



City Council
Work Session Agenda
April 11, 2011

Presentations:

1. Niagara Frontier Grotto, National Speleological Society

Joseph Giunta

2. Classification and Compensation Study Report

James C. Fox, Ph.D., Managing Director, Fox Lawson & Associates

Discussion Items:

1. Gaffney Drive Sewer Improvements

2. City Hall and Library Heating and Cooling, Geothermal Report Review

Please bring your copy of the report provided in the April 4, 2011 agenda.

3. Funding Requests -

Community Action Planning Council

Urban Mission

FIA



Classification & Compensation Study Report

City of Watertown

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The City of Watertown (City) and the Watertown Housing Authority (Authority) engaged Fox Lawson & Associates (FLA) to assist the City and Authority in updating its classification and compensation system.

FLA met with Watertown representatives to discuss and agree upon the overall direction and steps that were involved in the study. It was decided that Watertown's pay strategy was as follows:

- Internal equity was important to maintain through the use of a classification structure based on a review of the essential duties and responsibilities of all jobs.
- Pay levels should be related to the market for similar jobs of comparable public entities based on a defined labor market. This labor market was defined as up-state New York.
- A separate labor market was also established for the Authority, which consisted of other regional housing authorities.
- The midpoint of pay grades should be set at the 50th percentile of the market.

This executive summary briefly reviews the major steps that were involved in completing each Phase of the study. More complete, detailed information regarding the process, conclusions and recommendations of each phase can be found in the final report.

Classification Study:

All Watertown employees included in selected job groups were asked to complete a Position Description Questionnaire (PDQ).

FLA reviewed all PDQs and conducted a series of individual, group, and occupational panel interviews with employees to clarify information reported on the PDQs.

FLA developed a new classification structure based on the information collected from the PDQs and employee interviews.

FLA conducted an analysis of all jobs according to the Fair Labor Standards Act, and classified each job.

FLA recommended classification policies and procedures.

Job Evaluation Study:

FLA utilized the Decision Band™ Method to evaluate all jobs included in the study.

Decision Band Method description

- DBM job evaluation involves three basic steps. First, jobs are classified into one of six different "Decision Bands" based on the characteristics of the decisions that a job requires. This classification process reflects the level of responsibility of the job within the organization.
- The second step involves classifying the jobs within each "Decision Band" into one of two "Grades" based on the supervisory requirements of the job. Five of the six bands are subdivided into two grades, (coordinating and non-coordinating), depending on the requirements to monitor or supervise subordinate jobs within the same Band.
- The third and final step involves further subdivision of jobs within each grade into subgrades by reference to the complexity, difficulty, and skills required of the job in relation to other jobs that have been classified into the same Band and Grade. The subgrading process shares many characteristics with point-factor methods of job evaluation. Frequently, subgrading is done within an occupational group in order to avoid the difficulty of making relative judgments about comparing the complexity, difficulty, and skills required of jobs across different occupations.
- All jobs included in the study were evaluated using the Decision Band™ Method of job evaluation and reviewed with the City to verify the appropriate internal equity among all jobs.

Compensation Study:

Once the internal alignment was complete, a survey was conducted to make comparisons with the external market.

FLA and Watertown created a data collection form and it was distributed to the identified comparator organizations.

The survey collected data for 37 benchmark classifications and 24 out of 52 organizations completed the survey, as outlined below and on the next page.

No.	Benchmark Title	No.	Benchmark Title
1.	Account Clerk Typist	20.	Motor Equipment Technician
2.	Accountant	21.	Occupancy Clerk (Authority)
3.	Building Inspector (Authority)	22.	Occupancy Director (Authority)
4.	Chief Water Plant Operator	23.	Planner
5.	City Assessor	24.	Police Captain
6.	Civil Engineer	25.	Purchasing Manager
7.	Code Enforcement Officer	26.	Secretary
8.	Director of Public Works	27.	Senior Account Clerk Typist (Double-Entry Bookkeeping)
9.	Fire Chief	28.	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)
10.	Geographic Information Systems (GIS) Coordinator	29.	Senior Code Enforcement Officer
11.	Heavy Equipment Technician	30.	Senior Engineering Technician
12.	Information Technology Specialist	31.	Senior Librarian
13.	Laboratory Technician	32.	Senior Library Clerk
14.	Library Director	33.	Tenant Relations Coordinator (Authority)
15.	Line Crew Technician	34.	Transit Operator
16.	Maintenance Supervisor	35.	Wastewater Treatment Plant Worker I
17.	Modernization Coordinator (Authority)	36.	Wastewater Treatment Plant Worker III
18.	Maintenance Worker	37.	Water Plant Maintenance Mechanic
19.	Meter Reader		

PARTICIPATED:

City of Auburn
City of Elmira
City of Ithaca
City of Niagara Falls
City of Ogdensburg
City of Oneida
City of Oswego
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St. Lawrence County
Indian River Central School District
Cortland Housing Authority
Elmira Housing Authority
Ithaca Housing Authority
Lockport Housing Authority
Rochester Housing Authority
Watervliet Housing Authority
Central NY Reg. Transp. Authority*
CFM Food Distributers
Fort Drum
Knowlton Technologies
New York AirBrake Company

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City of Corning
City of Jamestown
City of Lockport
City of Newburgh
City of Oneonta
City of Plattsburgh
City of Rome
City of Saratoga Springs
City of Syracuse
City of Troy
City of Utica
Lewis County
Oswego County
Watertown City School District
Albany Housing Authority
Binghamton Housing Authority
Plattsburgh Housing Authority
Utica Housing Authority
Birnie Bus Services, Inc.
Car-Freshner Corp.
Davidson Auto Group
Freeman Bus Corp.
Renzi Brothers, Inc.
Samaritan Health System
Timeless Frames

* FLA researched data on these organizations on their websites, which had job descriptions and salary data available.

Compensation Study (continued):

FLA reviewed and analyzed the market data. We provided the market data in three different cuts:

- **Custom Survey Market** – this data represents the data collected through the custom salary survey
- **Published Survey Market** – this data represents data published in annual salary surveys
- **Combined Market** – this data represents the combination of data from the Custom Survey and the Published Survey Markets

Following is an overview of how Watertown's compensation levels compare to the market for the market 50th and salary range medians. The following cutoffs are used as a general rule when determining the competitive nature of current pay practices:

- **+/-5% (Highly Competitive)**
- **+/-10% (Competitive)**
- **+/-10-15% (Possible misalignment with market)**
- **>15% (Significant misalignment with market)**

Overall Comparisons

- Overall, actual salaries are 2.4% below the Custom Survey Market and 2.1% below the combined Market, but 5.0% above the Published Source Market.
- Across all three comparison groups, the Watertown salary ranges are primarily below the market, as follows:
 - Salary range **minimums** are 18.3% below the Custom Survey Market, 2.0% above the Published Survey Market, and 12.7% below the Combined Market.
 - Salary range **midpoints** are 19.6% below the Custom Survey Market, 7.1% below the Published Survey Market, and 16.3% below the Combined Market.
 - Salary range **maximums** are 16.7% below the Custom Survey Market, 15.7% below the Published Survey Market, and 17.0% below the Combined Market.

Compensation Study (continued):

Using a statistical procedure called regression analysis, we calculated a "line of best fit", or trend line, in order to develop the basis for a new salary structure. Regression analysis projects an average predicted market pay rate corresponding to the job evaluation level of each benchmark job. This analysis also allows us to generalize the results to all jobs in Watertown by comparing predicted rates to internal rates on the basis of the job's rankings.

Taking the data from the Benchmark Comparisons and Regression analysis, we developed a new salary structure for the City. In general, there are two components to developing a competitive salary structure. These components are internal equity and market parity.

Internal equity is the relative importance, or value, a job has to the organization. This was completed through the Job Evaluation phase using the Decision Band™ Method. Internal equity establishes a job worth hierarchy that recognizes the value one job has to the organization verses another job. Thus, the higher value a job has to the organization the more it should be compensated. This job worth hierarchy was used in conjunction with the market data that was collected to develop a new salary structure.

Market parity is an organization's existing level of compensation when compared to the market's level of compensation. The collection of data establishes the going rate for a particular job. If an organization's existing pay levels are comparable to the market's existing pay levels, the organization has achieved market parity. Conversely, if an organization's existing pay levels are not comparable to existing market pay levels, the organization has not achieved market parity.

The salary structure midpoints are anchored along the market trend line (all survey data combined). Minimums and maximums are calculated from the midpoint at specified range spread amounts. Two options are provided. In the first option, the salary range spread (minimum to maximum) progresses from 40% for band A jobs, to 60% for band E jobs. In the second option, at the request of the City, the salary range spreads are at a constant 25% throughout all levels.

Also at the request of the City, steps in between the ranges were calculated (at equal dollar amounts). In either option, if steps are not desired, the City has the option to focus on the open range portion of the structure; the minimums, midpoints, and maximums.

These options are shown on the following two pages.

Structure Option 1:

DBM Level	Proposed Minimum (Step 1)	Step 2	Step 3	Step 4	Proposed Midpoint (Step 5)	Step 6	Step 7	Step 8	Proposed Maximum (Step 9)	Range Spread
A11	\$24,269	\$25,483	\$26,696	\$27,909	\$29,123	\$30,336	\$31,550	\$32,763	\$33,977	40%
A12	\$28,579	\$30,008	\$31,437	\$32,866	\$34,295	\$35,724	\$37,153	\$38,582	\$40,010	40%
A13	\$30,293	\$31,808	\$33,322	\$34,837	\$36,351	\$37,866	\$39,381	\$40,895	\$42,410	40%
B21	\$31,359	\$33,123	\$34,886	\$36,650	\$38,414	\$40,178	\$41,942	\$43,706	\$45,470	45%
B22	\$33,038	\$34,896	\$36,754	\$38,613	\$40,471	\$42,329	\$44,188	\$46,046	\$47,905	45%
B23	\$34,717	\$36,669	\$38,622	\$40,575	\$42,528	\$44,481	\$46,433	\$48,386	\$50,339	45%
B24	\$36,819	\$38,890	\$40,961	\$43,032	\$45,103	\$47,174	\$49,246	\$51,317	\$53,388	45%
B25	\$39,340	\$41,553	\$43,766	\$45,979	\$48,192	\$50,404	\$52,617	\$54,830	\$57,043	45%
C41	\$40,614	\$43,152	\$45,690	\$48,229	\$50,767	\$53,305	\$55,844	\$58,382	\$60,921	50%
C42	\$42,259	\$44,900	\$47,541	\$50,183	\$52,824	\$55,465	\$58,106	\$60,747	\$63,389	50%
C43	\$43,904	\$46,648	\$49,393	\$52,137	\$54,881	\$57,625	\$60,369	\$63,113	\$65,857	50%
C44	\$45,965	\$48,838	\$51,711	\$54,583	\$57,456	\$60,329	\$63,202	\$66,075	\$68,947	50%
C45	\$48,435	\$51,463	\$54,490	\$57,517	\$60,544	\$63,572	\$66,599	\$69,626	\$72,653	50%
D61	\$49,506	\$52,909	\$56,313	\$59,716	\$63,120	\$66,523	\$69,927	\$73,330	\$76,734	55%
D62	\$51,119	\$54,633	\$58,148	\$61,662	\$65,177	\$68,691	\$72,205	\$75,720	\$79,234	55%
D63	\$52,732	\$56,357	\$59,983	\$63,608	\$67,233	\$70,859	\$74,484	\$78,109	\$81,735	55%
D64	\$54,752	\$58,516	\$62,280	\$66,045	\$69,809	\$73,573	\$77,337	\$81,101	\$84,866	55%
D65	\$57,174	\$61,105	\$65,036	\$68,966	\$72,897	\$76,828	\$80,759	\$84,689	\$88,620	55%
E81	\$58,056	\$62,410	\$66,764	\$71,118	\$75,473	\$79,827	\$84,181	\$88,535	\$92,889	60%
E82	\$59,638	\$64,111	\$68,584	\$73,057	\$77,529	\$82,002	\$86,475	\$90,948	\$95,421	60%
E83	\$61,220	\$65,812	\$70,403	\$74,995	\$79,586	\$84,178	\$88,769	\$93,361	\$97,952	60%

Structure Option 2:

DBM Level	Proposed Minimum (Step 1)	Step 2	Step 3	Step 4	Proposed Midpoint (Step 5)	Step 6	Step 7	Step 8	Proposed Maximum (Step 9)	Range Spread
A11	\$25,887	\$26,696	\$27,505	\$28,314	\$29,123	\$29,932	\$30,741	\$31,550	\$32,359	25%
A12	\$30,484	\$31,437	\$32,389	\$33,342	\$34,295	\$35,247	\$36,200	\$37,153	\$38,105	25%
A13	\$32,312	\$33,322	\$34,332	\$35,342	\$36,351	\$37,361	\$38,371	\$39,381	\$40,390	25%
B21	\$34,146	\$35,213	\$36,280	\$37,347	\$38,414	\$39,481	\$40,548	\$41,616	\$42,683	25%
B22	\$35,974	\$37,098	\$38,223	\$39,347	\$40,471	\$41,595	\$42,719	\$43,844	\$44,968	25%
B23	\$37,803	\$38,984	\$40,165	\$41,346	\$42,528	\$43,709	\$44,890	\$46,072	\$47,253	25%
B24	\$40,092	\$41,345	\$42,598	\$43,850	\$45,103	\$46,356	\$47,609	\$48,862	\$50,115	25%
B25	\$42,837	\$44,176	\$45,514	\$46,853	\$48,192	\$49,530	\$50,869	\$52,208	\$53,546	25%
C41	\$45,126	\$46,537	\$47,947	\$49,357	\$50,767	\$52,177	\$53,587	\$54,998	\$56,408	25%
C42	\$46,955	\$48,422	\$49,889	\$51,357	\$52,824	\$54,291	\$55,758	\$57,226	\$58,693	25%
C43	\$48,783	\$50,307	\$51,832	\$53,356	\$54,881	\$56,405	\$57,929	\$59,454	\$60,978	25%
C44	\$51,072	\$52,668	\$54,264	\$55,860	\$57,456	\$59,052	\$60,648	\$62,244	\$63,840	25%
C45	\$53,817	\$55,499	\$57,181	\$58,863	\$60,544	\$62,226	\$63,908	\$65,590	\$67,271	25%
D61	\$56,107	\$57,860	\$59,613	\$61,367	\$63,120	\$64,873	\$66,627	\$68,380	\$70,133	25%
D62	\$57,935	\$59,745	\$61,556	\$63,366	\$65,177	\$66,987	\$68,798	\$70,608	\$72,418	25%
D63	\$59,763	\$61,631	\$63,498	\$65,366	\$67,233	\$69,101	\$70,969	\$72,836	\$74,704	25%
D64	\$62,052	\$63,991	\$65,931	\$67,870	\$69,809	\$71,748	\$73,687	\$75,626	\$77,565	25%
D65	\$64,797	\$66,822	\$68,847	\$70,872	\$72,897	\$74,922	\$76,947	\$78,972	\$80,997	25%
E81	\$67,087	\$69,183	\$71,280	\$73,376	\$75,473	\$77,569	\$79,666	\$81,762	\$83,858	25%
E82	\$68,915	\$71,069	\$73,222	\$75,376	\$77,529	\$79,683	\$81,837	\$83,990	\$86,144	25%
E83	\$70,743	\$72,954	\$75,165	\$77,375	\$79,586	\$81,797	\$84,008	\$86,218	\$88,429	25%

Conclusions and Recommendations:

FLA recommends the City adopt structure model option 2. We make this recommendation based on the following conclusions about each structure option outcome:

Option 1 structure model results in the City continuing to be below market at the minimum level, but brings the maximums above market. This is because of the wider range spreads, which lowers the minimums and raises the maximums. This option may make it difficult for the City to be competitive with hiring ranges, and appear to be paying over the market at the maximum of the range.

Option 2 structure model results in the City's minimums being slightly above market, making a more competitive situation for hiring ranges. It also brings the midpoint and maximum right at market. Option 2 also retains the City's current pay strategy of 25% range spreads for all levels within the organization.

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Classification & Compensation Study Report

City of Watertown

FINAL REPORT



FOX LAWSON & ASSOCIATES LLC
COMPENSATION AND HUMAN RESOURCES SPECIALISTS

January 14, 2011

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Summary

SUMMARY

The City of Watertown (City) and the Watertown Housing Authority (Authority) engaged Fox Lawson & Associates (FLA) to assist the City and Authority in updating its classification and compensation system (these organizations will be referred to as Watertown in the report, unless addressed separately). There were four Phases that needed to be completed. These Phases were:

- I. Approach & Methodology
- II. Classification Study
- III. Job Evaluation Study
- IV. Compensation Study

The City's and the Authority's classification and compensation updates are jointly administered under the Civil Service Commission of Watertown, and therefore have been combined for the Classification and Job Evaluation phases of this study. We collected market data on City and Authority jobs, however we will not use jobs only associated with the Authority to determine the proposed salary structure.

This report reviews the steps that were involved in completing each Phase. Below is a brief summary of the major steps in each phase.

The classification and job evaluation study consisted of:

1. All Watertown employees included in the above job groups were asked to complete a Position Description Questionnaire (PDQ).
2. FLA reviewed all PDQs and conducted a series of individual, group, and occupational panel interviews with employees to clarify information reported on the PDQs.
3. FLA developed a new classification structure based on the information collected from the PDQs and employee interviews.
4. FLA utilized the Decision Band™ Method to evaluate all jobs included in the study (currently in process, Appendix A contains preliminary recommendations).
5. FLA conducted an analysis of all jobs according to the Fair Labor Standards Act, and classified each job.
6. FLA recommended classification policies and procedures.

The compensation study consisted of:

1. FLA and Watertown created a data collection form and it was distributed to the identified comparator organizations.
2. FLA conducted a custom salary survey and collected data for 37 benchmark classifications.
3. FLA recommended a new salary range structure.
4. FLA provided an implementation model with a cost estimate.
5. FLA recommended compensation policies and procedures for maintaining the system in the future.

Phase I. Approach & Methodology

PHASE I: APPROACH & METHDODOLOGY

FLA met with Watertown representatives to discuss and agree upon the overall direction and steps that were involved in the study. It was decided that Watertown's pay strategy was as follows:

- Internal equity was important to maintain through the use of a classification structure based on a review of the essential duties and responsibilities of all jobs.
- Pay levels should be related to the market for similar jobs of comparable public entities based on a defined labor market. This labor market was defined as up-state New York.
- A separate labor market was also established for the Authority, which consisted of other regional housing authorities.
- The midpoint of pay grades should be set at the 50th percentile of the market.

Phase II. Classification Study

PHASE II: CLASSIFICATION STUDY

During the classification study phase, employees completed Position Description Questionnaires (PDQs). FLA then utilized the PDQs and the information gathered during the employee interviews to group like jobs into similar classifications or a series of classifications. In addition, information from Watertown's current job descriptions was reviewed as appropriate to assist with the classification determination. The process followed the steps shown below.

- FLA presented the PDQ form to the employees and explained what is required to complete each PDQ section during the initial on-site meetings.
- All employees included in the study were asked to complete a PDQ.
- FLA reviewed all completed PDQs.
- FLA interviewed employees and managers as necessary to clarify information included in the PDQs and to ensure we understood the job(s).
- Based on the PDQs, interviews, and occupational panels, FLA developed a new classification structure.
- FLA discussed the proposed classification structure with Watertown Civil Service and management to ensure the classification structure was appropriate for Watertown.
- Watertown provided written, consolidated feedback to FLA regarding the proposed classification structure.
- FLA reviewed all feedback against the completed PDQs, and provided adjustments to the classification structure where it was supported by the PDQ information.
- FLA and Watertown finalized the classification structure and the developed draft job descriptions. The classification structure and job descriptions have been previously delivered to Watertown for review.

CLASSIFICATION STUDY (continued)

Fair Labor Standards Act (FLSA) Information

The FLSA establishes standards for minimum wages, overtime pay, recordkeeping, and child labor. In this study we are concerned with the overtime pay portion of the Act. Non-Exempt means that employees are to receive overtime pay, at one and one-half times the regular rate of pay for all time worked over 40 hours in a one week period.

By law, all employees are considered Non-Exempt unless the job responsibilities meet an exemption test. The exemption tests are an Executive test, Administrative test, Professional test, Computer related occupations, and Outside-sales test. Each of these tests have specific requirements that must be met, related to the job duties, in order to pass the exemption test.

The four tests used for, and that relate to Watertown jobs, are the Executive, Professional, Administrative, and Computer related occupation tests. The Executive test deals with the management/supervision of employees, while the Administrative test deals with non-management employees performing office or non-manual responsibilities. When each job is evaluated, first, the annual salary of \$23,660 must be met to qualify for exemption; second, it is the "primary duty" of the job that is reviewed for its relation to the "management or general business operations" of the organization, and "discretion and independent judgment" on "matters of significance". The phrases in quotes are taken directly from the verbiage developed by the Department of Labor to describe the type of job responsibilities that qualify for exemption.

All of the newly developed classifications for Watertown have been evaluated for exemption status under the FLSA guidelines using the identified exemption tests and the "primary duties" of each classification.

Phase III. Job Evaluation Study

PHASE III: JOB EVALUATION STUDY

The purpose of job evaluation is to determine the relative importance of a job to the organization. The basic premise is that the more important the job is to the organization, the more valuable it is, thus, the more it should be compensated. Most organizations use a systematic method to evaluate jobs. Watertown decided to use the Decision Band™ Method (DBM) to evaluate the new classifications.

Decision Band Method description

- DBM job evaluation involves three basic steps. First, jobs are classified into one of six different "Decision Bands" based on the characteristics of the decisions that a job requires. This classification process reflects the level of responsibility of the job within the organization.
- The second step involves classifying the jobs within each "Decision Band" into one of two "Grades" based on the supervisory requirements of the job. Five of the six bands are subdivided into two grades, (coordinating and non-coordinating), depending on the requirements to monitor or supervise subordinate jobs within the same Band.
- The third and final step involves further subdivision of jobs within each grade into subgrades by reference to the complexity, difficulty, and skills required of the job in relation to other jobs that have been classified into the same Band and Grade. The subgrading process shares many characteristics with point-factor methods of job evaluation. Frequently, subgrading is done within an occupational group in order to avoid the difficulty of making relative judgments about comparing the complexity, difficulty, and skills required of jobs across different occupations.

FLA reviewed all jobs and applied the Decision Band™ Method to all classifications developed. For the purposes of this report, classification refers to the general job title, while position refers to an individual employee. The City reviewed and discussed the ratings with FLA, and the ratings were finalized.

JOB EVALUATION STUDY (continued)

The focus of job evaluation is on the essential duties, responsibilities, tasks, impacts, and working conditions of the job. The title, current salary grade, or gender composition of the classification is irrelevant. The evaluation process always deals with classifications, not individuals or positions. The person performing the work and whether or not it is being done well is not relevant. Job evaluation must look at classifications the way they are at the time of the study – not the way they might be or should be, or the way someone would prefer them be. Furthermore, it is not a process for assessing the appropriateness of staffing levels or workload, or for rewarding for efficiency or punishing for ineffectiveness. Additionally, as job evaluation focuses on the content of jobs, it necessarily focuses on the minimum level of job requirements essential at the entry level of a classification. Job evaluation should not be used as a means of reward by increasing the rating and thus, the salary grade. It is solely to be used for establishing the relative worth of jobs within an organization, also known as internal equity.

In addition, a classification series is a grouping of like jobs according to nature and type of work, with levels that represent differences in the complexity of the work. Although many classification series may seem to follow departmental organizational structures, they are not a leveled grouping of like jobs by department, and are not determined based on departmental structures. Consequently, a classification series may or may not include all the jobs in the department.

Phase IV. Compensation Study

PHASE IV: COMPENSATION STUDY

METHODOLOGY

Thirty-seven (37) job classifications were selected as benchmarks on which to collect comparable labor market compensation information. Once the benchmark jobs were selected, FLA utilized a customized salary survey of public sector entities to determine competitive compensation levels. Following are the benchmarks that were used and an overview of the data collection process.

No.	Benchmark Title	No.	Benchmark Title
1.	Account Clerk Typist	20.	Motor Equipment Technician
2.	Accountant	21.	Occupancy Clerk (Authority)
3.	Building Inspector (Authority)	22.	Occupancy Director (Authority)
4.	Chief Water Plant Operator	23.	Planner
5.	City Assessor	24.	Police Captain
6.	Civil Engineer	25.	Purchasing Manager
7.	Code Enforcement Officer	26.	Secretary
8.	Director of Public Works	27.	Senior Account Clerk Typist (Double-Entry Bookkeeping)*
9.	Fire Chief	28.	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)*
10.	Geographic Information Systems (GIS) Coordinator	29.	Senior Code Enforcement Officer
11.	Heavy Equipment Technician	30.	Senior Engineering Technician
12.	Information Technology Specialist	31.	Senior Librarian
13.	Laboratory Technician	32.	Senior Library Clerk
14.	Library Director	33.	Tenant Relations Coordinator (Authority)
15.	Line Crew Technician	34.	Transit Operator
16.	Maintenance Supervisor	35.	Wastewater Treatment Plant Worker I
17.	Modernization Coordinator (Authority)	36.	Wastewater Treatment Plant Worker III
18.	Maintenance Worker	37.	Water Plant Maintenance Mechanic
19.	Meter Reader		

*The positions labeled Authority are classifications specific to the Housing Authority. These classifications along with the classifications noted with a * were sent to the Housing Authority labor market.

