/A
Farmington	\$68,984.00	\$88,524.00			35
Glastonbury	\$64,408.50	\$86,931.00		Planner	37.5
Guilford				Zoning Enforcement Officer	35
New Milford					
Newington	\$52,003.00	\$94,781.00		Assistant Town Planner/ZEO	35
Newtown					N/A
North Haven					
Shelton					
Simsbury					
South Windsor					N/A
Vernon					N/A
Wethersfield	\$71,370.00	\$80,375.00			37.5
Windsor	\$42,860.00	\$82,765.00			
Average	\$64,191.38	\$87,652.75	\$68,432.00		
50th Percentile	\$66,696.25	\$87,727.50	\$68,432.00		
60th Percentile	\$68,068.90	\$88,205.40	\$68,432.00		
65th Percentile	\$68,755.23	\$88,444.35	\$68,432.00		
75th Percentile	\$69,580.50	\$90,088.25	\$68,432.00		
80th Percentile	\$69,938.40	\$91,026.80	\$68,432.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	<b>Engineering Assistant</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield					N/A
Branford			\$65,676.00		37.5
Cheshire					
East Haven					N/A
Farmington	\$68,984.00	\$88,524.00		Civil Engineer	35
Glastonbury	\$58,988.80	\$73,756.80		Survey Party Chief	
Guilford	\$46,098.07	\$67,395.10		Engineering Assistant	35
New Milford					
Newington	\$67,132.00	\$81,666.00		Engineering Technologist II	35
Newtown			\$119,973.00	Town Engineer	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$49,664.00	\$85,248.00		Project Engineer	37.5
Vernon					N/A
Wethersfield					N/A
Windsor	\$37,665.00	\$70,690.00			
Average	\$58,173.37	\$79,317.98	\$92,824.50		
50th Percentile	\$58,988.80	\$81,666.00	\$92,824.50		
60th Percentile	\$62,246.08	\$83,098.80	\$98,254.20		
65th Percentile	\$63,874.72	\$83,815.20	\$100,969.05		
75th Percentile	\$67,132.00	\$85,248.00	\$106,398.75		
80th Percentile	\$67,502.40	\$85,903.20	\$109,113.60		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Engineering Assistant (Edited)					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield					N/A
Branford			\$65,676.00		37.5
Cheshire					
East Haven					N/A
Farmington				Civil Engineer	35
Glastonbury	\$58,988.80	\$73,756.80		Survey Party Chief	
Guilford	\$46,098.07	\$67,395.10		Engineering Assistant	35
New Milford					
Newington	\$67,132.00	\$81,666.00		Engineering Technologist II	35
Newtown			\$119,973.00	Town Engineer	37.5
North Haven					
Shelton					
Simsbury					
South Windsor				Project Engineer	37.5
Vernon					N/A
Wethersfield					N/A
Windsor	\$37,665.00	\$70,690.00			
Average	\$57,406.29	\$74,272.63	\$92,824.50		
50th Percentile	\$58,988.80	\$73,756.80	\$92,824.50		
60th Percentile	\$60,617.44	\$75,338.64	\$98,254.20		
65th Percentile	\$61,431.76	\$76,129.56	\$100,969.05		
75th Percentile	\$63,060.40	\$77,711.40	\$106,398.75		
80th Percentile	\$63,874.72	\$78,502.32	\$109,113.60		



**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	<b>Building Official</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$74,337.00	\$114,743.00			35
Branford	\$83,220.80	\$83,241.60			
Cheshire					
East Haven	\$79,500.00	\$88,200.00			35
Farmington	\$77,951.00	\$100,030.00			35
Glastonbury	\$78,234.00	\$105,670.50			37.5
Guilford			\$76,594.49		35
New Milford					
Newington	\$60,277.00	\$113,990.00			35
Newtown			\$82,283.00	Chief Building Official	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$65,183.00	\$115,542.00		Chief Building Official	37.5
Vernon					N/A
Wethersfield	\$95,643.00	\$107,710.00		Chief Building & Zoning Official	37.5
Windsor	\$53,250.00	\$109,185.00			
Average	\$76,793.23	\$103,640.89	\$79,438.75		
50th Percentile	\$78,092.50	\$106,690.25	\$79,438.75		
60th Percentile	\$78,487.20	\$108,966.00	\$80,007.60		
65th Percentile	\$78,930.30	\$111,164.00	\$80,292.02		
75th Percentile	\$80,430.20	\$114,178.25	\$80,860.87		
80th Percentile	\$81,732.48	\$114,441.80	\$81,145.30		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

<b>Assistant Building Official</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$64,117.00	\$80,104.00			35
Branford			\$71,676.80		
Cheshire					
East Haven					N/A
Farmington	\$46,371.00	\$66,489.00		Development Inspector II	37.5
Glastonbury	\$65,617.50	\$91,260.00		Deputy Building Official	37.5
Guilford					N/A
New Milford					
Newington	\$52,003.00	\$94,781.00			35
Newtown			\$63,000.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$45,008.00	\$75,153.00		Deputy Building Official	37.5
Vernon	\$47,868.60	\$60,886.80			35
Wethersfield	\$67,552.00	\$76,510.00			37.5
Windsor	\$37,665.00	\$70,690.00			
Average	\$55,505.30	\$77,883.40	\$67,338.40		
50th Percentile	\$52,003.00	\$76,510.00	\$67,338.40		
60th Percentile	\$59,271.40	\$78,666.40	\$68,206.08		
65th Percentile	\$62,905.60	\$79,744.60	\$68,639.92		
75th Percentile	\$64,867.25	\$85,682.00	\$69,507.60		
80th Percentile	\$65,317.40	\$89,028.80	\$69,941.44		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	<b>Fire Marshal</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield					N/A
Branford					N/A
Cheshire					
East Haven			\$86,000.00		35
Farmington	\$77,951.00	\$100,030.00			35
Glastonbury	\$70,980.00	\$95,823.00			37.5
Guilford			\$126,747.06		42
New Milford					
Newington	\$60,227.00	\$113,990.00			35
Newtown			\$80,002.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$65,183.00	\$115,542.00			37.5
Vernon	\$73,822.32	\$93,946.32			35
Wethersfield	\$86,751.00	\$97,696.00			
Windsor	\$53,250.00	\$109,185.00			
Average	\$72,485.72	\$102,837.89	\$97,583.02		
50th Percentile	\$72,401.16	\$98,863.00	\$86,000.00		
60th Percentile	\$73,822.32	\$100,030.00	\$94,149.41		
65th Percentile	\$74,854.49	\$103,520.00	\$98,224.12		
75th Percentile	\$76,918.83	\$110,500.00	\$106,373.53		
80th Percentile	\$77,951.00	\$113,990.00	\$110,448.24		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	<b>Fire Inspector</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield					N/A
Branford					N/A
Cheshire					
East Haven					N/A
Farmington					N/A
Glastonbury	\$60,996.00	\$76,225.50		Deputy Fire Marshal	37.5
Guilford			\$21,712.60		17.5
New Milford					
Newington					N/A
Newtown			\$50,223.00	Assistant Fire Marshal	37.5
North Haven					
Shelton					
Simsbury					
South Windsor			\$27,310.14	Fire Safety Code Inspector (\$21.22/hr.)	24.75
Vernon	\$47,868.60	\$60,886.80		Deputy Fire Marshall	35
Wethersfield			\$22,113.11		19.5/hourly
Windsor	\$37,665.00	\$70,690.00			
Average	\$54,432.30	\$68,556.15	\$30,339.71		
50th Percentile	\$54,432.30	\$68,556.15	\$24,711.62		
60th Percentile	\$55,745.04	\$70,090.02	\$26,270.73		
65th Percentile	\$56,401.41	\$70,856.96	\$27,050.29		
75th Percentile	\$57,714.15	\$72,390.83	\$33,038.36		
80th Percentile	\$58,370.52	\$73,157.76	\$36,475.28		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Director of Health					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield					N/A
Branford					N/A
Cheshire					
East Haven				Regional through East Shore Dist. Health Dept.	
Farmington				Regional	
Glastonbury	\$82,153.50	\$110,955.00			37.5
Guilford			\$109,964.92		35
New Milford					
Newington					N/A
Newtown			\$93,550.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor				Contracted	
Vernon					N/A
Wethersfield					N/A
Windsor	\$77,560.00	\$127,660.00			
Average	\$82,153.50	\$110,955.00	\$101,757.46		
50th Percentile	\$82,153.50	\$110,955.00	\$101,757.46		
60th Percentile	\$82,153.50	\$110,955.00	\$103,398.95		
65th Percentile	\$82,153.50	\$110,955.00	\$104,219.70		
75th Percentile	\$82,153.50	\$110,955.00	\$105,861.19		
80th Percentile	\$82,153.50	\$110,955.00	\$106,681.94		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Human Resources Generalist					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$60,870.00	\$76,223.00			35
Branford					
Cheshire					
East Haven					N/A
Farmington	\$59,369.00	\$68,698.00		Administrative Assistant I	35
Glastonbury	\$52,689.00	\$65,851.50		Human Resources Assistant	
Guilford					N/A
New Milford					
Newington					N/A
Newtown			\$62,000.00	Human Resources Administrator	
North Haven					
Shelton					
Simsbury					
South Windsor	\$71,046.00	\$133,500.00		Director of Human Resources	37.5
Vernon					N/A
Wethersfield					N/A
Windsor	\$42,860.00	\$82,765.00			
Average	\$60,993.50	\$86,068.13	\$62,000.00		
50th Percentile	\$60,119.50	\$72,460.50	\$62,000.00		
60th Percentile	\$60,569.80	\$74,718.00	\$62,000.00		
65th Percentile	\$60,794.95	\$75,846.75	\$62,000.00		
75th Percentile	\$63,414.00	\$90,542.25	\$62,000.00		
80th Percentile	\$64,940.40	\$99,133.80	\$62,000.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Human Resources Generalist (Edited)					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$60,870.00	\$76,223.00			35
Branford					
Cheshire					
East Haven					N/A
Farmington	\$59,369.00	\$68,698.00		Administrative Assistant I	35
Glastonbury	\$52,689.00	\$65,851.50		Human Resources Assistant	
Guilford					N/A
New Milford					
Newington					N/A
Newtown			\$62,000.00	Human Resources Administrator	
North Haven					
Shelton					
Simsbury					
South Windsor				Director of Human Resources	37.5
Vernon					N/A
Wethersfield					N/A
Windsor	\$42,860.00	\$82,765.00			
Average	\$57,642.67	\$70,257.50	\$62,000.00		
50th Percentile	\$59,369.00	\$68,698.00	\$62,000.00		
60th Percentile	\$59,669.20	\$70,203.00	\$62,000.00		
65th Percentile	\$59,819.30	\$70,955.50	\$62,000.00		
75th Percentile	\$60,119.50	\$72,460.50	\$62,000.00		
80th Percentile	\$60,269.60	\$73,213.00	\$62,000.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Director of Human Services					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$86,010.00	\$132,755.00			35
Branford	\$79,996.80	\$87,505.60			
Cheshire					
East Haven	\$50,067.00	\$63,036.00		Social Services Dir & Youth Coord.	
Farmington	\$103,907.00	\$117,016.00		Director of Community & Recreational Services	35
Glastonbury	\$82,153.50	\$110,955.00			37.5
Guilford			\$78,504.92	Director of Social Services	35
New Milford					
Newington	\$65,010.00	\$118,367.00			35
Newtown					N/A
North Haven					
Shelton					
Simsbury					
South Windsor	\$68,287.00	\$127,425.00		Director of Adult and Senior Services	37.5
Vernon					N/A
Wethersfield			\$141,950.00	Dir. of Park & Rec and Social & Youth Services	37.5
Windsor	\$77,560.00	\$127,660.00			
Average	\$76,490.19	\$108,151.37	\$110,227.46		
50th Percentile	\$79,996.80	\$117,016.00	\$110,227.46		
60th Percentile	\$81,290.82	\$117,826.60	\$116,571.97		
65th Percentile	\$81,937.83	\$118,231.90	\$119,744.22		
75th Percentile	\$84,081.75	\$122,896.00	\$126,088.73		
80th Percentile	\$85,238.70	\$125,613.40	\$129,260.98		