METHODOLOGY (continued)

- FLA worked with Watertown to identify organizations from which to collect salary information.
- A customized data collection instrument was developed to collect pay data on each of the benchmark classifications from the defined labor market.
- Brief descriptions were prepared from the final classification structure and incorporated into the survey questionnaire (data collection form) to assist participants in matching their jobs to Watertown's benchmark jobs.
- The data collection form was provided to Watertown for review and comment. Based on Watertown's comments, adjustments were made and the data collection form was finalized. A copy of the data collection form is in Appendix G.
- This custom salary survey represents data from 24 out of 52 organizations or 46% of the organizations. This includes 6 out of 10 housing authorities.
- By assigning each participant to specific labor markets, we ensured the data from each organization was only applied to the appropriate benchmark jobs.
- Fox Lawson & Associates' staff performed several manual reviews of the data for accuracy, and follow-up calls were made to participants to clarify responses, reported rates, or to resolve questions concerning job matches.
- Fox Lawson & Associates also collected market data from published survey sources to supplement the custom survey data. Market data was collected from Watson Wyatt surveys, New York Department of Labor, and Employer's Association surveys. Further explanation about using published surveys is available on page 18.
- On the following two pages is a list of selected participants, participation status, and the labor markets they were assigned to:

METHODOLOGY (continued)

PARTICIPATED:

City of Auburn
City of Elmira
City of Ithaca
City of Niagara Falls
City of Ogdensburg
City of Oneida
City of Oswego
City of Schenectady
Jefferson County
Oneida County
State of New York*
St. Lawrence County
Indian River Central School District
Cortland Housing Authority
Elmira Housing Authority
Ithaca Housing Authority
Lockport Housing Authority
Rochester Housing Authority
Watervliet Housing Authority
Central NY Reg. Transp. Authority*
CFM Food Distributers
Fort Drum
Knowlton Technologies
New York AirBrake Company

DID NOT PARTICIPATE:

City of Amsterdam
City of Batavia
City of Binghamton
City of Corning
City of Jamestown
City of Lockport
City of Newburgh
City of Oneonta
City of Plattsburgh
City of Rome
City of Saratoga Springs
City of Syracuse
City of Troy
City of Utica
Lewis County
Oswego County
Watertown City School District
Albany Housing Authority
Binghamton Housing Authority
Plattsburgh Housing Authority
Utica Housing Authority
Birnie Bus Services, Inc.
Car-Freshner Corp.
Davidson Auto Group
Freeman Bus Corp.
Renzi Brothers, Inc.
Samaritan Health System
Timeless Frames

* FLA researched data on these organizations on their websites, which had job descriptions and salary data available.

METHODOLOGY (continued)

- The following tables summarize the organizational information collected compared to Watertown by each identified labor market (detailed responses to the Pay Practice questions are provided in Appendix C):

CITY vs. CITY PARTICIPANTS

	Watertown	Market Average
Population	26,705	30,712
Annual Operating Budget	\$46,311,153	\$47,768,655
Number of Full-Time Employees	340*	328
Number of Job Classifications	82	143

* including public safety (201 excluding public safety)

AUTHORITY vs. HOUSING AUTHORITY PARTICIPANTS

	Watertown	Market Average
Residents	1,500	1,808
Annual Operating Budget	\$5,000,000	\$12,199,837
Number of Full-Time Employees	33	42
Number of Job Classifications	17	16

COMPENSATION ANALYSIS

Salary Comparisons

The Benchmark Comparisons on pages 20 to 25 provide comparisons between Watertown's salaries and that of the defined labor market. Following is an explanation of the various market comparisons:

- **Salary Comparisons (Pages 20-25)** – These Benchmark Comparisons reflect the relationship of Watertown's current pay to the market 50th percentile (median) on a benchmark-by-benchmark basis, for actual salaries and salary ranges.
- Although data were sent to us in many different formats, all salary data have been adjusted to reflect annual salaries based on full-time hours and adjusted for geographic differences. Thus, any anecdotal or contract information you may receive from other sources may not match the figures we are reporting.
- Each salary figure is referenced from the individual summary sheet for each benchmark (found in Appendix B). The market salary figures exclude Watertown's data.
- In the comparisons, the percentage difference has been calculated between Watertown's salary figure and the market salary figure, in terms of Watertown's salary. For example, a positive percentage figure indicates that Watertown pays *above* the market, and a negative figure indicates that Watertown pays *below* the market. This percentage difference is shown for each benchmark job, and as an overall figure at the bottom of the chart.
- The overall percentage difference figure at the bottom of the page is not simply an average of all of the individual averages, but rather, reflects the sum of all Watertown salary rates minus the sum of all market salary rates, divided by the sum of all Watertown salary rates. This provides a more accurate comparison rather than averaging averages.
- In accordance with the Sherman Anti-Trust Act guidelines established by the U.S. Departments of Justice and Federal Trade Commission, and professional compensation standards as established by *WorldatWork*, the leading compensation professional organization, salary comparisons were only provided for jobs that provided at least 5 matches for each benchmark job (please see Appendix B for a detailed discussion of the Sherman Anti-Trust Act as it relates to the conduct of salary surveys).
- Benchmarks with fewer than 5 data points were excluded from any analyses because fewer than 5 data points matched to a given benchmark are considered an insufficient sample size for drawing conclusions. These benchmarks and any other statistics with fewer than 5 data points are noted on each chart with an "n/a" in the market columns.

COMPENSATION ANALYSIS (continued)

Salary Comparisons - Findings

Following is an overview of how Watertown's compensation levels compare to the market for the market 50th and salary range medians. The following cutoffs are used as a general rule when determining the competitive nature of current pay practices:

- +/-5% (**Highly Competitive**)
- +/-10% (**Competitive**)
- +/-10-15% (**Possible misalignment with market**)
- >15% (**Significant misalignment with market**)

We have provided the market data in three different cuts:

- **Custom Survey Market** – this data represents the data collected through the custom salary survey
- **Published Survey Market** – this data represents data published in annual salary surveys
- **Combined Market** – this data represents the combination of data from the Custom Survey and the Published Survey Markets

Overall Comparisons

- Overall, actual salaries are below market for two of the comparison groups, 2.4% below the Custom Survey Market and 2.1% below the combined Market, but 5.0% above the Published Source Market.
- Across all three comparison groups, the Watertown salary ranges are primarily below the market, as follows:
 - Salary range **minimums** are 18.3% below the Custom Survey Market, 2.0% above the Published Survey Market, and 12.7% below the Combined Market.
 - Salary range **midpoints** are 19.6% below the Custom Survey Market, 7.1% below the Published Survey Market, and 16.3% below the Combined Market.
 - Salary range **maximums** are 16.7% below the Custom Survey Market, 15.7% below the Published Survey Market, and 17.0% below the Combined Market.

COMPENSATION ANALYSIS (continued)

Salary Comparisons - Findings

The charts on the following pages show detail of the benchmark jobs compared to the three comparison groups, displayed as outlined below:

Pages 20 – 21: Custom Survey Data, first page (page 20) reflects actual salary comparison, second page (page 21) reflects salary range comparison.

Pages 22 – 23: Published Source Data, first page (page 22) reflects actual salary comparison, second page (page 23) reflects salary range comparison.

Pages 24 – 25: All Survey Data Combined, first page (page 24) reflects actual salary comparison, second page (page 25) reflects salary range comparison.

As requested by the City, these charts have been sorted first by those City jobs with salary ranges, then by those without salary ranges (in benchmark order).

Individual Comparisons

- When reviewing the following charts please use the parameters described on the previous page to determine market competitiveness.
 - **+/-5% (Highly Competitive)**
 - **+/-10% (Competitive)**
 - **+/-10-15% (Possible misalignment with market)**
 - **>15% (Significant misalignment with market)**
- However, please note the reason some classifications are below or above the market may be due to hire date, seniority, or performance of both Watertown employees and the employees of jobs represented in the market.
- These classifications should be closely examined for internal equity of the classification, along with the knowledge, skills, abilities, and experience required of the job. Along with these factors, issues such as, performance and longevity impact the salaries of employees and may account for some of the large differences.

City of Watertown
Benchmark Comparisons - Actual Salaries and Salary Ranges (where applicable)

Custom Survey Data

Benchmark Number	Benchmark Job Title	City	Market	Percent Difference
		Actual/Average Salaries	Median Actual Salaries	
1	Account Clerk Typist	\$31,075	\$30,055	3.3%
3	Building Inspector	\$37,652	n/a	n/a
7	Code Enforcement Officer	\$43,910	\$47,338	-7.8%
10	GIS Coordinator	\$45,968	n/a	n/a
11	Heavy Equipment Operator	\$36,775	\$37,192	-1.1%
12	Information Technology Specialist	\$37,707	\$48,957	-29.8%
13	Laboratory Technician	\$48,130	\$42,597	11.5%
16	Maintenance Supervisor	\$59,146	\$58,667	0.8%
17	Maintenance Supervisor/ Modernization Coordinator	\$51,269	n/a	n/a
18	Maintenance Worker	\$28,998	\$31,858	-9.9%
19	Meter Reader	\$31,998	n/a	n/a
20	Motor Equipment Technician	\$40,425	\$37,328	7.7%
21	Occupancy Clerk	\$23,695	\$32,574	-37.5%
22	Occupancy Director	n/a	\$68,596	n/a
26	Secretary	\$30,661	\$37,486	-22.3%
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$34,226	\$37,156	-8.6%
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$36,617	\$35,737	2.4%
29	Senior Code Enforcement Officer	\$50,399	n/a	n/a
30	Senior Engineering Technician	\$38,477	\$49,346	-28.2%
31	Senior Librarian	\$51,479	n/a	n/a
32	Senior Library Clerk	\$31,998	n/a	n/a
33	Tenant Relations Coordinator	\$32,797	\$40,010	-22.0%
34	Transit Operator	\$33,574	n/a	n/a
35	Wastewater Treatment Plant Worker I	\$39,507	n/a	n/a
36	Wastewater Treatment Plant Worker III	\$48,130	n/a	n/a
37	Water Plant Maintenance Mechanic	\$41,950	n/a	n/a
2	Accountant	\$34,989	\$54,160	-54.8%
4	Chief Water Plant Operator	\$60,980	\$55,946	8.3%
5	City Assessor	\$59,936	\$61,137	-2.0%
6	Civil Engineer	\$54,362	\$57,083	-5.0%
8	Director of Public Works	\$79,568	\$81,553	-2.5%
9	Fire Chief	\$87,000	\$80,489	7.5%
14	Library Director	\$71,984	\$60,101	16.5%
15	Line Crew Technician	\$50,190	n/a	n/a
23	Planner	\$44,465	\$44,213	0.6%
24	Police Captain	\$81,600	\$70,889	13.1%
25	Purchasing Manager	\$65,541	\$59,171	9.7%
AGGREGATE:				-2.4%

City of Watertown
Benchmark Comparisons - Actual Salaries and Salary Ranges (where applicable)