**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Senior Center Coordinator					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$81,963.00	\$126,506.00		Director of Senior Services	35
Branford			\$87,360.00	Director of Senior Center	
Cheshire					
East Haven	\$53,300.00	\$59,000.00		Senior Center Director	35
Farmington	\$56,833.00	\$72,930.00			35
Glastonbury	\$64,408.50	\$86,931.00		Senior Center Program Supervisor	37.5
Guilford	\$40,665.71	\$59,727.35		Senior Program Director	40
New Milford					
Newington	\$60,277.00	\$113,990.00		Dir. of Senior and Disabled Center	35
Newtown			\$57,611.00	Director of Senior Center	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$57,827.00	\$96,557.00		Asst. Director of Adult and Senior Services	
Vernon	\$18,720.00	\$23,712.00		Part Time Sr Center Program Coordinator	15-19/wk.
Wethersfield	\$74,939.00	\$84,393.00			37.5
Windsor	\$42,860.00	\$82,765.00			
Average	\$56,548.13	\$80,416.26	\$72,485.50		
50th Percentile	\$57,827.00	\$84,393.00	\$72,485.50		
60th Percentile	\$59,787.00	\$86,423.40	\$75,460.40		
65th Percentile	\$61,103.30	\$88,856.20	\$76,947.85		
75th Percentile	\$64,408.50	\$96,557.00	\$79,922.75		
80th Percentile	\$68,620.70	\$103,530.20	\$81,410.20		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Caseworker					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$67,116.00	\$84,040.00		Senior Services Coordinator	35
Branford					N/A
Cheshire					
East Haven					N/A
Farmington	\$61,405.00	\$78,799.00		Social Worker	35
Glastonbury	\$55,302.00	\$69,147.00		Outreach Social Worker	37.5
Guilford	\$32,642.07	\$47,722.51		Social Services Program Coordinator	35
New Milford					
Newington	\$52,003.00	\$94,781.00		Clinical Casework Coordinator	35
Newtown			\$57,611.00	Director of Social Services	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$31,039.00	\$52,997.00		Human Services Specialist I	37.5
Vernon					N/A
Wethersfield	\$67,972.00	\$76,547.00		Social Worker	37.5
Windsor	\$37,665.00	\$70,690.00			
Average	\$52,497.01	\$72,004.79	\$57,611.00		
50th Percentile	\$55,302.00	\$76,547.00	\$57,611.00		
60th Percentile	\$58,963.80	\$77,898.20	\$57,611.00		
65th Percentile	\$60,794.70	\$78,573.80	\$57,611.00		
75th Percentile	\$64,260.50	\$81,419.50	\$57,611.00		
80th Percentile	\$65,973.80	\$82,991.80	\$57,611.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Caseworker (Edited)					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield				Senior Services Coordinator	35
Branford					N/A
Cheshire					
East Haven					N/A
Farmington	\$61,405.00	\$78,799.00		Social Worker	35
Glastonbury	\$55,302.00	\$69,147.00		Outreach Social Worker	37.5
Guilford	\$32,642.07	\$47,722.51		Social Services Program Coordinator	35
New Milford					
Newington				Clinical Casework Coordinator	35
Newtown			\$57,611.00	Director of Social Services	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$31,039.00	\$52,997.00		Human Services Specialist I	37.5
Vernon					N/A
Wethersfield	\$67,972.00	\$76,547.00		Social Worker	37.5
Windsor	\$37,665.00	\$70,690.00			
Average	\$49,672.01	\$65,042.50	\$57,611.00		
50th Percentile	\$55,302.00	\$69,147.00	\$57,611.00		
60th Percentile	\$57,743.20	\$72,107.00	\$57,611.00		
65th Percentile	\$58,963.80	\$73,587.00	\$57,611.00		
75th Percentile	\$61,405.00	\$76,547.00	\$57,611.00		
80th Percentile	\$62,718.40	\$76,997.40	\$57,611.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	Town Clerk				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$74,337.00	\$114,743.00			35
Branford	\$70,288.40	\$70,306.60			35
Cheshire					
East Haven			\$71,300.00	Town Clerk (Elected position)	
Farmington	\$81,449.00	\$91,725.00			35
Glastonbury	\$70,980.00	\$95,823.00			37.5
Guilford			\$67,332.72		35
New Milford					
Newington	\$60,277.00	\$113,990.00			35
Newtown			\$72,990.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$62,079.00	\$113,413.00			37.5
Vernon	\$65,356.20	\$83,173.48			35
Wethersfield	\$67,743.00	\$87,632.00			37.5
Windsor	\$53,250.00	\$109,185.00			
Average	\$69,063.70	\$96,350.76	\$70,540.91		
50th Percentile	\$69,015.70	\$93,774.00	\$71,300.00		
60th Percentile	\$70,426.72	\$99,341.00	\$71,638.00		
65th Percentile	\$70,668.78	\$105,497.50	\$71,807.00		
75th Percentile	\$71,819.25	\$113,557.25	\$72,145.00		
80th Percentile	\$72,994.20	\$113,759.20	\$72,314.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Deputy Town Clerk					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$55,479.00	\$69,359.00			35
Branford			\$52,325.00	Assistant Town Clerk	35
Cheshire					
East Haven	\$47,800.00	\$53,100.00		Assistant Town Clerk	35
Farmington	\$49,102.00	\$54,213.00		Assistant Town Clerk	37.5
Glastonbury	\$52,698.00	\$65,851.50		Assistant Town Clerk	37.5
Guilford	\$27,372.80	\$40,021.80		Assistant Town Clerk	35
New Milford					
Newington	\$38,749.00	\$71,261.00		Assistant Town Clerk	35
Newtown					N/A
North Haven					
Shelton					
Simsbury					
South Windsor	\$43,456.00	\$77,400.00		Assistant Town Clerk	37.5
Vernon	\$40,577.68	\$51,679.68		Assistant Town Clerk	35
Wethersfield	\$61,385.00	\$69,095.00		Records Manager/Asst Town Clerk II	37.5
Windsor	\$42,860.00	\$82,765.00			
Average	\$46,291.05	\$61,331.22	\$52,325.00		
50th Percentile	\$47,800.00	\$65,851.50	\$52,325.00		
60th Percentile	\$48,841.60	\$68,446.30	\$52,325.00		
65th Percentile	\$49,821.20	\$69,147.80	\$52,325.00		
75th Percentile	\$52,698.00	\$69,359.00	\$52,325.00		
80th Percentile	\$53,810.40	\$70,119.80	\$52,325.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Coordinator of Information Technology					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$78,070.00	\$120,502.00		Director of Information Systems Technology	35
Branford			\$82,992.00	Director of Information Technology	
Cheshire					
East Haven				Contracted	
Farmington	\$73,163.00	\$88,419.00		Information Technology Manager	
Glastonbury	\$78,234.00	\$105,670.50		Information Technology Manager	37.5
Guilford					N/A
New Milford					
Newington	\$75,376.00	\$137,424.00		Chief Information Officer	35
Newtown			\$98,544.00	Information Technology Director	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$68,287.00	\$127,425.00		Director of Information Technology	37.5
Vernon					N/A
Wethersfield					N/A
Windsor	\$77,560.00	\$127,660.00			
Average	\$74,626.00	\$115,888.10	\$90,768.00		
50th Percentile	\$75,376.00	\$120,502.00	\$90,768.00		
60th Percentile	\$76,453.60	\$123,271.20	\$92,323.20		
65th Percentile	\$76,992.40	\$124,655.80	\$93,100.80		
75th Percentile	\$78,070.00	\$127,425.00	\$94,656.00		
80th Percentile	\$78,102.80	\$129,424.80	\$95,433.60		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Information Technology Specialist					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$64,117.00	\$80,104.00		Information Systems Technician	
Branford			\$68,910.40	Network Engineer	
Cheshire					
East Haven					N/A
Farmington					N/A
Glastonbury	\$58,032.00	\$72,598.50		System Support Specialist	37.5
Guilford	\$50,240.02	\$73,450.62		Information Technology Analyst	35
New Milford					
Newington	\$44,836.00	\$84,771.00		Computer/Application Specialist	35
Newtown			\$66,300.00	IT Operations Specialist	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$31,039.00	\$52,997.00		Information Technology Technician	37.5
Vernon					N/A
Wethersfield	\$71,370.00	\$80,375.00		Information Specialist I	
Windsor	\$42,860.00	\$82,765.00			
Average	\$53,272.34	\$74,049.35	\$67,605.20		
50th Percentile	\$54,136.01	\$76,777.31	\$67,605.20		
60th Percentile	\$58,032.00	\$80,104.00	\$67,866.24		
65th Percentile	\$59,553.25	\$80,171.75	\$67,996.76		
75th Percentile	\$62,595.75	\$80,307.25	\$68,257.80		
80th Percentile	\$64,117.00	\$80,375.00	\$68,388.32		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Library Director					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$86,010.00	\$132,755.00			35
Branford			\$82,347.20		
Cheshire					
East Haven					N/A
Farmington			\$121,192.00		35
Glastonbury	\$82,153.50	\$110,955.00			37.5
Guilford			\$110,016.92		40
New Milford					
Newington	\$65,010.00	\$118,367.00			35
Newtown			\$81,400.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor					N/A
Vernon					N/A
Wethersfield			\$99,079.00		35
Windsor	\$77,560.00	\$127,660.00			
Average	\$77,724.50	\$120,692.33	\$98,807.02		
50th Percentile	\$82,153.50	\$118,367.00	\$99,079.00		
60th Percentile	\$82,924.80	\$121,244.60	\$103,454.17		
65th Percentile	\$83,310.45	\$122,683.40	\$105,641.75		
75th Percentile	\$84,081.75	\$125,561.00	\$110,016.92		
80th Percentile	\$84,467.40	\$126,999.80	\$112,251.94		



**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Comparable Community	Librarian				
	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$63,825.00	\$79,731.00		Librarian I	35
Branford					N/A
Cheshire					
East Haven					
Farmington	\$49,140.00	\$58,240.00		Librarian I	35
Glastonbury	\$52,689.00	\$65,851.50		Librarian II	37.5
Guilford	\$44,344.75	\$64,831.77		Public Service Librarian	
New Milford					
Newington	\$60,502.00	\$74,126.00		Librarian III	35
Newtown					N/A
North Haven					
Shelton					
Simsbury					
South Windsor					N/A
Vernon					N/A
Wethersfield	\$52,215.00	\$62,658.00			35
Windsor	\$42,860.00	\$82,765.00			
Average	\$53,785.96	\$67,573.05			
50th Percentile	\$52,452.00	\$65,341.64			
60th Percentile	\$52,689.00	\$65,851.50			
65th Percentile	\$54,642.25	\$67,920.13			
75th Percentile	\$58,548.75	\$72,057.38			
80th Percentile	\$60,502.00	\$74,126.00			

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Library Assistant					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$43,179.00	\$54,063.00		Library Assistant I	35
Branford			\$34,528.00	Library Administrative Assistant	
Cheshire					
East Haven					N/A
Farmington					N/A
Glastonbury	\$39,292.50	\$49,101.00			37.5
Guilford	\$27,872.00	\$40,747.20		Library Assistant III	40/hourly
New Milford					
Newington	\$51,142.00	\$63,700.00		Librarian I	
Newtown			\$71,407.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor					N/A
Vernon					N/A
Wethersfield	\$31,329.00	\$37,595.00			
Windsor	\$37,665.00	\$70,690.00			
Average	\$38,562.90	\$49,041.24	\$52,967.50		
50th Percentile	\$39,292.50	\$49,101.00	\$52,967.50		
60th Percentile	\$40,847.10	\$51,085.80	\$56,655.40		
65th Percentile	\$41,624.40	\$52,078.20	\$58,499.35		
75th Percentile	\$43,179.00	\$54,063.00	\$62,187.25		
80th Percentile	\$44,771.60	\$55,990.40	\$64,031.20		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	<b>Chief of Police</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$90,287.00	\$139,362.00			35
Branford			\$116,251.20		
Cheshire					
East Haven			\$106,113.00		
Farmington	\$123,581.00	\$138,638.00			35
Glastonbury	\$99,879.00	\$134,823.00			37.5
Guilford			\$135,908.76		
New Milford					
Newington	\$81,888.00	\$147,967.00			35
Newtown			\$118,320.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$74,443.00	\$141,900.00			37.5
Vernon	\$91,783.12	\$116,829.96			40
Wethersfield	\$94,317.00	\$127,437.00			
Windsor	\$77,560.00	\$127,660.00			
Average	\$93,643.52	\$136,586.66	\$119,148.24		
50th Percentile	\$91,035.06	\$139,000.00	\$117,285.60		
60th Percentile	\$91,783.12	\$139,362.00	\$117,906.24		
65th Percentile	\$93,807.09	\$139,996.50	\$118,216.56		
75th Percentile	\$97,855.03	\$141,265.50	\$122,717.19		
80th Percentile	\$99,879.00	\$141,900.00	\$125,355.50		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	<b>Police Captain</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$81,963.00	\$126,506.00			35
Branford			\$89,232.00		
Cheshire					
East Haven					
Farmington	\$103,907.00	\$117,016.00			35
Glastonbury	\$86,248.50	\$116,473.50			37.5
Guilford			\$93,483.52	Police Lieutenant	
New Milford					
Newington	\$102,123.00	\$105,772.00		Police Lieutenant	35
Newtown			\$105,010.00		37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$65,183.00	\$115,542.00		Deputy Chief of Police	37.5
Vernon	\$82,320.16	\$104,777.40			40
Wethersfield	\$106,885.00	\$109,902.00		Commander (No Captain)	40
Windsor	\$53,250.00	\$109,185.00			
Average	\$86,957.44	\$114,347.82	\$95,908.51		
50th Percentile	\$84,284.33	\$116,007.75	\$93,483.52		
60th Percentile	\$86,248.50	\$116,473.50	\$95,788.82		
65th Percentile	\$90,217.13	\$116,609.13	\$96,941.46		
75th Percentile	\$98,154.38	\$116,880.38	\$99,246.76		
80th Percentile	\$102,123.00	\$117,016.00	\$100,399.41		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