Custom Survey Data

Benchmark Number	Benchmark Job Title	Market			Market			Market		
		City Minimum	Median Minimum	Percent Difference	City Midpoint	Median Midpoint	Percent Difference	City Maximum	Median Maximum	Percent Difference
1	Account Clerk Typist	\$25,671	\$27,280	-6.3%	\$28,835	\$31,295	-8.5%	\$31,998	\$33,195	-3.7%
3	Building Inspector	\$32,663	n/a	n/a	\$37,099	n/a	n/a	\$41,544	n/a	n/a
7	Code Enforcement Officer	\$38,308	\$38,187	0.3%	\$43,219	\$44,947	-4.0%	\$48,130	\$47,941	0.4%
10	GIS Coordinator	\$36,617	n/a	n/a	\$41,293	n/a	n/a	\$45,968	n/a	n/a
11	Heavy Equipment Operator	\$31,998	\$34,947	-9.2%	\$36,042	\$37,361	-3.7%	\$40,085	\$38,672	3.5%
12	Information Technology Specialist	\$33,464	\$44,759	-33.8%	\$38,794	\$53,922	-39.0%	\$44,124	\$57,803	-31.0%
13	Laboratory Technician	\$38,308	n/a	n/a	\$43,219	n/a	n/a	\$48,130	n/a	n/a
16	Maintenance Supervisor	\$40,085	\$48,681	-21.4%	\$45,242	\$62,072	-37.2%	\$50,399	\$65,059	-29.1%
17	Maintenance Supervisor/ Modernization Coordinator	\$39,337	n/a	n/a	\$44,693	n/a	n/a	\$50,048	n/a	n/a
18	Maintenance Worker	\$23,342	\$32,901	-41.0%	\$31,944	\$36,834	-15.3%	\$33,464	\$40,546	-21.2%
19	Meter Reader	\$25,671	n/a	n/a	\$28,835	n/a	n/a	\$31,998	n/a	n/a
20	Motor Equipment Technician	\$33,464	\$35,924	-7.4%	\$37,707	\$41,464	-10.0%	\$41,950	\$43,660	-4.1%
21	Occupancy Clerk	\$22,770	\$32,233	-41.6%	\$25,820	\$37,055	-43.5%	\$28,969	\$41,041	-41.7%
22	Occupancy Director	\$38,019	n/a	n/a	\$43,195	n/a	n/a	\$48,371	n/a	n/a
26	Secretary	\$24,575	\$32,129	-30.7%	\$27,595	\$37,098	-34.4%	\$30,614	\$43,226	-41.2%
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$29,284	\$28,966	1.1%	\$33,726	\$34,299	-1.7%	\$38,167	\$39,632	-3.8%
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$29,284	\$28,966	1.1%	\$32,951	\$34,299	-4.1%	\$36,617	\$38,793	-5.9%
29	Senior Code Enforcement Officer	\$40,085	n/a	n/a	\$45,242	n/a	n/a	\$50,399	n/a	n/a
30	Senior Engineering Technician	\$35,004	\$46,431	-32.6%	\$39,457	\$50,566	-28.2%	\$43,910	\$55,114	-25.5%
31	Senior Librarian	\$41,950	n/a	n/a	\$47,366	n/a	n/a	\$52,782	n/a	n/a
32	Senior Library Clerk	\$25,671	n/a	n/a	\$28,835	n/a	n/a	\$31,998	n/a	n/a
33	Tenant Relations Coordinator	\$27,480	\$35,604	-29.6%	\$31,222	\$40,154	-28.6%	\$34,963	\$42,955	-22.9%
34	Transit Operator	\$28,021	n/a	n/a	\$31,513	n/a	n/a	\$35,004	n/a	n/a
35	Wastewater Treatment Plant Worker I	\$31,998	n/a	n/a	\$36,042	n/a	n/a	\$40,085	n/a	n/a
36	Wastewater Treatment Plant Worker III	\$38,308	n/a	n/a	\$43,219	n/a	n/a	\$48,130	n/a	n/a
37	Water Plant Maintenance Mechanic	\$33,464	n/a	n/a	\$37,707	n/a	n/a	\$41,950	n/a	n/a
2	Accountant	n/a	\$41,038	n/a	n/a	\$48,942	n/a	n/a	\$55,735	n/a
4	Chief Water Plant Operator	n/a	\$53,274	n/a	n/a	\$58,009	n/a	n/a	\$61,713	n/a
5	City Assessor	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
6	Civil Engineer	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
8	Director of Public Works	n/a	\$70,830	n/a	n/a	\$75,912	n/a	n/a	\$80,995	n/a
9	Fire Chief	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
14	Library Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
15	Line Crew Technician	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
23	Planner	n/a	\$39,963	n/a	n/a	\$45,878	n/a	n/a	\$50,343	n/a
24	Police Captain	n/a	\$62,018	n/a	n/a	\$66,712	n/a	n/a	\$69,327	n/a
25	Purchasing Manager	n/a	\$47,448	n/a	n/a	\$53,775	n/a	n/a	\$61,683	n/a

AGGREGATE:

-18.3%

-19.6%

-16.7%

Sort is first by those City jobs with salary ranges, then by those without salary ranges (in benchmark order)

City of Watertown
Benchmark Comparisons - Actual Salaries and Salary Ranges (where applicable)

Published Sources

Benchmark Number	Benchmark Job Title	City Actual/Average Salaries	Market Median Actual Salaries	Percent Difference
1	Account Clerk Typist	\$31,075	\$26,856	13.6%
3	Building Inspector	\$37,652	\$45,460	-20.7%
7	Code Enforcement Officer	\$43,910	n/a	n/a
10	GIS Coordinator	\$45,968	n/a	n/a
11	Heavy Equipment Operator	\$36,775	\$34,865	5.2%
12	Information Technology Specialist	\$37,707	\$44,984	-19.3%
13	Laboratory Technician	\$48,130	\$30,031	37.6%
16	Maintenance Supervisor	\$59,146	\$55,980	5.4%
17	Maintenance Supervisor/ Modernization Coordinator	\$51,269	\$61,787	-20.5%
18	Maintenance Worker	\$28,998	\$28,625	1.3%
19	Meter Reader	\$31,998	\$26,085	18.6%
20	Motor Equipment Technician	\$40,425	\$38,199	5.5%
21	Occupancy Clerk	\$23,695	\$25,694	-8.4%
22	Occupancy Director	n/a	n/a	n/a
26	Secretary	\$30,661	\$33,493	-9.2%
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$34,226	\$34,804	-1.7%
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$36,617	\$30,520	16.7%
29	Senior Code Enforcement Officer	\$50,399	n/a	n/a
30	Senior Engineering Technician	\$38,477	\$38,688	-0.5%
31	Senior Librarian	\$51,479	\$49,928	3.0%
32	Senior Library Clerk	\$31,998	\$24,760	22.6%
33	Tenant Relations Coordinator	\$32,797	n/a	n/a
34	Transit Operator	\$33,574	\$24,119	28.2%
35	Wastewater Treatment Plant Worker I	\$39,507	\$36,001	8.9%
36	Wastewater Treatment Plant Worker III	\$48,130	\$45,012	6.5%
37	Water Plant Maintenance Mechanic	\$41,950	\$37,440	10.8%
2	Accountant	\$34,989	\$40,483	-15.7%
4	Chief Water Plant Operator	\$60,980	n/a	n/a
5	City Assessor	\$59,936	n/a	n/a
6	Civil Engineer	\$54,362	\$49,532	8.9%
8	Director of Public Works	\$79,568	n/a	n/a
9	Fire Chief	\$87,000	n/a	n/a
14	Library Director	\$71,984	n/a	n/a
16	Line Crew Technician	\$50,190	\$46,894	6.6%
23	Planner	\$44,465	n/a	n/a
24	Police Captain	\$81,600	n/a	n/a
25	Purchasing Manager	\$65,541	\$57,740	11.9%
AGGREGATE:				5.0%

City of Watertown
Benchmark Comparisons - Actual Salaries and Salary Ranges (where applicable)

Published Sources

Benchmark Number	Benchmark Job Title	City			Market			City		
		Minimum	Median	Percent Difference	Midpoint	Median	Percent Difference	Maximum	Median	Percent Difference
1	Account Clerk Typist	\$25,671	\$23,467	8.6%	\$28,835	\$29,911	-3.7%	\$31,998	\$36,357	-13.6%
3	Building Inspector	\$32,653	\$36,050	-10.4%	\$37,099	\$45,233	-21.9%	\$41,544	\$54,319	-30.8%
7	Code Enforcement Officer	\$38,308	n/a	n/a	\$43,219	n/a	n/a	\$48,130	n/a	n/a
10	GIS Coordinator	\$36,617	n/a	n/a	\$41,293	n/a	n/a	\$45,968	n/a	n/a
11	Heavy Equipment Operator	\$31,998	n/a	n/a	\$36,042	n/a	n/a	\$40,085	n/a	n/a
12	Information Technology Specialist	\$33,464	\$37,391	-11.7%	\$38,794	\$46,489	-19.8%	\$44,124	\$55,494	-25.8%
13	Laboratory Technician	\$38,308	\$24,983	34.8%	\$43,219	\$32,053	25.8%	\$48,130	\$39,124	18.7%
16	Maintenance Supervisor	\$40,085	\$46,142	-15.1%	\$46,242	\$59,255	-31.0%	\$50,399	\$72,318	-43.5%
17	Maintenance Supervisor/ Modernization Coordinator	\$39,337	\$46,142	-17.3%	\$44,693	\$59,255	-32.6%	\$50,048	\$72,318	-44.5%
18	Maintenance Worker	\$23,342	\$23,936	-2.5%	\$31,944	\$29,700	7.0%	\$33,464	\$35,464	-6.0%
19	Meter Reader	\$25,671	\$23,936	6.8%	\$28,835	\$29,211	-1.3%	\$31,998	\$34,487	-7.8%
20	Motor Equipment Technician	\$33,464	\$30,872	7.7%	\$37,707	\$38,199	-1.3%	\$41,950	\$45,526	-8.5%
21	Occupancy Clerk	\$22,770	\$21,493	5.6%	\$25,820	\$26,476	-2.5%	\$28,969	\$31,263	-7.9%
22	Occupancy Director	\$38,019	n/a	n/a	\$43,195	n/a	n/a	\$48,371	n/a	n/a
26	Secretary	\$24,575	\$26,828	-9.2%	\$27,595	\$34,181	-23.9%	\$30,614	\$41,535	-35.7%
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$29,284	\$30,027	-2.5%	\$33,726	\$38,114	-13.0%	\$38,167	\$46,149	-20.9%
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$29,284	n/a	n/a	\$32,951	n/a	n/a	\$36,617	n/a	n/a
29	Senior Code Enforcement Officer	\$40,085	n/a	n/a	\$45,242	n/a	n/a	\$50,399	n/a	n/a
30	Senior Engineering Technician	\$35,004	\$31,849	9.0%	\$39,457	\$39,274	0.5%	\$43,910	\$46,601	-6.1%
31	Senior Librarian	\$41,950	n/a	n/a	\$47,366	n/a	n/a	\$52,782	n/a	n/a
32	Senior Library Clerk	\$25,671	n/a	n/a	\$28,835	n/a	n/a	\$31,998	n/a	n/a
33	Tenant Relations Coordinator	\$27,480	n/a	n/a	\$31,222	n/a	n/a	\$34,963	n/a	n/a
34	Transit Operator	\$28,021	n/a	n/a	\$31,513	n/a	n/a	\$35,004	n/a	n/a
35	Wastewater Treatment Plant Worker I	\$31,998	\$26,378	17.6%	\$36,042	\$33,070	8.2%	\$40,085	\$39,762	0.8%
36	Wastewater Treatment Plant Worker III	\$38,308	\$33,607	12.3%	\$43,219	\$42,009	2.8%	\$48,130	\$50,411	-4.7%
37	Water Plant Maintenance Mechanic	\$33,464	\$34,100	-1.9%	\$37,707	\$38,663	-2.5%	\$41,950	\$45,815	-9.2%
2	Accountant	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
4	Chief Water Plant Operator	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
5	City Assessor	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
6	Civil Engineer	n/a	\$40,146	n/a	n/a	\$51,701	n/a	n/a	\$63,305	n/a
8	Director of Public Works	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
9	Fire Chief	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
14	Library Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
15	Line Crew Technician	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
23	Planner	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
24	Police Captain	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
25	Purchasing Manager	n/a	\$46,894	n/a	n/a	\$57,934	n/a	n/a	\$68,973	n/a

AGGREGATE:

2.0%

-7.1%

-15.7%

Sort is first by those City jobs with salary ranges, then by those without salary ranges (in benchmark order)

City of Watertown
Benchmark Comparisons - Actual Salaries and Salary Ranges (where applicable)

All Survey Data Combined

Benchmark Number	Benchmark Job Title	City Actual/Average Salaries	Market Median Actual Salaries	Percent Difference
1	Account Clerk Typist	\$31,075	\$29,591	4.8%
3	Building Inspector	\$37,652	\$41,837	-11.1%
7	Code Enforcement Officer	\$43,910	\$47,338	-7.8%
10	GIS Coordinator	\$45,968	n/a	n/a
11	Heavy Equipment Operator	\$36,775	\$37,023	-0.7%
12	Information Technology Specialist	\$37,707	\$48,763	-29.3%
13	Laboratory Technician	\$48,130	\$42,055	12.6%
16	Maintenance Supervisor	\$69,146	\$56,274	4.9%
17	Maintenance Supervisor/ Modernization Coordinator	\$51,269	\$64,510	-25.8%
18	Maintenance Worker	\$28,998	\$30,566	-5.4%
19	Meter Reader	\$31,998	\$39,840	-24.5%
20	Motor Equipment Technician	\$40,425	\$37,387	7.5%
21	Occupancy Clerk	\$23,695	\$32,231	-36.0%
22	Occupancy Director	n/a	\$68,596	n/a
26	Secretary	\$30,661	\$36,633	-19.5%
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$34,226	\$36,449	-6.5%
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$36,617	\$35,014	4.4%
29	Senior Code Enforcement Officer	\$50,399	n/a	n/a
30	Senior Engineering Technician	\$38,477	\$47,075	-22.3%
31	Senior Librarian	\$51,479	\$46,696	9.3%
32	Senior Library Clerk	\$31,998	\$30,548	4.5%
33	Tenant Relations Coordinator	\$32,797	\$40,010	-22.0%
34	Transit Operator	\$33,574	\$35,584	-6.0%
35	Wastewater Treatment Plant Worker I	\$39,507	\$41,596	-5.3%
36	Wastewater Treatment Plant Worker III	\$48,130	\$51,162	-6.3%
37	Water Plant Maintenance Mechanic	\$41,950	\$41,325	1.5%
2	Accountant	\$34,989	\$52,252	-49.3%
4	Chief Water Plant Operator	\$60,980	\$55,946	8.3%
5	City Assessor	\$59,936	\$61,137	-2.0%
6	Civil Engineer	\$54,362	\$52,412	3.6%
8	Director of Public Works	\$79,568	\$81,553	-2.5%
9	Fire Chief	\$87,000	\$80,489	7.5%
14	Library Director	\$71,984	\$60,101	16.5%
15	Line Crew Technician	\$50,190	\$46,894	6.6%
23	Planner	\$44,465	\$44,213	0.6%
24	Police Captain	\$81,600	\$70,889	13.1%
25	Purchasing Manager	\$65,541	\$59,171	9.7%
AGGREGATE:				-2.1%