<b>Director of Public Works/ Town Engineer</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$90,287.00	\$139,362.00		Director of Public Works	35
Branford			\$96,990.40		
Cheshire					
East Haven			\$91,130.00		
Farmington	\$123,581.00	\$138,638.00		Director of Public Works	35
Glastonbury	\$95,140.50	\$128,427.00		Town Engineer/Manager of Physical Services	27.5
Guilford			\$129,116.00		35
New Milford					
Newington	\$65,010.00	\$118,367.00		Highway Superintendent	35
Newtown			\$107,996.00	Director of Public Works	
North Haven					
Shelton					
Simsbury					
South Windsor	\$74,433.00	\$141,900.00		Director of Public Works	37.5
Vernon	\$82,320.16	\$104,777.40		Director of Public Works	40
Wethersfield	\$94,317.00	\$123,307.00		Director of Physical Services	40
Windsor	\$77,560.00	\$127,660.00			
Average	\$89,298.38	\$127,825.49	\$106,308.10		
50th Percentile	\$86,303.58	\$128,043.50	\$102,493.20		
60th Percentile	\$91,093.00	\$130,469.20	\$105,794.88		
65th Percentile	\$92,503.50	\$134,043.05	\$107,445.72		
75th Percentile	\$94,522.88	\$138,819.00	\$113,276.00		
80th Percentile	\$94,811.10	\$139,072.40	\$116,444.00		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Public Works Operations Manager					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$70,835.00	\$109,334.00		Field Operations Manager	35
Branford			\$65,457.60	Highway Supervisor	
Cheshire					
East Haven			\$79,700.00	Superintendent of Operations	
Farmington	\$83,018.00	\$106,530.00		Highway & Grounds Superintendent	35
Glastonbury	\$86,248.50	\$116,473.50		Physical Services Operations Manager	37.5
Guilford	\$68,234.02	\$99,757.74		Highway Superintendent	
New Milford					
Newington	\$75,376.00	\$137,424.00		Town Engineer	35
Newtown			\$119,973.00	Town Engineer	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$62,079.00	\$113,413.00		Superintendent of Streets	40
Vernon					N/a
Wethersfield	\$95,643.00	\$107,710.00		Asst. Dir. of Physical Services, Field Ops.	
Windsor	\$53,250.00	\$109,185.00			
Average	\$74,335.44	\$112,478.41	\$88,376.87		
50th Percentile	\$73,105.50	\$109,259.50	\$79,700.00		
60th Percentile	\$76,904.40	\$110,149.80	\$87,754.60		
65th Percentile	\$79,579.10	\$111,577.45	\$91,781.90		
75th Percentile	\$83,825.63	\$114,178.13	\$99,836.50		
80th Percentile	\$84,956.30	\$115,249.30	\$103,863.80		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

<b>Public Works Operations Manager (Edited)</b>					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$70,835.00	\$109,334.00		Field Operations Manager	35
Branford			\$65,457.60	Highway Supervisor	
Cheshire					
East Haven			\$79,700.00	Superintendent of Operations	
Farmington	\$83,018.00	\$106,530.00		Highway & Grounds Superintendent	35
Glastonbury	\$86,248.50	\$116,473.50		Physical Services Operations Manager	37.5
Guilford	\$68,234.02	\$99,757.74		Highway Superintendent	
New Milford					
Newington				Town Engineer	35
Newtown				Town Engineer	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$62,079.00	\$113,413.00		Superintendent of Streets	40
Vernon					N/a
Wethersfield	\$95,643.00	\$107,710.00		Asst. Dir. of Physical Services, Field Ops.	
Windsor	\$53,250.00	\$109,185.00			
Average	\$74,186.79	\$108,914.75	\$72,578.80		
50th Percentile	\$70,835.00	\$109,185.00	\$72,578.80		
60th Percentile	\$78,144.80	\$109,274.40	\$74,003.04		
65th Percentile	\$81,799.70	\$109,319.10	\$74,715.16		
75th Percentile	\$84,633.25	\$111,373.50	\$76,139.40		
80th Percentile	\$85,602.40	\$112,597.20	\$76,851.52		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

	<b>Building and Facilities Manager</b>				
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$70,835.00	\$109,334.00		Field Operations Manager - Facilities	35
Branford			\$65,436.80	Lead Tradesman	
Cheshire					
East Haven					N/A
Farmington					N/A
Glastonbury	\$95,140.50	\$128,427.00		Dir of Infrastructure & Building Services	37.5
Guilford	\$52,683.93	\$77,023.59			
New Milford					
Newington	\$60,277.00	\$113,990.00		Director of Facilities Management	35
Newtown					N/A
North Haven					
Shelton					
Simsbury					
South Windsor	\$57,827.00	\$96,557.00		Facilities Manager	37.5
Vernon					N/A
Wethersfield					N/A
Windsor	\$53,250.00	\$109,185.00			
Average	\$65,002.24	\$105,752.77	\$65,436.80		
50th Percentile	\$59,052.00	\$109,259.50	\$65,436.80		
60th Percentile	\$60,277.00	\$109,334.00	\$65,436.80		
65th Percentile	\$62,916.50	\$110,498.00	\$65,436.80		
75th Percentile	\$68,195.50	\$112,826.00	\$65,436.80		
80th Percentile	\$70,835.00	\$113,990.00	\$65,436.80		



**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Director of Recreation and Leisure Services					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$81,963.00	\$126,506.00		Director of Leisure Services	35
Branford			\$100,588.80		
Cheshire					
East Haven	\$66,900.00	\$74,300.00			30
Farmington	\$103,907.00	\$117,016.00		Dir. of Community & Recreational Services	35
Glastonbury	\$90,577.50	\$122,284.50		Director of Parks & Recreation	37.5
Guilford			\$110,016.92	Director of Parks & Recreation	
New Milford					
Newington	\$70,024.00	\$127,453.00		Superintendent of Parks & Recreation	35
Newtown			\$85,345.00	Director of Parks & Recreation	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$74,433.00	\$141,900.00		Director of Parks and Recreation	37.5
Vernon					N/A
Wethersfield			\$141,950.00	Dir. of Park & Rec and Social & Youth Services	37.5
Windsor	\$77,560.00	\$127,660.00			
Average	\$81,300.75	\$118,243.25	\$109,475.18		
50th Percentile	\$77,560.00	\$126,506.00	\$105,302.86		
60th Percentile	\$80,201.80	\$127,074.20	\$108,131.30		
65th Percentile	\$81,522.70	\$127,358.30	\$109,545.51		
75th Percentile	\$86,270.25	\$127,556.50	\$118,000.19		
80th Percentile	\$88,854.60	\$127,618.60	\$122,790.15		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Assistant Recreation Manager					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$70,835.00	\$109,334.00		Assistant Director of Leisure Services	35
Branford			\$64,979.20		
Cheshire					
East Haven					N/A
Farmington	\$64,463.00	\$82,721.00		Recreation Supervisor	35
Glastonbury	\$64,408.50	\$86,931.00		Recreation Supervisor	37.5
Guilford	\$40,665.71	\$59,453.03		Recreation Supervisor	
New Milford					
Newington	\$48,282.00	\$91,273.00		Recreation Supervisor	35
Newtown			\$62,766.00	Assistant Recreation Director	37.5
North Haven					
Shelton					
Simsbury					
South Windsor	\$57,827.00	\$96,557.00		Assistant Director of Parks and Rec.	37.5
Vernon					N/A
Wethersfield	\$95,643.00	\$107,710.00		Assistant Director of Parks and Rec.	37.5
Windsor	\$42,860.00	\$82,765.00			
Average	\$60,623.03	\$89,593.00	\$63,872.60		
50th Percentile	\$61,117.75	\$89,102.00	\$63,872.60		
60th Percentile	\$64,419.40	\$92,329.80	\$64,093.92		
65th Percentile	\$64,438.48	\$94,179.20	\$64,204.58		
75th Percentile	\$66,056.00	\$99,345.25	\$64,425.90		
80th Percentile	\$68,286.20	\$103,248.80	\$64,536.56		

**TOWN OF WINDSOR  
DETAILED SALARY DATA**

Recreation Program Specialist					
Comparable Community	Minimum Salary	Maximum Salary	Actual Salary	Title (If Different)	Comment
Bloomfield	\$67,363.00	\$84,227.00		Administrative Analyst II	35
Branford					N/A
Cheshire					
East Haven					N/A
Farmington					N/A
Glastonbury	\$52,689.00	\$65,851.50		Recreation Program Coordinator	37.5
Guilford	\$33,176.00	\$48,505.60		Recreation Program Coordinator	40/hourly
New Milford					
Newington					N/A
Newtown					N/A
North Haven					
Shelton					
Simsbury					
South Windsor	\$45,008.00	\$75,153.00		Recreation Supervisor	37.5
Vernon					N/A
Wethersfield	\$74,939.00	\$84,393.00		Recreation Supervisor I	
Windsor	\$37,665.00	\$70,690.00			
Average	\$51,806.67	\$71,470.02	#DIV/0!		
50th Percentile	\$48,848.50	\$72,921.50	#NUM!		
60th Percentile	\$52,689.00	\$75,153.00	#NUM!		
65th Percentile	\$56,357.50	\$77,421.50	#NUM!		
75th Percentile	\$63,694.50	\$81,958.50	#NUM!		
80th Percentile	\$67,363.00	\$84,227.00	#NUM!		

# APPENDIX D

**TOWN OF WINDSOR  
HEALTH AND LIFE INSURANCE**

Municipality	Insurance Type				Deductible	Employee Only	Family	Employee +1	Spouse Exclusion?	Sick Leave Cash Out	Cash for Waiver?	Amount of Waiver	Life Insurance	Life Ins. Amount	Comments
	PPO	HMO	HDHP	HSA		% Paid by Muni.	% Paid by Muni.	% Paid by Muni.							
Bloomfield	X			X	DNR	83%	83%	83%	No	No	Yes		Yes	2x base salary up to \$300,000	
Bloomfield			X			88%	88%	88%							
Branford	X				\$2,000	88%	88%	88%							
Branford			X		\$4,000	88%	88%	88%	Yes	No	Yes	\$1,000	No		
Cheshire															
East Haven	X				DNR	DNR	DNR	DNR	No	No	Yes	\$1,300	Yes	DNR	\$3500 waiver family
Farmington	X				\$250	DNR	DNR	DNR	No	No	Yes	\$1,500	Yes	\$100,000	\$2300/\$3000 waiver spouse/family
Glastonbury	X	X	X	X	\$200				No	No	Yes	DNR	Yes	\$50,000	Percentage differs on date of hire, plan and affiliation
Gulford	X				DNR	80%	80%	80%	No	No	Yes	2%	Yes	\$100,000	Percentage paid differs based on
New Milford															
Newington	X				DNR	88%	88%	88%	No	No	Yes	\$1,000	Yes	DNR	
Newtown	X				\$400	89%	89%	89%	No	No	Yes	\$3,000	Yes	1x Salary	
North Haven															
Shelton															
Simsbury															
South Windsor	X	X	X	X	\$2,000	85%	85%	85%	No	No	Yes	\$1,000	Yes	2x Salary	
Vernon				X	\$1,500	95%	95%	95%	No	No	Yes	\$1,200	Yes	\$50,000	
Wethersfield	X		X	X	\$200	81%	81%	81%	No	No	Yes	\$1,000	Yes		Percentage differs on date of hire, plan and affiliation
<b>AVERAGE</b>					<b>\$1,319</b>	<b>87%</b>	<b>87%</b>	<b>87%</b>				<b>\$1,222</b>		<b>75,000</b>	
<b>Windsor</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>\$2,000/\$4000 for HDHP</b>	<b>81%</b>	<b>81%</b>	<b>81%</b>	<b>No</b>	<b>No</b>	<b>No</b>	<b>n/a</b>	<b>Yes</b>	<b>1.5 to 2.5 x annual base salary depending on pay grade.</b>	
						<b>84% for HDHP</b>	<b>84% for HDHP</b>	<b>84% for HDHP</b>							

TOWN OF WINDSOR  
DENTAL INSURANCE

Municipality	Employee	Family	Employee + 1	Comments
	% Paid by Municipality	% Paid by Municipality	% Paid by Municipality	
Bloomfield	88%	88%	88%	
Branford				None
Cheshire				
East Haven	Yes	Yes	Yes	Did not report percentage
Farmington	Yes	Yes	Yes	Did not report percentage
Glastonbury	80%	80%	80%	
Guilford	80%	80%	80%	Percentage paid differs based on group/plan
New Milford				
Newington	88%	88%	88%	
Newtown	89%	89%	89%	
North Haven				
Shelton				
Simsbury				
South Windsor				
Vernon	96%	96%	96%	
Wethersfield	100%	100%	100%	Rider Coverage
<b>AVERAGE</b>	<b>89%</b>	<b>89%</b>	<b>89%</b>	
<b>Windsor</b>	<b>100%</b>	<b>100% single, 50% dep</b>	<b>100% single, 50% dep</b>	

TOWN OF WINDSOR  
VISION INSURANCE

Municipality	Employee % Paid by Municipality	Family % Paid by Municipality	Employee + 1 % Paid by Municipality	Comments
Bloomfield				Rider Coverage
Branford				Not covered
Cheshire				
East Haven	Yes	Yes	Yes	Did not report percentage
Farmington				Rider Coverage
Glastonbury				Rider Coverage
Guilford				Not covered
New Milford				
Newington				Not covered
Newtown				Rider Coverage
North Haven				
Shelton				
Simsbury				
South Windsor				
Vernon	0%	0%	0%	Voluntary
Wethersfield				
<b>AVERAGE</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	
<b>Windsor</b>	<b>81%</b>	<b>81%</b>	<b>81%</b>	

**TOWN OF WINDSOR  
HOLIDAYS**

Municipality	Holidays per Year	Personal Days per Year
Bloomfield <sup>1</sup>	11	4
Branford	13	3
Cheshire		
East Haven	14	3
Farmington	13	1
Glastonbury	15	2
Guilford	12	4
New Milford		
Newington	13	3
Newtown	14	3
North Haven		
Shelton		
Simsbury		
South Windsor	13	5
Vernon	13	3
Wethersfield	13	0
<b>AVERAGE</b>	<b>13.33</b>	<b>2.67</b>
<b>Windsor</b>	<b>12 (including our two floaters)</b>	<b>2</b>

<sup>1</sup> Police receive 12 Holidays



TOWN OF WINDSOR  
SICK LEAVE

Municipality	Sick Leave Days earned per Year	Maximum Accrual of Sick Leave Days	How Is Sick Leave Treated upon Separation?	Comment
Bloomfield	15	None		
Branford	12	70	Based off of years of service anyone hired after 2012 does not get a pay out	
Cheshire				
East Haven	18	180	Not Paid	
Farmington	Unlimited	N/A	Not Paid	
Glastonbury	15	110	Hired after 7/1/05: Upon termination of employment, shall not be entitled to severance pay for unused sick leave. Sick leave shall not be included as part of the final average earnings calculation for pension benefits. Employees will be allowed to accumulate up to 110 days	Accrual for employees hired after 1/1/05
Gulford	10	140	Paid up to 70 days	Plus 1 each year after two years
New Milford				
Newington	7	N/A	Not Paid	
Newtown	Varies	Varies	Not Paid	
North Haven				
Shelton				
Simsbury				
South Windsor	18	210	Upon retirement a payout of 50% of accrued sick leave, up to a maximum of 100 days, will be paid into the employee's Retirement Health Savings Account.	
Vernon	15	180	Retire from Town 100% paid - term from Town in good standing 50% of accumulated sick leave paid not to exceed 90 days	
Wethersfield	10		Sick time buy back up to 60 days, or Retirees can receive credit for service for pension benefits	
<b>AVERAGE</b>	<b>13.29</b>	<b>164.00</b>		
Windsor	10	n/a	Sick time gets zeroed out at the end of the fiscal year.	Town provides short term disability plan to cover partial income replacement after one week.

**TOWN OF WINDSOR  
VACATION**

Municipality	Milestone Comparison					Comments
	> 1 yr.	> 5 yrs.	> 10 yrs.	> 15 yrs.	> 20 yrs.	
Bloomfield	10	15	20	25	30	
Branford	15	17	20	25	25	Max of 25 days can be carried over (5 add'l max carry over a year)
Cheshire						
East Haven						Varies
Farmington	10	15	20	21	25	1 additional day per year 16-19 years, Max = yearly, plus 10 days accrual
Glastonbury	10	16	20	22	25	Max 25 days accrual
Gulford	10	15	20	20	25	
New Milford						
Newington	10	15	17	20	20	Max 40 days accrual
Newtown	10	15	15	20	21	1 additional day per year 20-25 up to 25 days
North Haven						
Shelton						
Simsbury						
South Windsor	10	15	18	22	25	Max 35 days accrual
Vernon	10	15	15	20	25	subject to the department heads approval employees can carry over 5 earned vacation days from one year to the next. Up to five years of services can not exceed 15, 5 years up to 12 years can not exceed 20 and over 12 years can not exceed 25
Wethersfield	10	15	20	20	20	2 years worth max accrual
<b>AVERAGE</b>	<b>10.50</b>	<b>15.30</b>	<b>18.50</b>	<b>21.50</b>	<b>24.10</b>	
Windsor	10	15	20	20	20	15 day accrual max for employees here less then 2 years. 22.5 days for employees 2 to 10 years of service. 30 day max accrual for over 10 years of service.

**TOWN OF WINDSOR  
CONTINUING EDUCATION REIMBURSEMENT**

Municipality	Education Reimbursement	Comment
Bloomfield	Yes	80% of tuition for up to 9 credits per semester (Grade of C or better)
Branford	No	
Cheshire		
East Haven	No	
Farmington	Yes	Tuition reimbursement, MPP 8704
Glastonbury	Yes	75% reimbursement (grade of B or better)
Guilford	No	
New Milford		
Newington	Yes	Per AFSCME contract, subject to Town Council approval, not to exceed \$750 per person per year, employee must use any federal or scholastic funds prior to Town reimbursement
Newtown	No	
North Haven		
Shelton		
Simsbury		
South Windsor	Yes	The maximum allowable reimbursement to any participating employee is \$1200.00 per fiscal year unless union contract specifies otherwise. 2 courses per semester or 6 credits per year. Grade of C or better
Vernon	Yes	75% reimbursement (grade of C or better)
Wethersfield	Yes	90% of the cost up to \$1000 per year/per person
Windsor	Yes	75% reimbursement up to \$2100

**TOWN OF WINDSOR  
PENSION AND RETIREMENT**

Municipality	Defined Benefit Retirement Plan	Employee Contribution	Closed to New Hires?	Spouses Excluded?	Defined Contribution Plan	Employee Contribution	Employer Contribution	Comment
Bloomfield	Yes	5.75%	Yes	Yes	Yes	7%	10%	
Branford	Yes	2%	Yes	DNR	Yes	8.5%	5%	401a (Police), 457 employee chooses, no employer match
Cheshire								
East Haven	Yes	DNR	DNR	DNR	No			
Farmington	Yes	0%	Yes	No	Yes	6%	6%	
Glastonbury	Yes	DNR	No	DNR	Yes	DNR	DNR	
Guilford	Yes	0%	Yes	No	Yes	3-8%	3-8%	Matching
New Milford								
Newington	No			No	Yes	4.5%	9%	
Newtown	Yes	0%	Yes	No	Yes	5%	5%	
North Haven								
Shelton								
Simsbury								
South Windsor	Yes	9%	Yes	No	Yes	4.5%	12.07%	
Vernon	Yes	7%	Yes	No	Yes		3%	Will receive extra 2% if they contribute 6%
Wethersfield	Yes	2%	Yes		Yes	4.5%	4.5%	
Windsor	Yes	4.75%	Yes	No	Yes	5%	5%	457 employer match of \$800 per fiscal year after 6 months of employment (voluntary plan)