City of Watertown
Benchmark Comparisons - Actual Salaries and Salary Ranges (where applicable)

All Survey Data Combined

Benchmark Number	Benchmark Job Title	City Minimum	Market Median Minimum	Percent Difference	City Midpoint	Market Median Midpoint	Percent Difference	City Maximum	Market Median Maximum	Percent Difference
1	Account Clerk Typist	\$25,671	\$25,286	1.5%	\$28,835	\$30,123	-4.6%	\$31,998	\$34,427	-7.6%
3	Building Inspector	\$32,653	\$36,072	-7.4%	\$37,099	\$39,918	-7.6%	\$41,544	\$44,719	-7.6%
7	Code Enforcement Officer	\$38,308	\$38,187	0.3%	\$43,219	\$44,947	-4.0%	\$48,130	\$47,941	0.4%
10	GIS Coordinator	\$36,617	n/a	n/a	\$41,293	n/a	n/a	\$45,968	n/a	n/a
11	Heavy Equipment Operator	\$31,998	\$34,947	-9.2%	\$36,042	\$37,361	-3.7%	\$40,085	\$38,672	3.5%
12	Information Technology Specialist	\$33,464	\$40,760	-21.8%	\$38,794	\$51,015	-31.5%	\$44,124	\$57,803	-31.0%
13	Laboratory Technician	\$38,308	\$31,979	16.5%	\$43,219	\$38,122	11.8%	\$48,130	\$42,597	11.5%
16	Maintenance Supervisor	\$40,085	\$48,681	-21.4%	\$45,242	\$62,072	-37.2%	\$50,399	\$65,163	-29.3%
17	Maintenance Supervisor/ Modernization Coordinator	\$39,337	\$56,202	-42.9%	\$44,693	\$66,334	-48.4%	\$50,048	\$72,946	-45.8%
18	Maintenance Worker	\$23,342	\$31,531	-36.1%	\$31,944	\$36,202	-13.3%	\$33,464	\$40,429	-20.8%
19	Meter Reader	\$25,671	\$29,242	-13.9%	\$28,835	\$34,378	-19.2%	\$31,998	\$38,115	-19.1%
20	Motor Equipment Technician	\$33,464	\$33,398	0.2%	\$37,707	\$40,199	-6.6%	\$41,950	\$44,593	-6.3%
21	Occupancy Clerk	\$22,770	\$31,548	-38.5%	\$25,820	\$36,187	-40.2%	\$28,969	\$39,457	-36.2%
22	Occupancy Director	\$38,019	n/a	n/a	\$43,195	n/a	n/a	\$48,371	n/a	n/a
26	Secretary	\$24,575	\$31,745	-29.2%	\$27,595	\$35,923	-30.2%	\$30,614	\$43,178	-41.0%
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$29,284	\$29,016	0.9%	\$33,726	\$36,538	-8.3%	\$38,167	\$44,061	-15.4%
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$29,284	\$28,966	1.1%	\$32,951	\$34,299	-4.1%	\$36,617	\$38,793	-5.9%
29	Senior Code Enforcement Officer	\$40,085	n/a	n/a	\$45,242	n/a	n/a	\$50,399	n/a	n/a
30	Senior Engineering Technician	\$35,004	\$43,754	-25.0%	\$39,457	\$48,872	-23.9%	\$43,910	\$52,853	-20.4%
31	Senior Librarian	\$41,950	n/a	n/a	\$47,366	n/a	n/a	\$52,782	n/a	n/a
32	Senior Library Clerk	\$25,671	n/a	n/a	\$28,835	n/a	n/a	\$31,998	n/a	n/a
33	Tenant Relations Coordinator	\$27,480	\$35,604	-29.6%	\$31,222	\$40,154	-28.6%	\$34,963	\$42,955	-22.9%
34	Transit Operator	\$28,021	n/a	n/a	\$31,513	n/a	n/a	\$35,004	n/a	n/a
35	Wastewater Treatment Plant Worker I	\$31,998	\$26,476	17.3%	\$36,042	\$33,412	7.3%	\$40,085	\$44,138	-10.1%
36	Wastewater Treatment Plant Worker III	\$38,308	\$46,605	-21.7%	\$43,219	\$52,894	-22.4%	\$48,130	\$61,511	-27.8%
37	Water Plant Maintenance Mechanic	\$33,464	\$36,278	-8.4%	\$37,707	\$42,163	-11.8%	\$41,950	\$47,963	-14.3%
2	Accountant	n/a	\$41,038	n/a	n/a	\$48,942	n/a	n/a	\$55,735	n/a
4	Chief Water Plant Operator	n/a	\$53,274	n/a	n/a	\$58,009	n/a	n/a	\$61,713	n/a
5	City Assessor	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
6	Civil Engineer	n/a	\$43,418	n/a	n/a	\$58,603	n/a	n/a	\$64,577	n/a
8	Director of Public Works	n/a	\$70,830	n/a	n/a	\$75,912	n/a	n/a	\$80,995	n/a
9	Fire Chief	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
14	Library Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
15	Line Crew Technician	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
23	Planner	n/a	\$39,963	n/a	n/a	\$45,878	n/a	n/a	\$50,343	n/a
24	Police Captain	n/a	\$62,018	n/a	n/a	\$66,712	n/a	n/a	\$69,327	n/a
25	Purchasing Manager	n/a	\$47,171	n/a	n/a	\$55,854	n/a	n/a	\$62,438	n/a

AGGREGATE:

-12.7%

-16.3%

-17.0%

Sort is first by those City jobs with salary ranges, then by those without salary ranges (in benchmark order)

COMPENSATION ANALYSIS (continued)

Internal vs. Market Analysis

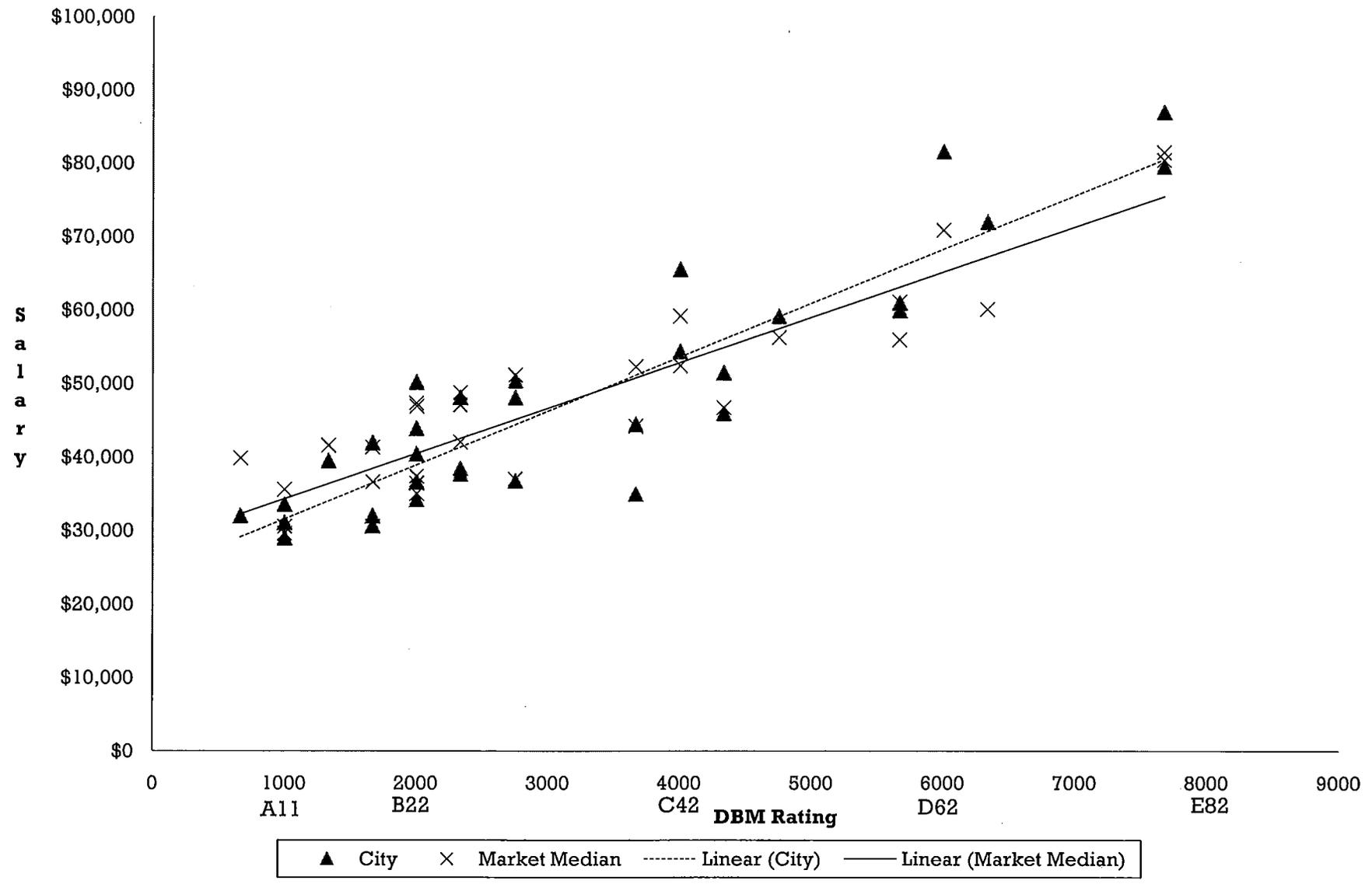
The next step was to do a regression analysis to develop the basis for the salary structure. The steps are detailed below. This method results in a consistent salary structure based on the market results of the survey and the internal equity derived from the job evaluations.

Graphical representations of the market salaries compared to Watertown actual salaries are on the following page. The graph exhibits the actual salary figures (plot-points) from the benchmark comparison sheet for the all survey data combined and the resulting pay trends (trend lines) for Watertown and the market. Refer to the legend at the bottom of each graph for the symbols depicting the internal and market plot points and trend lines.

Using a statistical procedure called regression analysis, we calculated a "line of best fit", or trend line, which projected an average predicted market pay rate corresponding to the job evaluation level of each benchmark job. This procedure was also performed on Watertown's corresponding benchmark salaries. By comparing the predicted average salary generated by the market data to the internal data, we were able to analyze the competitiveness of Watertown's pay rates in relation to the market pay rates. This analysis also allows us to generalize the results to all jobs in Watertown by comparing predicted rates to internal rates on the basis of the job's rankings.

In performing regression analysis, two values are calculated that are utilized in a formula to calculate the predicted pay trend. An 'x-coefficient' and a 'constant' value are calculated, and they are placed into a formula utilizing the job evaluation rating to determine what the pay trend, or salary rate is. This formula is: $\text{pay trend (salary rate)} = \text{job grade times the x-coefficient value, plus the constant value}$. Thus, entering any grade level into the equation will result in the predicted pay (salary rate) for that particular level of job. This predicted pay rate can then be used to establish an internally and externally equitable salary range for each job grade.

City of Watertown Scattergram of City and Market Median Actual Salaries



COMPENSATION ANALYSIS (continued)

Internal vs. Market Regression Analysis

The previous regression graphs show that the City trend line is 2.3% below the market for the A and B level jobs, but 4.8% above the market for the C through E level jobs, resulting in a 2.9% overall difference of all jobs/levels combined.

The next step was to take the data from the Benchmark Comparisons and Regression analysis to develop a new salary structure for the City. In general, there are two components to developing a competitive salary structure. These components are internal equity and market parity.