**TOWN OF WINDSOR  
RETIREE HEALTH INSURANCE**

<b>Municipality</b>	<b>Pre-65</b>	<b>Post-65</b>
Bloomfield	Yes	Yes
Branford	Yes	Yes
Cheshire		
East Haven	No	No
Farmington	Yes	Yes
Glastonbury	Yes	Yes
Guilford	Yes	Yes
New Milford		
Newington	Yes	No
Newtown	No	No
North Haven		
Shelton		
Simsbury		
South Windsor	Yes	Yes
Vernon	Yes	No
Wethersfield	Yes	Yes
<b>Windsor</b>	Yes	Yes

## Agenda Item Summary

Date: December 18, 2017

To: Honorable Mayor and Members of the Town Council

Prepared By: Peter Souza, Town Manager 

Subject: Discussion of Adjustments to Proposed FY 18 Budget

### Background

The Town Council adopted a proposed or recommended budget for FY 18 on May 15, 2017 and a budget referendum was held on June 6<sup>th</sup>, 2017. The budget appropriation was not approved by the voters, therefore, the town and Board of Education are presently operating under the annual budget appropriation and expenditure level for FY 17. In July, tax bills were issued utilizing the FY 17 adopted budget expenditure level in conjunction with the FY 18 other non-tax revenue proposal and the adjusted October 2016 grand list. The mill rate, based on the above, was set at 32.45 mills for real estate and personal property. The mill rate of 32.00 was used for motor vehicles per the then State of Connecticut's motor vehicle mill rate cap. The 32.45 mill rate was an increase of 2.95% over the FY 17 mill rate and was largely a result of a decrease in the taxable Grand List as well as State Aid projected to decline by over 6.5% as compared to FY 17 budgeted amounts.

At the last Town Council meeting, the Mayor requested the Finance Committee continue discussions relative to the process, timeline and options to adjust the proposed FY 18 budget.

### Discussion/Analysis

The Finance Committee met on December 6, 2017. One of the issues discussed was the level of expenditure reduction necessary to eliminate the need to issue a supplemental tax bill. In order to achieve this, it was agreed that a reduction of \$1,054,090 was needed to reduce the FY 18 proposed budget down to the FY 17 level which, when combined with the level of State Aid as put forth in the recently enacted State budget, would maintain the real estate mill rate that was utilized in the June billing at 32.45 mills. As part of that discussion, the Finance Committee made the following recommendations to the Town Council:

- Reduce the FY 18 Board of Education budget to the FY 17 level, a decrease of \$826,790
- Reduce the FY 18 Town operating budget by \$227,300 through the following changes:
  - Decrease the health insurance allocation by \$128,000 (requires adjustments to all depts.)
  - Decrease the pavement management program by \$50,000
  - Reduce funding to the OPEB trust fund by \$50,000
  - Reduce funding for Open Space by \$18,800
  - Implement the employee compensation and classification study recommendations effective January 1, 2018 by increasing the associated departmental personnel budgets by a total of \$19,500
- Increase a non-State Aid revenue category (interest income) by \$7,710 due to a greater than anticipated reduction in State Aid.

Another item that was discussed was the matter of a budget referendum. Based on the Town Attorney's opinion of the pertinent *Town Charter* sections, the Town Council may elect to continue to operate under the FY 17 appropriation level without submitting a revised budget to referendum.

The Finance Committee is recommending to the Town Council that the FY 18 budget not be sent to a second budget referendum.

Financial Impact

Reducing the May 15<sup>th</sup> Town Council adopted budget by \$1,054,090 and implementing state aid, as put forth by the general assembly, will maintain the mill rate for real estate and personal property at 32.45 mills and eliminate the need for a supplemental tax billing.

Other Board Action

None

Recommendations

Based on the Finance Committee's recommendations a set of suggested motions is being prepared for Town Council consideration. The motions will reduce the May 15<sup>th</sup> FY 18 recommended operating budget by a total of \$1,054,090 and increase non-tax revenues by \$7,710. There also will be suggested motions to adjust specific revenue categories related to State Aid, and affirming the Town Council's action on May 15<sup>th</sup> concerning tax collection rates, senior tax relief, enterprise funds and price guide.

Attachments

Town Attorney Legal Opinion

File  
copy

O'MALLEY, DENEEN, LEARY, MESSINA & OSWECKI

ATTORNEYS AT LAW

20 MAPLE AVENUE

P. O. BOX 504

WINDSOR, CONNECTICUT 06095

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RICHARD A. VASSALLO  
JAMES P. WELSH

THOMAS J. O'MALLEY (ret)  
DONALD J. DENEEN (ret)  
ANDREW G. MESSINA, JR.  
(1940-2000)

December 4, 2017

Mr. Peter Souza, Town Manager  
Town of Windsor  
Windsor Town Hall  
275 Broad Street  
Windsor, CT 06095

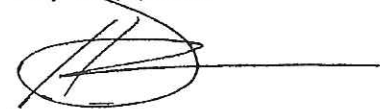
**Re: Windsor Town Charter/Budget Resubmission**

Dear Peter:

You have asked whether the Town Council is required to submit a revised budget to the adjourned Town Meeting (referendum) or can the Town continue to operate based on the prior year's appropriation pursuant to Section 9-3(c) of the Charter. The Council submitted a recommended budget to a referendum held on June 6, 2017, which rejected the recommended budget. Pursuant to Section 9-3(c) of the Charter, the Town has operated based on the FY2017 appropriation. (Section 9-3(c) of the Charter provides that "if voters disapprove the budget appropriation recommended by the town council, the annual budget appropriation for the then existing fiscal year shall be continued until the new budget appropriation is adopted.")

As noted in my prior opinion of April 10, 2017, "if the recommended budget is rejected, there is no timeline required for when a subsequent budget referendum must be held." The Charter itself provides a mechanism for allowing appropriations when a proposed budget has been rejected at referendum, i.e. current appropriations are based on the prior fiscal year's budget. This is applicable whether the lack of an approved budget is based on multiple referenda in which the proposed budget is repeatedly defeated, or based on a decision by the Council to continue to operate under the prior year's appropriation. That decision is left to the sound discretion of the Council.

Very truly yours,



Kevin M. Deneen  
O'Malley, Deneen, Leary,  
Messina & Oswecki  
Town Attorney



## Proposed 2018-2019 Town Council Meeting Schedule

The following chart contains the proposed dates for regular Town Council meetings for the 2018 calendar year and for January 2019. All meetings will be held in the **Town Council Chambers** at the Town Hall, will commence at **7:30 P.M.**, will be televised on Windsor Government Television and will be available via video streaming on the town's website.

Day	Date
Tuesday	January 2, 2018 (January 1, 2018 - New Year's Day)
Tuesday	January 16, 2018 (January 15 - Martin Luther King Day)
Monday	February 5, 2018
Tuesday	February 20, 2018 (February 19 - President's Day)
Monday	March 5, 2018
Monday	March 19, 2018
Monday	• April 2, 2018
Monday	May 7, 2018
Monday	May 21, 2018
Monday	June 4, 2018
Monday	June 18, 2018
Monday	• July 2, 2018
Monday	• August 6, 2018
Tuesday	September 4, 2018 (September 3 - Labor Day)
Monday	September 17, 2018
Monday	October 1, 2018
Monday	October 15, 2018
Monday	November 5, 2018
Monday	November 19, 2018
Monday	December 3, 2018
Monday	December 17, 2018
Monday	January 7, 2019
Tuesday	January 22, 2019 (January 21 - Martin Luther King Day)

- April, July, and August -- only one regular Council meeting is scheduled.

# MEMORANDUM

Date: December 18, 2017  
 To: Honorable Mayor and Members of the Town Council  
 From: Peter Souza, Town Manager  
 Re: Proposed 2018 Schedule of Board/Commission Annual Reports to the Town Council

The following chart contains the proposed dates for Board and Commission annual reports at regular Town Council meetings for the 2018 calendar year.

Date of Council Meeting	Board/Commission
Tuesday, January 16, 2018	Metropolitan District Commission (January 15 - Martin Luther King Day)
Monday, March 5, 2018	Board of Ethics
Monday, March 19, 2018	Commission on Aging & Persons with Disabilities Metropolitan District Commission
Monday, April 2, 2018	Conservation Commission
Monday, May 7, 2018	Economic Development Commission Board of Assessment Appeals
Monday, May 21, 2018	Fair Rent Commission
Monday, June 4, 2018	Historic District Commission
Monday, June 18, 2018	Housing Code Board of Appeals
Monday, July 2, 2018	Human Relations Commission Metropolitan District Commission
Monday, August 6, 2018	Inland Wetlands & Watercourses Commission
Tuesday, September 4, 2018	Insurance Commission (September 3 - Labor Day)
Monday, September 17, 2018	Library Advisory Board
Monday, October 1, 2018	Town Planning & Zoning Commission
Monday, October 15, 2018	Wilson/Deerfield Advisory Committee Metropolitan District Commission
Monday, November 5, 2018	Windsor Housing Authority
Monday, November 19, 2018	Youth Commission
Monday, December 3, 2018	Zoning Board of Appeals
Monday, December 17, 2018	Metropolitan District Commission

**Town Council**  
**Resignations/Appointments/Reappointments**  
**December 18, 2017**

**Resignations**

- A. **Accept the resignation of Marty Collier from the Inland Wetlands and Watercourses Commission**

**Appointments / Reappointments** (to be acted upon at tonight's meeting)

None

**Names submitted for consideration of appointment**

- A. **One Democratic Member** - APPOINTMENT

Youth Commission

Three Year Term to expire September 30, 2018 or until a successor is appointed

(to replace Robinson)

**“MOVE to APPOINT Bruce McCormick as a Democratic member to the Youth Commission for a three year unexpired term to expire September 30, 2018 or until a successor is appointed.”**

- B. **One Republican Alternate Member** - REAPPOINTMENT

Town Planning & Zoning Commission

Two Year Term to expire November 10, 2019 or until a successor is appointed

(Alexander Correia)

**“MOVE to REAPPOINT Alexander Correia as a Republican Alternate Member to the Town Planning & Zoning Commission for a two year term to expire November 11, 2019 or until a successor is appointed.”**

C. One Democratic Alternate Member - REAPPOINTMENT

Zoning Board of Appeals

Two Year Term to expire November 10, 2019 or until a successor is appointed

(Dawn Kirkwood)

**“MOVE to REAPPOINT Dawn Kirkwood as an Unaffiliated Alternate member to the Zoning Board of Appeals for a two year term to expire November 10, 2019 or until a successor is appointed.”**

D. One Democratic member – REAPPOINTMENT

Town Planning & Zoning Commission

Five Year Term to expire November 11, 2022 or until a successor is appointed

(Karl Profe)

**“MOVE to REAPPOINT Karl Profe as a Democratic member to the Town Planning & Zoning Commission for a five year term to expire November 11, 2022 or until a successor is appointed.”**

E. One Republican Member - REAPPOINTMENT

Public Building Commission

Three Year Term to expire November 30, 2020 or until a successor is appointed

(Leon Alford)

**“MOVE to REAPPOINT Leon Alford as a Republican member to the Public Building Commission for a three year term to expire November 30, 2020 or until a successor is appointed.”**

F. One Democratic Alternate Member – REAPPOINTMENT

Town Planning & Zoning Commission

Two Year Term to expire November 11, 2019 or until a successor is appointed

(Margaret Harvey)

**“MOVE to REAPPOINT Margaret Harvey as an Independent Alternate member to the Town Planning & Zoning Commission for a two year term to expire November 11, 2019 or until a successor is appointed.”**

G. One Democratic Alternate Member - APPOINTMENT

Youth Commission

Two Year Unexpired Term to expire September 30, 2018 or until a successor is appointed

(to replace McCormick)

**“MOVE to APPOINT Joel Cruz as a Democratic Alternate Member to the Youth Commission for a two year unexpired Term to expire September 30, 2018 or until a successor is appointed.”**

**H. One Republican Alternate Member – REAPPOINTMENT**

Board of Assessment Appeals

Four Year Term to expire November 30, 2021 or until a successor is appointed

(Mark Purdue)

**“MOVE to REAPPOINT Mark Purdue as a Republican Alternate Member to the Board of Assessment Appeals for a four year term to expire November 30, 2021 or until a successor is appointed.”**

**I. One Democratic Member - REAPPOINTMENT**

Board of Assessment Appeals

Four Year Term to expire November 30, 2021 or until a successor is appointed

(George Bolduc)

**“MOVE to REAPPOINT George Bolduc as a Democratic Member to the Board of Assessment Appeals for a four year term to expire November 30, 2021 or until a successor is appointed.”**

**J. One Democratic Alternate Member (resident) - REAPPOINTMENT**

Historic District Commission

Two Year Term to expire October 14, 2019 or until a successor is appointed

(Marcia Hinckley)

**“MOVE to REAPPOINT Marcia Hinckley as a Democratic Alternate (resident) Member to the Historic District Commission for a two year term to expire October 14, 2019 or until a successor is appointed.”**

**K. One Democratic Alternate Member (non-resident) - REAPPOINTMENT**

Historic District Commission

Two Year Term to expire October 13, 2019 or until a successor is appointed

(Neill Sachdev)

**“MOVE to REAPPOINT Neill Sachdev as a Democratic Alternate (non-resident) Member to the Historic District Commission for a two year term to expire October 13, 2019 or until a successor is appointed.”**

**TOWN COUNCIL  
COUNCIL CHAMBERS  
WINDSOR TOWN HALL  
DECEMBER 4, 2017  
Regular Town Council Meeting  
UNAPPROVED MINUTES**

**1) CALL TO ORDER**

Mayor Trinks called the meeting to order at 7:30 p.m.

Present: Mayor Donald Trinks, Councilor James Govoni, Councilor Jill Jenkins, Councilor Donald Jepsen, Councilor Joseph McAuliffe, Councilor Richard O'Reilly, Deputy Mayor Jody Terranova, Councilor Michael Tustin, and Councilor Kenneth Wilkos

**2) PRAYER**

Councilor Govoni led the group in prayer.

**3) PLEDGE OF ALLEGIANCE**

Councilor Govoni led the group in the Pledge of Allegiance.

**4) PROCLAMATIONS AND AWARDS – None**

**5) PUBLIC COMMENTS AND PETITIONS**

Bradshaw Smith, 23 Ludlow Road commented that the Roger Wolcott School was absent from the Redevelopment Priority Property List. The property has been on the market for 2 years and he would like to know more details of the plan going forward.

**6) REPORT OF APPOINTED BOARDS AND COMMISSION**

a) Board of Education (BOE)

Leonard Lockhart, BOE President, said the newly elected board had a 2 hour training session after being sworn in. There are 5 new members, one had served previously. They also attended the CABA (Connecticut Association of Boards of Education) convention, for 1 ½ days of training in New Groton.

Bullying and discipline issues were brought up by the public at their first meeting. The board intends to address any and all issues brought forth and support Dr. Cooke, Superintendent of Schools. The BOE will be hosting a community forum on December 12, 2017 from 6:30 PM to 8:45 PM at L.P. Wilson. A presentation by Dr. Cooke will begin the program concerning discipline and safety protocols, followed by a town hall type discussion between the community and the board. The press has been invited to attend.

Dr. Cooke presented information to the council on how the BOE came to the 1.23% increase in the original FY18 budget request. Reductions included 4.3 teachers, a paraprofessional, a secretary, and data manager. The budget was further reduced with some one time purchases that will be needed next year. To get to the zero percent that they are currently under, further cuts were done including eliminating summer school. Additional staff was cut – 14.9 positions in total - including Technology and Science teachers.

In response to questions from council members, Dr. Cooke explained that enrollment is up by 70 students as compared to the previous year. They are at upper limits for elementary class sizes.

Students have been identified that needed summer school and are getting help either through tutoring and/or teacher support. A Remedial Reading teacher is being paid through Title 1 funds. The district will not know how the lack of a science teacher at the elementary level or technology teacher at the high school level will impact test scores in the future.

Dr. Cooke expects to receive the Accountability Report from the state soon. He expects Windsor to come in at the top third in the state and to be removed from the Alliance status. The impact of reduced teaching positions will not be quantified as of yet in this report.

With the savings that have been realized to date, Dr. Cooke believes the district needs about one quarter of the \$826,783 cut back to make the school run as they feel is necessary for the remainder of this fiscal year.

Mayor Trinks wanted to make clear that these reductions had to be made as a result of the budget failing last year.

Mr. Lockhart and the BOE will ask for money in the next budget for what is necessary to properly educate Windsor students. The town cannot afford to lose what has been gained in the schools.

b) Zoning Board of Appeals (ZBA)

Joe Breen, Chairman of the ZBA, has been a member of this board since 1993. Mr. Breen complimented the work done by town staff and the revised Annotated Zoning Regulations.

This past year 13 variances were submitted: 10 were approved, 2 denied and 1 withdrawn.

The ZBA is lacking one alternate member and he hopes that spot will be filled soon.

## 7) TOWN MANAGER'S REPORT

### Update on FY 18 State Aid

Subsequent to the Council's last meeting, staff has been informed the Town will not receive State reimbursement for the mandated elderly property tax relief program. This means the Town will not receive \$180,000 as included in the proposed FY 2018 budget. Also as previously reported, the State is transferring one-half of the expense related to the mandated renter's rebate program to cities and towns. To cover this cost, the State will be cutting or "holding back" approximately \$37,000 from the General Fund Education Cost Sharing grant.

### Town Attorney Opinion regarding Budget Referendum

The Town Attorney has provided a written opinion relative to the question of whether the Town Council is required to submit a revised budget to referendum or can the Town continue to operate on last year's appropriation per Section 9-3 of the *Town Charter*. In short, the Town Attorney states the Council may elect to continue to operate under the FY 2017 appropriation level without submitting a revised budget to referendum. I will be distributing the written opinion to the Council.