Internal equity is the relative importance, or value, a job has to the organization. This was completed through the Job Evaluation phase using the Decision Band™ Method. Internal equity establishes a job worth hierarchy that recognizes the value one job has to the organization versus another job. Thus, the higher value a job has to the organization the more it should be compensated. This job worth hierarchy was used in conjunction with the market data that was collected to develop a new salary structure.

Market parity is an organization's existing level of compensation when compared to the market's level of compensation. The collection of data establishes the going rate for a particular job. If an organization's existing pay levels are comparable to the market's existing pay levels, the organization has achieved market parity. Conversely, if an organization's existing pay levels are not comparable to existing market pay levels, the organization has not achieved market parity.

In order to achieve these two objectives, market parity and internal equity, FLA has developed a new salary structure based upon the market data (all survey data combined) and the job evaluation ratings through regression analysis.

The salary structure midpoints are anchored along the market trend line. Minimums and maximums are calculated from the midpoint at specified range spread amounts. Two options are provided. In the first option, the salary range spread (minimum to maximum) progresses from 40% for band A jobs, to 60% for band E jobs. In the second option, at the request of the City, the salary range spreads are at a constant 25% throughout all levels.

Also at the request of the City, steps in between the ranges were calculated at equal dollar amounts. In either option, if steps are not desired, the City can focus on the open range portion of the structure; the minimums, midpoints, and maximums.

These options are shown on the following two pages.

COMPENSATION ANALYSIS (continued)

Salary Structure Option 1

Based on our observations of the market data, graphs, and regression results, we have developed the proposed salary structures below.

DBM Level	Proposed Minimum (Step 1)	Step 2	Step 3	Step 4	Proposed Midpoint (Step 5)	Step 6	Step 7	Step 8	Proposed Maximum (Step 9)	Range Spread
A11	\$24,269	\$25,483	\$26,696	\$27,909	\$29,123	\$30,336	\$31,550	\$32,763	\$33,977	40%
A12	\$28,579	\$30,008	\$31,437	\$32,866	\$34,295	\$35,724	\$37,153	\$38,582	\$40,010	40%
A13	\$30,293	\$31,808	\$33,322	\$34,837	\$36,351	\$37,866	\$39,381	\$40,895	\$42,410	40%
B21	\$31,359	\$33,123	\$34,886	\$36,650	\$38,414	\$40,178	\$41,942	\$43,706	\$45,470	45%
B22	\$33,038	\$34,896	\$36,754	\$38,613	\$40,471	\$42,329	\$44,188	\$46,046	\$47,905	45%
B23	\$34,717	\$36,669	\$38,622	\$40,575	\$42,528	\$44,481	\$46,433	\$48,386	\$50,339	45%
B24	\$36,819	\$38,890	\$40,961	\$43,032	\$45,103	\$47,174	\$49,246	\$51,317	\$53,388	45%
B25	\$39,340	\$41,553	\$43,766	\$45,979	\$48,192	\$50,404	\$52,617	\$54,830	\$57,043	45%
C41	\$40,614	\$43,152	\$45,690	\$48,229	\$50,767	\$53,305	\$55,844	\$58,382	\$60,921	50%
C42	\$42,259	\$44,900	\$47,541	\$50,183	\$52,824	\$55,465	\$58,106	\$60,747	\$63,389	50%
C43	\$43,904	\$46,648	\$49,393	\$52,137	\$54,881	\$57,625	\$60,369	\$63,113	\$65,857	50%
C44	\$45,965	\$48,838	\$51,711	\$54,583	\$57,456	\$60,329	\$63,202	\$66,075	\$68,947	50%
C45	\$48,435	\$51,463	\$54,490	\$57,517	\$60,544	\$63,572	\$66,599	\$69,626	\$72,653	50%
D61	\$49,506	\$52,909	\$56,313	\$59,716	\$63,120	\$66,523	\$69,927	\$73,330	\$76,734	55%
D62	\$51,119	\$54,633	\$58,148	\$61,662	\$65,177	\$68,691	\$72,205	\$75,720	\$79,234	55%
D63	\$52,732	\$56,357	\$59,983	\$63,608	\$67,233	\$70,859	\$74,484	\$78,109	\$81,735	55%
D64	\$54,752	\$58,516	\$62,280	\$66,045	\$69,809	\$73,573	\$77,337	\$81,101	\$84,866	55%
D65	\$57,174	\$61,105	\$65,036	\$68,966	\$72,897	\$76,828	\$80,759	\$84,689	\$88,620	55%
E81	\$58,056	\$62,410	\$66,764	\$71,118	\$75,473	\$79,827	\$84,181	\$88,535	\$92,889	60%
E82	\$59,638	\$64,111	\$68,584	\$73,057	\$77,529	\$82,002	\$86,475	\$90,948	\$95,421	60%
E83	\$61,220	\$65,812	\$70,403	\$74,995	\$79,586	\$84,178	\$88,769	\$93,361	\$97,952	60%

COMPENSATION ANALYSIS (continued)

Salary Structure Option 2

DBM Level	Proposed Minimum (Step 1)	Step 2	Step 3	Step 4	Proposed Midpoint (Step 5)	Step 6	Step 7	Step 8	Proposed Maximum (Step 9)	Range Spread
A11	\$25,887	\$26,696	\$27,505	\$28,314	\$29,123	\$29,932	\$30,741	\$31,550	\$32,359	25%
A12	\$30,484	\$31,437	\$32,389	\$33,342	\$34,295	\$35,247	\$36,200	\$37,153	\$38,105	25%
A13	\$32,312	\$33,322	\$34,332	\$35,342	\$36,351	\$37,361	\$38,371	\$39,381	\$40,390	25%
B21	\$34,146	\$35,213	\$36,280	\$37,347	\$38,414	\$39,481	\$40,548	\$41,616	\$42,683	25%
B22	\$35,974	\$37,098	\$38,223	\$39,347	\$40,471	\$41,595	\$42,719	\$43,844	\$44,968	25%
B23	\$37,803	\$38,984	\$40,165	\$41,346	\$42,528	\$43,709	\$44,890	\$46,072	\$47,253	25%
B24	\$40,092	\$41,345	\$42,598	\$43,850	\$45,103	\$46,356	\$47,609	\$48,862	\$50,115	25%
B25	\$42,837	\$44,176	\$45,514	\$46,853	\$48,192	\$49,530	\$50,869	\$52,208	\$53,546	25%
C41	\$45,126	\$46,537	\$47,947	\$49,357	\$50,767	\$52,177	\$53,587	\$54,998	\$56,408	25%
C42	\$46,955	\$48,422	\$49,889	\$51,357	\$52,824	\$54,291	\$55,758	\$57,226	\$58,693	25%
C43	\$48,783	\$50,307	\$51,832	\$53,356	\$54,881	\$56,405	\$57,929	\$59,454	\$60,978	25%
C44	\$51,072	\$52,668	\$54,264	\$55,860	\$57,456	\$59,052	\$60,648	\$62,244	\$63,840	25%
C45	\$53,817	\$55,499	\$57,181	\$58,863	\$60,544	\$62,226	\$63,908	\$65,590	\$67,271	25%
D61	\$56,107	\$57,860	\$59,613	\$61,367	\$63,120	\$64,873	\$66,627	\$68,380	\$70,133	25%
D62	\$57,935	\$59,745	\$61,556	\$63,366	\$65,177	\$66,987	\$68,798	\$70,608	\$72,418	25%
D63	\$59,763	\$61,631	\$63,498	\$65,366	\$67,233	\$69,101	\$70,969	\$72,836	\$74,704	25%
D64	\$62,052	\$63,991	\$65,931	\$67,870	\$69,809	\$71,748	\$73,687	\$75,626	\$77,565	25%
D65	\$64,797	\$66,822	\$68,847	\$70,872	\$72,897	\$74,922	\$76,947	\$78,972	\$80,997	25%
E81	\$67,087	\$69,183	\$71,280	\$73,376	\$75,473	\$77,569	\$79,666	\$81,762	\$83,858	25%
E82	\$68,915	\$71,069	\$73,222	\$75,376	\$77,529	\$79,683	\$81,837	\$83,990	\$86,144	25%
E83	\$70,743	\$72,954	\$75,165	\$77,375	\$79,586	\$81,797	\$84,008	\$86,218	\$88,429	25%

COMPENSATION ANALYSIS (continued)

Once the two structure options were developed, the City asked us to then place the recommended range minimum, midpoint, and maximum, from each option, in place of the City's minimum, midpoint, and maximum, and create comparison charts to the market for each benchmark job (like the benchmark comparison charts shown on pages 20-25, but with the recommended ranges in place of the City's ranges). These charts are shown on the next six pages, one page representing each data-cut and each structure option model.

City of Watertown
Benchmark Comparisons - with Recommended Salary Ranges in Place of Current Ranges

All Survey Data Combined - Option 1

Benchmark Number	Benchmark Job Title	City Minimum	Market Median Minimum	Percent Difference	City Midpoint	Market Median Midpoint	Percent Difference	City Maximum	Market Median Maximum	Percent Difference		
1	Account Clerk Typist	\$28,579	\$28,286	11.5%	\$34,295	\$30,123	12.2%	\$40,010	\$34,427	14.0%		
3	Building Inspector	n/a	\$35,072	n/a	n/a	\$39,918	n/a	n/a	\$44,719	n/a		
7	Code Enforcement Officer	\$33,038	\$38,187	-15.6%	\$40,471	\$44,947	-11.1%	\$47,905	\$47,941	-0.1%		
10	GIS Coordinator	\$43,904	n/a	n/a	\$54,881	n/a	n/a	\$65,857	n/a	n/a		
11	Heavy Equipment Operator	\$36,819	\$34,947	5.1%	\$45,103	\$37,361	17.2%	\$53,388	\$38,672	27.6%		
12	Information Technology Specialist	\$34,717	\$40,760	-17.4%	\$42,528	\$51,015	-20.0%	\$50,339	\$57,803	-14.8%		
13	Laboratory Technician	\$34,717	\$31,979	7.9%	\$42,528	\$38,122	10.4%	\$50,339	\$42,597	15.4%		
16	Maintenance Supervisor	\$45,965	\$48,681	-5.9%	\$57,456	\$62,072	-8.0%	\$68,947	\$65,163	5.5%		
17	Maintenance Supervisor/ Modernization Coordinator	n/a	\$56,202	n/a	n/a	\$66,334	n/a	n/a	\$72,946	n/a		
18	Maintenance Worker	\$28,579	\$31,531	-10.3%	\$34,295	\$36,202	-5.6%	\$40,010	\$40,429	-1.0%		
19	Meter Reader	\$24,269	\$29,242	-20.5%	\$29,123	\$34,378	-18.0%	\$33,977	\$38,115	-12.2%		
20	Motor Equipment Technician	\$33,038	\$33,398	-1.1%	\$40,471	\$40,199	0.7%	\$47,905	\$44,593	6.9%		
21	Occupancy Clerk	n/a	\$31,548	n/a	n/a	\$36,187	n/a	n/a	\$39,457	n/a		
22	Occupancy Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
26	Secretary	\$31,359	\$31,745	-1.2%	\$38,414	\$35,923	6.5%	\$45,470	\$43,178	5.0%		
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$33,038	\$29,016	12.2%	\$40,471	\$36,538	9.7%	\$47,905	\$44,061	8.0%		
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$33,038	\$28,966	12.3%	\$40,471	\$34,299	15.3%	\$47,905	\$38,793	19.0%		
29	Senior Code Enforcement Officer	\$36,819	n/a	n/a	\$45,103	n/a	n/a	\$53,388	n/a	n/a		
30	Senior Engineering Technician	\$34,717	\$43,754	-26.0%	\$42,528	\$48,872	-14.9%	\$50,339	\$52,853	-5.0%		
31	Senior Librarian	\$43,904	n/a	n/a	\$54,881	n/a	n/a	\$65,857	n/a	n/a		
32	Senior Library Clerk	\$31,359	n/a	n/a	\$38,414	n/a	n/a	\$45,470	n/a	n/a		
33	Tenant Relations Coordinator	n/a	\$35,604	n/a	n/a	\$40,154	n/a	n/a	\$42,955	n/a		
34	Transit Operator	\$28,879	n/a	n/a	\$34,295	n/a	n/a	\$40,010	n/a	n/a		
35	Wastewater Treatment Plant Worker I	\$30,293	\$26,476	12.6%	\$36,351	\$33,412	8.1%	\$42,410	\$44,138	-4.1%		
36	Wastewater Treatment Plant Worker III	\$36,819	\$46,605	-26.6%	\$45,103	\$52,894	-17.3%	\$53,388	\$61,511	-15.2%		
37	Water Plant Maintenance Mechanic	\$31,359	\$36,278	-15.7%	\$38,414	\$42,163	-9.8%	\$45,470	\$47,963	-5.5%		
2	Accountant	\$40,614	\$41,038	-1.0%	\$50,767	\$48,942	3.6%	\$60,921	\$55,735	8.5%		
4	Chief Water Plant Operator	\$49,506	\$53,274	-7.6%	\$63,120	\$58,009	8.1%	\$76,734	\$61,713	19.6%		
5	City Assessor	\$49,506	n/a	n/a	\$63,120	n/a	n/a	\$76,734	n/a	n/a		
6	Civil Engineer	\$42,259	\$43,418	-2.7%	\$52,824	\$58,603	-10.9%	\$63,389	\$64,577	-1.9%		
8	Director of Public Works	\$58,056	\$70,830	-22.0%	\$75,473	\$75,912	-0.6%	\$92,889	\$80,996	12.8%		
9	Fire Chief	\$58,056	n/a	n/a	\$75,473	n/a	n/a	\$92,889	n/a	n/a		
14	Library Director	\$51,119	n/a	n/a	\$65,177	n/a	n/a	\$79,234	n/a	n/a		
15	Line Crew Technician	\$33,038	n/a	n/a	\$40,471	n/a	n/a	\$47,905	n/a	n/a		
23	Planner	\$40,614	\$39,963	1.6%	\$50,767	\$45,878	9.6%	\$60,921	\$50,343	17.4%		
24	Police Captain	\$51,119	\$62,018	-21.3%	\$65,177	\$66,712	-2.4%	\$79,234	\$69,327	12.5%		
25	Purchasing Manager	\$42,259	\$47,171	-11.6%	\$52,824	\$55,854	-5.7%	\$63,389	\$62,438	1.5%		
AGGREGATE:				-7.0%					-0.9%			6.0%