### Renovations to Train Station

Amtrak is expected to start renovations to improve handicapped accessibility at the Train Station on Mechanic Street in the next 30 to 45 days. The work will entail work on the restrooms as well as exterior improvements such as constructing a ramp on the east side of the building and rebuilding the sidewalk on the northwest side of the property along Union Street.

### Thanksgiving Turkey Distribution

I'd like to thank Windsor Food & Fuel Bank, Foodshare, Social Services staff and volunteers for providing and distributing 194 turkeys and chickens to individuals and families in need this past Thanksgiving. Also included was a local grocery store gift card to help them purchase the fixings of their choosing.

I also want to thank the Windsor Recovery Club for delivering Thanksgiving meals to Windsor Housing Authority residents.

### Wreaths Across America

Carmon Community Funeral Homes of Windsor, Windsor's American Legion Post #59, and Windsor resident Lucy Goicoechea-Hernández will host a *Wreaths Across America* wreath-laying ceremony on Saturday, December 16<sup>th</sup> at 12:00 p.m. at the Windsor Veteran's Memorial Cemetery on East Street. All are invited to attend this special event to be held on the same day as similar wreath-laying ceremonies across the nation.

### Carol Sing

I would like to extend my appreciation to First Town Downtown for their efforts in organizing the Carol Sing event which was held November 30<sup>th</sup> on the town green. I'd also like to thank members of the Windsor Volunteer Fire Department for their participation in decorating fire trucks and providing transportation for Santa Claus.



**8) COMMUNICATIONS FROM COUNCIL MEMBERS**

Councilor O'Reilly - None

Councilor Wilkos wished everyone a safe holiday season.

Councilor Jenkins wished the same.

Councilor Govoni reminded citizens to water their Christmas trees and check their smoke and CO alarms.

Councilor McAuliffe - None

Councilor Tustin reminded citizens that this Saturday and Sunday at the Public Safety Complex, 340 Bloomfield Avenue, from 9:00 AM to 4:00 PM, the Annual Toys for Tots Drive takes place. New un-wrapped toys or monetary donations are gratefully accepted.

Deputy Mayor Terranova - None

Councilor Jepsen responded to the earlier comment concerning the Redevelopment Priority Property List. This list is just commercial properties that may be given Tax Increment Finance assistance, not town-owned properties.

Mayor Trinks congratulated the recipients of this year's Bridge Builder Awards. He said the Annual First Town Downtown Carol Sing was well attended. He thanked the Police Cadets that decorated the town green for the event and the Fire Trucks that were there with holiday decorations and he congratulated the Poquonock Fire Department for winning 1<sup>st</sup> place.

**9) REPORTS OF STANDING COMMITTEES**

Finance Committee – The Finance Committee will be meeting on Wednesday night to have further discussions on the proposed FY 18 budget.

Special Projects Committee - None

Health & Safety Committee – None

Town Improvements Committee - None

Personnel Committee – The Personnel Committee will be meeting on Monday, December 11<sup>th</sup>.

**10) ORDINANCES**

**11) UNFINISHED BUSINESS**

## 12) NEW BUSINESS

- a) Authorize Town Manager to execute a grant agreement and approve funding for purchase of Dial-A-Ride replacement vehicle

MOVED by Councilor Jepsen, seconded by Councilor Jenkins, that the Town Manager be authorized to negotiate and execute all necessary agreement and contract documents on behalf of the town of Windsor with the Connecticut Department of Transportation for the purchase of a Section 5310 program vehicle to provide transportation for the elderly and people with disabilities.

And

MOVE to authorize the use of \$11,270 from capital project No. 9376, Transportation Bus Fund and \$2,690 from capital project No. 9484, Dial-A-Ride Van Replacement, to fund the town's share of the vehicle purchase.

Rebecca Joyce, Senior Services Coordinator, reported that the bus being replaced exceeds the criteria for replacement. The town has been awarded a Connecticut Department of Transportation Capital Assistance Grant that will provide 80 percent of the funding for the vehicle. The town will match \$13,000. The older vehicle will go to auction.

Motion Passed 9-0-0

- b) Approve Redevelopment Priority Property List

MOVED by Deputy Mayor Terranova, seconded by Councilor Jepsen, that the attached Priority Redevelopment Properties List be adopted as presented.

Jim Burke, Economic Development Director, reported that the Town Council adopted a Tax Increment Financing Policy in 2002 as one tool to encourage the redevelopment of key vacant or underutilized properties. As part of that policy, the Council approved a Priority Redevelopment Properties List to provide specific guidance regarding which sites should be eligible for Tax Increment Finance assistance.

In recommending the initial list, the Economic Development Commission included a statement of its purpose and procedures and criteria for updating properties. If a property meets 4 of the 7 criteria, it may be considered.

The criteria includes:

1. Visibility – the location is on a heavily traveled roadway or the public's awareness of the site
2. Pending opportunities related to the site
3. Present blighting conditions – nuisance, environmental issues, poor access, or problems of ownership
4. Potential multiplier effects – raising the level of one property encourages growth/revitalization of nearby properties
5. Level of difficulty to redevelop without assistance

6. Potential costs to the town of not acting
7. Length of time on the market (more than 24 months)

One of these provisions states that the Commission should review the list annually and report its recommendations for additions or deletions to the Town Council.

Motion Passed 9-0-0

- c) Close out Capital Projects

MOVED by Councilor Jepsen, seconded by Deputy Mayor Terranova, that the projects listed on "Attachment A" either be fully or partially closed out, and that the amount indicated for each account be transferred to the Capital Projects Fund Assigned Fund Balance.

Peter Souza, Town Manager, reported that staff is requesting that the Town Council close, in full or in part, a number of capital projects and to transfer the funds to the Capital Projects Fund Assigned Fund Balance.

If the project closeouts (in full or partial) as outlined on Attachment A are approved, the total amount that will be transferred to the Capital Projects Fund Assigned Fund Balance is \$434,000. These funds will be available to help cash finance projects outlined in the proposed FY 18 – FY 23 Capital Improvements Plan. The assigned fund balance in the Capital Projects Fund after the proposed close outs and transfers will be approximately \$1,147,700. The draft plan proposes the use of approximately \$590,000 from the Capital Projects Fund for a variety of projects this fiscal year and \$205,000 in FY 19.

Two projects, Stone Road Rehabilitation and Prospect Hill Road, have the largest balances to be transferred. The Stone Road balance is due to cost savings related to the method of construction used as well as the fact that our Engineering staff acted as general contractor saving expenses related to contractor overhead and profit. The Prospect Hill Road balance is related to project reimbursements from the State of Connecticut under the grant program for phase 1 of the project.

Motion Passed 9-0-0

MOVED by Councilor Jepsen, seconded by Councilor Terranova, to move items 6D and 6E to after Item 16 Executive Session.

Motion Passed 9-0-0

**13) RESIGNATIONS AND APPOINTMENTS - None**

**14) MINUTES OF PRECEDING MEETINGS**

- a) Minutes of the November 20, 2017 Regular Town Council meeting

MOVED by Councilor Jepsen and seconded by Councilor Tustin to approve the unapproved minutes of the November 20, 2017 Regular Town Council meeting as presented.

Motion Passed 9-0-0

**15) PUBLIC COMMUNICATIONS AND PETITIONS - None**

MOVED by Councilor Jepsen, seconded by Councilor Tustin at 8:26 p.m. to enter Executive Session for the purpose of:

- a) Strategy and negotiations with respect to pending claims and litigation (B&G Mechanical Contractors vs. Town of Windsor)
- b) Strategy and negotiations with respect to pending claims and litigation (Johnson vs. Town of Windsor)

Motion Passed 9-0-0

**16) EXECUTIVE SESSION**

Present: Mayor Donald Trinks, Councilor James Govoni, Councilor Jill Jenkins, Councilor Donald Jepsen, Councilor Joseph McAuliffe, Councilor Richard O'Reilly, Deputy Mayor Jody Terranova, Councilor Michael Tustin, and Councilor Kenneth Wilkos

Staff: Kevin Deneen, Town Attorney; Marty Maynard, Risk Manager; Cori-Lynn Webber, outside counsel; Peter Souza, Town Manager

Town Attorney Kevin Deneen left executive session at 8:33 p.m.

Marty Maynard and Cori-Lynn Webber left executive session at 8:50 p.m.

MOVED by Councilor Jepsen, seconded by Councilor Govoni, to exit Executive Session at 8:52 p.m. and to re-enter the Regular Town Council meeting.

Motion Passed 9-0-0

- 12 (c) Approve settlement related to Clover Street HVAC project

MOVED by Councilor Jepsen, seconded by Deputy Mayor Terranova, to execute a settlement agreement in the case of B&G Mechanical Contractors versus the Town of Windsor as was discussed during Executive Session.

Motion Passed 9-0-0

- 12 (d) Approve settlement of Johnson vs Town of Windsor

MOVED by Councilor Jepsen, seconded by Deputy Mayor Terranova, to execute a settlement agreement in the case of Johnson versus the Town of Windsor as was discussed during Executive Session.

Motion Passed 9-0-0

**17) ADJOURNMENT**

MOVED by Councilor Jepsen, seconded by Councilor O'Reilly to adjourn the meeting at 8:53 p.m.

Motion Passed 9-0-0

Respectfully Submitted,

Lori Hartmann  
Recorder