City of Watertown
Benchmark Comparisons - with Recommended Salary Ranges in Place of Current Ranges

Custom Survey Data - Option 1

Benchmark Number	Benchmark Job Title	Market			Market			Market		
		City Minimum	Median Minimum	Percent Difference	City Midpoint	Median Midpoint	Percent Difference	City Maximum	Median Maximum	Percent Difference
1	Account Clerk Typist	\$28,579	\$27,280	4.5%	\$34,295	\$31,295	8.7%	\$40,010	\$33,195	17.0%
3	Building Inspector	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
7	Code Enforcement Officer	\$33,038	\$38,187	-15.6%	\$40,471	\$44,947	-11.1%	\$47,905	\$47,941	-0.1%
10	GIS Coordinator	\$43,904	n/a	n/a	\$54,881	n/a	n/a	\$65,857	n/a	n/a
11	Heavy Equipment Operator	\$36,819	\$34,947	5.1%	\$45,103	\$37,361	17.2%	\$53,388	\$38,672	27.6%
12	Information Technology Specialist	\$34,717	\$44,759	-28.9%	\$42,528	\$53,922	-26.8%	\$50,339	\$57,803	-14.8%
13	Laboratory Technician	\$34,717	n/a	n/a	\$42,528	n/a	n/a	\$50,339	n/a	n/a
16	Maintenance Supervisor	\$45,965	\$48,681	-5.9%	\$57,456	\$62,072	-8.0%	\$68,947	\$65,059	5.6%
17	Maintenance Supervisor/ Modernization Coordinator	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
18	Maintenance Worker	\$28,579	\$32,901	-15.1%	\$34,295	\$36,834	-7.4%	\$40,010	\$40,546	-1.3%
19	Meter Reader	\$24,269	n/a	n/a	\$29,123	n/a	n/a	\$33,977	n/a	n/a
20	Motor Equipment Technician	\$33,038	\$35,924	-8.7%	\$40,471	\$41,464	-2.5%	\$47,905	\$43,660	8.9%
21	Occupancy Clerk	n/a	\$32,233	n/a	n/a	\$37,055	n/a	n/a	\$41,041	n/a
22	Occupancy Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
26	Secretary	\$31,359	\$32,129	-2.5%	\$38,414	\$37,098	3.4%	\$45,470	\$43,226	4.9%
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$33,038	\$28,966	12.3%	\$40,471	\$34,299	15.3%	\$47,905	\$39,632	17.3%
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$33,038	\$28,966	12.3%	\$40,471	\$34,299	15.3%	\$47,905	\$38,793	19.0%
29	Senior Code Enforcement Officer	\$36,819	n/a	n/a	\$45,103	n/a	n/a	\$53,388	n/a	n/a
30	Senior Engineering Technician	\$34,717	\$46,431	-33.7%	\$42,528	\$50,566	-18.9%	\$50,339	\$55,114	-9.5%
31	Senior Librarian	\$43,904	n/a	n/a	\$54,881	n/a	n/a	\$65,857	n/a	n/a
32	Senior Library Clerk	\$31,359	n/a	n/a	\$38,414	n/a	n/a	\$45,470	n/a	n/a
33	Tenant Relations Coordinator	n/a	\$35,604	n/a	n/a	\$40,154	n/a	n/a	\$42,955	n/a
34	Transit Operator	\$28,579	n/a	n/a	\$34,295	n/a	n/a	\$40,010	n/a	n/a
35	Wastewater Treatment Plant Worker I	\$30,293	n/a	n/a	\$36,351	n/a	n/a	\$42,410	n/a	n/a
36	Wastewater Treatment Plant Worker III	\$36,819	n/a	n/a	\$45,103	n/a	n/a	\$53,388	n/a	n/a
37	Water Plant Maintenance Mechanic	\$31,359	n/a	n/a	\$38,414	n/a	n/a	\$45,470	n/a	n/a
2	Accountant	\$40,614	\$41,038	-1.0%	\$50,767	\$48,942	3.6%	\$60,921	\$55,735	8.5%
4	Chief Water Plant Operator	\$49,506	\$53,274	-7.6%	\$63,120	\$58,009	8.1%	\$76,734	\$61,713	19.6%
5	City Assessor	\$49,506	n/a	n/a	\$63,120	n/a	n/a	\$76,734	n/a	n/a
6	Civil Engineer	\$42,259	n/a	n/a	\$52,824	n/a	n/a	\$63,389	n/a	n/a
8	Director of Public Works	\$58,056	\$70,830	-22.0%	\$75,473	\$75,912	-0.6%	\$92,889	\$80,995	12.8%
9	Fire Chief	\$58,056	n/a	n/a	\$75,473	n/a	n/a	\$92,889	n/a	n/a
14	Library Director	\$51,119	n/a	n/a	\$65,177	n/a	n/a	\$79,234	n/a	n/a
15	Line Crew Technician	\$33,038	n/a	n/a	\$40,471	n/a	n/a	\$47,905	n/a	n/a
23	Planner	\$40,614	\$39,963	1.6%	\$50,767	\$45,878	9.6%	\$60,921	\$50,343	17.4%
24	Police Captain	\$51,119	\$62,018	-21.3%	\$65,177	\$66,712	-2.4%	\$79,234	\$69,327	12.5%
25	Purchasing Manager	\$42,259	\$47,448	-12.3%	\$52,824	\$53,775	-1.8%	\$63,389	\$61,683	2.7%
AGGREGATE:				-9.0%		0.2%		9.3%		

City of Watertown
Benchmark Comparisons - with Recommended Salary Ranges in Place of Current Ranges

Published Sources - Option 1

Benchmark Number	Benchmark Job Title	Market			Market			Market			
		City Minimum	Median Minimum	Percent Difference	City Midpoint	Median Midpoint	Percent Difference	City Maximum	Median Maximum	Percent Difference	
1	Account Clerk Typist	\$28,579	\$23,467	17.9%	\$34,295	\$29,911	12.8%	\$40,010	\$36,357	9.1%	
3	Building Inspector	n/a	\$36,050	n/a	n/a	\$45,233	n/a	n/a	\$54,319	n/a	
7	Code Enforcement Officer	\$33,038	n/a	n/a	\$40,471	n/a	n/a	\$47,905	n/a	n/a	
10	GIS Coordinator	\$43,904	n/a	n/a	\$54,881	n/a	n/a	\$65,857	n/a	n/a	
11	Heavy Equipment Operator	\$36,819	n/a	n/a	\$45,103	n/a	n/a	\$53,388	n/a	n/a	
12	Information Technology Specialist	\$34,717	\$37,391	-7.7%	\$42,528	\$46,489	-9.3%	\$50,339	\$55,494	-10.2%	
13	Laboratory Technician	\$34,717	\$24,983	28.0%	\$42,528	\$32,053	24.6%	\$50,339	\$39,124	22.3%	
16	Maintenance Supervisor	\$45,965	\$46,142	-0.4%	\$57,456	\$59,255	-3.1%	\$68,947	\$72,318	-4.9%	
17	Maintenance Supervisor/ Modernization Coordinator	n/a	\$46,142	n/a	n/a	\$59,255	n/a	n/a	\$72,318	n/a	
18	Maintenance Worker	\$28,579	\$23,936	16.2%	\$34,295	\$29,700	13.4%	\$40,010	\$35,464	11.4%	
19	Meter Reader	\$24,269	\$23,936	1.4%	\$29,123	\$29,211	-0.3%	\$33,977	\$34,487	-1.5%	
20	Motor Equipment Technician	\$33,038	\$30,872	6.6%	\$40,471	\$38,199	5.6%	\$47,905	\$45,526	5.0%	
21	Occupancy Clerk	n/a	\$21,493	n/a	n/a	\$26,476	n/a	n/a	\$31,263	n/a	
22	Occupancy Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
26	Secretary	\$31,359	\$26,828	14.4%	\$38,414	\$34,181	11.0%	\$45,470	\$41,535	8.7%	
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$33,038	\$30,027	9.1%	\$40,471	\$38,114	5.8%	\$47,905	\$46,149	3.7%	
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$33,038	n/a	n/a	\$40,471	n/a	n/a	\$47,905	n/a	n/a	
29	Senior Code Enforcement Officer	\$36,819	n/a	n/a	\$45,103	n/a	n/a	\$53,388	n/a	n/a	
30	Senior Engineering Technician	\$34,717	\$31,849	8.3%	\$42,528	\$39,274	7.7%	\$50,339	\$46,601	7.4%	
31	Senior Librarian	\$43,904	n/a	n/a	\$54,881	n/a	n/a	\$65,857	n/a	n/a	
32	Senior Library Clerk	\$31,359	n/a	n/a	\$38,414	n/a	n/a	\$45,470	n/a	n/a	
33	Tenant Relations Coordinator	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
34	Transit Operator	\$28,579	n/a	n/a	\$34,295	n/a	n/a	\$40,010	n/a	n/a	
35	Wastewater Treatment Plant Worker I	\$30,293	\$26,378	12.9%	\$36,351	\$33,070	9.0%	\$42,410	\$39,762	6.2%	
36	Wastewater Treatment Plant Worker III	\$36,819	\$33,607	8.7%	\$45,103	\$42,009	6.9%	\$53,388	\$50,411	5.6%	
37	Water Plant Maintenance Mechanic	\$31,359	\$34,100	-8.7%	\$38,414	\$38,663	-0.6%	\$45,470	\$45,815	-0.8%	
2	Accountant	\$40,614	n/a	n/a	\$50,767	n/a	n/a	\$60,921	n/a	n/a	
4	Chief Water Plant Operator	\$49,506	n/a	n/a	\$63,120	n/a	n/a	\$76,734	n/a	n/a	
5	City Assessor	\$49,506	n/a	n/a	\$63,120	n/a	n/a	\$76,734	n/a	n/a	
6	Civil Engineer	\$42,259	\$40,146	5.0%	\$52,824	\$51,701	2.1%	\$63,389	\$63,305	0.1%	
8	Director of Public Works	\$58,056	n/a	n/a	\$75,473	n/a	n/a	\$92,889	n/a	n/a	
9	Fire Chief	\$58,056	n/a	n/a	\$75,473	n/a	n/a	\$92,889	n/a	n/a	
14	Library Director	\$51,119	n/a	n/a	\$65,177	n/a	n/a	\$79,234	n/a	n/a	
15	Line Crew Technician	\$33,038	n/a	n/a	\$40,471	n/a	n/a	\$47,905	n/a	n/a	
23	Planner	\$40,614	n/a	n/a	\$50,767	n/a	n/a	\$60,921	n/a	n/a	
24	Police Captain	\$51,119	n/a	n/a	\$65,177	n/a	n/a	\$79,234	n/a	n/a	
25	Purchasing Manager	\$42,269	\$46,894	-11.0%	\$52,824	\$57,934	-9.7%	\$63,389	\$68,973	-8.8%	
AGGREGATE:				6.1%					4.4%		
										3.0%	

City of Watertown
Benchmark Comparisons - with Recommended Salary Ranges in Place of Current Ranges

All Survey Data Combined - Option 2

Benchmark Number	Benchmark Job Title	City Minimum	Market Median Minimum	Percent Difference	City Midpoint	Market Median Midpoint	Percent Difference	City Maximum	Market Median Maximum	Percent Difference	
1	Account Clerk Typist	\$30,484	\$25,286	17.1%	\$34,295	\$30,123	12.2%	\$38,105	\$34,427	9.7%	
3	Building Inspector	n/a	\$35,072	n/a	n/a	\$39,918	n/a	n/a	\$44,719	n/a	
7	Code Enforcement Officer	\$35,974	\$38,187	-6.2%	\$40,471	\$44,947	-11.1%	\$44,968	\$47,941	-6.6%	
10	GIS Coordinator	\$48,783	n/a	n/a	\$54,881	n/a	n/a	\$60,978	n/a	n/a	
11	Heavy Equipment Operator	\$40,092	\$34,947	12.8%	\$45,103	\$37,361	17.2%	\$50,115	\$38,672	22.8%	
12	Information Technology Specialist	\$37,803	\$40,760	-7.8%	\$42,528	\$51,015	-20.0%	\$47,253	\$57,803	-22.3%	
13	Laboratory Technician	\$37,803	\$31,979	15.4%	\$42,528	\$38,122	10.4%	\$47,253	\$42,597	9.9%	
16	Maintenance Supervisor	\$51,072	\$48,681	4.7%	\$57,456	\$62,072	-8.0%	\$63,840	\$65,163	-2.1%	
17	Maintenance Supervisor/ Modernization Coordinator	n/a	\$56,202	n/a	n/a	\$66,334	n/a	n/a	\$72,946	n/a	
18	Maintenance Worker	\$30,484	\$31,531	-3.4%	\$34,295	\$36,202	-5.6%	\$38,105	\$40,429	-6.1%	
19	Meter Reader	\$25,887	\$29,242	-13.0%	\$29,123	\$34,378	-18.0%	\$32,359	\$38,115	-17.8%	
20	Motor Equipment Technician	\$35,974	\$33,398	7.2%	\$40,471	\$40,199	0.7%	\$44,968	\$44,593	0.8%	
21	Occupancy Clerk	n/a	\$31,548	n/a	n/a	\$36,187	n/a	n/a	\$39,457	n/a	
22	Occupancy Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
26	Secretary	\$34,146	\$31,745	7.0%	\$38,414	\$35,923	6.6%	\$42,683	\$43,178	-1.2%	
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$35,974	\$29,016	19.3%	\$40,471	\$36,538	9.7%	\$44,968	\$44,061	2.0%	
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$35,974	\$28,966	19.5%	\$40,471	\$34,299	15.3%	\$44,968	\$38,793	13.7%	
29	Senior Code Enforcement Officer	\$40,092	n/a	n/a	\$45,103	n/a	n/a	\$50,115	n/a	n/a	
30	Senior Engineering Technician	\$37,803	\$43,754	-15.7%	\$42,528	\$48,872	-14.9%	\$47,253	\$52,853	-11.9%	
31	Senior Librarian	\$48,783	n/a	n/a	\$54,881	n/a	n/a	\$60,978	n/a	n/a	
32	Senior Library Clerk	\$34,146	n/a	n/a	\$38,414	n/a	n/a	\$42,683	n/a	n/a	
33	Tenant Relations Coordinator	n/a	\$35,604	n/a	n/a	\$40,154	n/a	n/a	\$42,955	n/a	
34	Transit Operator	\$30,484	n/a	n/a	\$34,295	n/a	n/a	\$38,105	n/a	n/a	
35	Wastewater Treatment Plant Worker I	\$32,312	\$26,476	18.1%	\$36,351	\$33,412	8.1%	\$40,390	\$44,138	-9.3%	
36	Wastewater Treatment Plant Worker III	\$40,092	\$46,605	-16.2%	\$45,103	\$52,894	-17.3%	\$50,115	\$61,511	-22.7%	
37	Water Plant Maintenance Mechanic	\$34,146	\$36,278	-6.2%	\$38,414	\$42,163	-9.8%	\$42,683	\$47,963	-12.4%	
2	Accountant	\$45,126	\$41,038	9.1%	\$50,767	\$48,942	3.6%	\$56,408	\$55,735	1.2%	
4	Chief Water Plant Operator	\$56,107	\$53,274	5.0%	\$63,120	\$58,009	8.1%	\$70,133	\$61,713	12.0%	
5	City Assessor	\$56,107	n/a	n/a	\$63,120	n/a	n/a	\$70,133	n/a	n/a	
6	Civil Engineer	\$46,955	\$43,418	7.5%	\$52,824	\$58,603	-10.9%	\$58,693	\$64,577	-10.0%	
8	Director of Public Works	\$67,087	\$70,830	-5.6%	\$75,473	\$75,912	-0.6%	\$83,858	\$80,995	3.4%	
9	Fire Chief	\$67,087	n/a	n/a	\$75,473	n/a	n/a	\$83,858	n/a	n/a	
14	Library Director	\$57,935	n/a	n/a	\$65,177	n/a	n/a	\$72,418	n/a	n/a	
15	Line Crew Technician	\$35,974	n/a	n/a	\$40,471	n/a	n/a	\$44,968	n/a	n/a	
23	Planner	\$45,126	\$39,963	11.4%	\$50,767	\$45,878	9.6%	\$56,408	\$50,343	10.8%	
24	Police Captain	\$57,935	\$62,018	-7.0%	\$65,177	\$66,712	-2.4%	\$72,418	\$69,327	4.3%	
25	Purchasing Manager	\$46,955	\$47,171	-0.5%	\$52,824	\$55,854	-6.7%	\$58,693	\$62,438	-6.4%	
AGGREGATE:											
				2.8%				-0.9%			
											-0.9%

City of Watertown
Benchmark Comparisons - with Recommended Salary Ranges in Place of Current Ranges

Custom Survey Data - Option 2

Benchmark Number	Benchmark Job Title	Market			Market			Market			
		City Minimum	Median Minimum	Percent Difference	City Midpoint	Median Midpoint	Percent Difference	City Maximum	Median Maximum	Percent Difference	
1	Account Clerk Typist	\$30,484	\$27,280	10.5%	\$34,295	\$31,295	8.7%	\$38,105	\$33,195	12.9%	
3	Building Inspector	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
7	Code Enforcement Officer	\$35,974	\$38,187	-6.2%	\$40,471	\$44,947	-11.1%	\$44,968	\$47,941	-6.6%	
10	GIS Coordinator	\$48,783	n/a	n/a	\$54,881	n/a	n/a	\$60,978	n/a	n/a	
11	Heavy Equipment Operator	\$40,092	\$34,947	12.8%	\$45,103	\$37,361	17.2%	\$50,115	\$38,672	22.8%	
12	Information Technology Specialist	\$37,803	\$44,759	-18.4%	\$42,528	\$53,922	-26.8%	\$47,253	\$57,803	-22.3%	
13	Laboratory Technician	\$37,803	n/a	n/a	\$42,528	n/a	n/a	\$47,253	n/a	n/a	
16	Maintenance Supervisor	\$51,072	\$48,681	4.7%	\$57,456	\$62,072	-8.0%	\$63,840	\$65,059	-1.9%	
17	Maintenance Supervisor/ Modernization Coordinator	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
18	Maintenance Worker	\$30,484	\$32,901	-7.9%	\$34,295	\$36,834	-7.4%	\$38,105	\$40,546	-6.4%	
19	Meter Reader	\$25,887	n/a	n/a	\$29,123	n/a	n/a	\$32,359	n/a	n/a	
20	Motor Equipment Technician	\$35,974	\$35,924	0.1%	\$40,471	\$41,464	-2.5%	\$44,968	\$43,660	2.9%	
21	Occupancy Clerk	n/a	\$32,233	n/a	n/a	\$37,055	n/a	n/a	\$41,041	n/a	
22	Occupancy Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
26	Secretary	\$34,146	\$32,129	5.9%	\$38,414	\$37,098	3.4%	\$42,683	\$43,226	-1.3%	
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$35,974	\$28,966	19.5%	\$40,471	\$34,299	15.3%	\$44,968	\$39,632	11.9%	
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$35,974	\$28,966	19.5%	\$40,471	\$34,299	15.3%	\$44,968	\$38,793	13.7%	
29	Senior Code Enforcement Officer	\$40,092	n/a	n/a	\$45,103	n/a	n/a	\$50,115	n/a	n/a	
30	Senior Engineering Technician	\$37,803	\$46,431	-22.8%	\$42,528	\$50,566	-18.9%	\$47,253	\$55,114	-16.6%	
31	Senior Librarian	\$48,783	n/a	n/a	\$54,881	n/a	n/a	\$60,978	n/a	n/a	
32	Senior Library Clerk	\$34,146	n/a	n/a	\$38,414	n/a	n/a	\$42,683	n/a	n/a	
33	Tenant Relations Coordinator	n/a	\$35,604	n/a	n/a	\$40,154	n/a	n/a	\$42,955	n/a	
34	Transit Operator	\$30,484	n/a	n/a	\$34,295	n/a	n/a	\$38,105	n/a	n/a	
35	Wastewater Treatment Plant Worker I	\$32,312	n/a	n/a	\$36,351	n/a	n/a	\$40,390	n/a	n/a	
36	Wastewater Treatment Plant Worker III	\$40,092	n/a	n/a	\$45,103	n/a	n/a	\$50,115	n/a	n/a	
37	Water Plant Maintenance Mechanic	\$34,146	n/a	n/a	\$38,414	n/a	n/a	\$42,683	n/a	n/a	
2	Accountant	\$45,126	\$41,038	9.1%	\$50,767	\$48,942	3.6%	\$56,408	\$55,735	1.2%	
4	Chief Water Plant Operator	\$56,107	\$53,274	5.0%	\$63,120	\$58,009	8.1%	\$70,133	\$61,713	12.0%	
5	City Assessor	\$56,107	n/a	n/a	\$63,120	n/a	n/a	\$70,133	n/a	n/a	
6	Civil Engineer	\$46,955	n/a	n/a	\$52,824	n/a	n/a	\$58,693	n/a	n/a	
8	Director of Public Works	\$67,087	\$70,830	-5.6%	\$75,473	\$75,912	-0.6%	\$83,858	\$80,995	3.4%	
9	Fire Chief	\$67,087	n/a	n/a	\$75,473	n/a	n/a	\$83,858	n/a	n/a	
14	Library Director	\$57,935	n/a	n/a	\$65,177	n/a	n/a	\$72,418	n/a	n/a	
15	Line Crew Technician	\$35,974	n/a	n/a	\$40,471	n/a	n/a	\$44,968	n/a	n/a	
23	Planner	\$45,126	\$39,963	11.4%	\$50,767	\$45,878	9.6%	\$56,408	\$50,343	10.8%	
24	Police Captain	\$57,935	\$62,018	-7.0%	\$65,177	\$66,712	-2.4%	\$72,418	\$69,327	4.3%	
25	Purchasing Manager	\$46,955	\$47,448	-1.1%	\$52,824	\$53,775	-1.8%	\$58,693	\$61,683	-5.1%	
AGGREGATE:				1.5%					0.2%		

City of Watertown
Benchmark Comparisons - with Recommended Salary Ranges in Place of Current Ranges

Published Sources - Option 2

Benchmark Number	Benchmark Job Title	Market			Market			Market		
		City Minimum	Median Minimum	Percent Difference	City Midpoint	Median Midpoint	Percent Difference	City Maximum	Median Maximum	Percent Difference
1	Account Clerk Typist	\$30,484	\$23,467	23.0%	\$34,295	\$29,911	12.8%	\$38,105	\$36,357	4.6%
3	Building Inspector	n/a	\$36,050	n/a	n/a	\$45,233	n/a	n/a	\$54,319	n/a
7	Code Enforcement Officer	\$35,974	n/a	n/a	\$40,471	n/a	n/a	\$44,968	n/a	n/a
10	GIS Coordinator	\$48,783	n/a	n/a	\$54,881	n/a	n/a	\$60,978	n/a	n/a
11	Heavy Equipment Operator	\$40,092	n/a	n/a	\$45,103	n/a	n/a	\$50,115	n/a	n/a
12	Information Technology Specialist	\$37,803	\$37,391	1.1%	\$42,528	\$46,489	-9.3%	\$47,253	\$55,494	-17.4%
13	Laboratory Technician	\$37,803	\$24,983	33.9%	\$42,528	\$32,053	24.6%	\$47,253	\$39,124	17.2%
16	Maintenance Supervisor	\$51,072	\$46,142	9.7%	\$57,456	\$59,255	-3.1%	\$63,840	\$72,318	-13.3%
17	Maintenance Supervisor/ Modernization Coordinator	n/a	\$46,142	n/a	n/a	\$59,255	n/a	n/a	\$72,318	n/a
18	Maintenance Worker	\$30,484	\$23,936	21.5%	\$34,295	\$29,700	13.4%	\$38,105	\$35,464	6.9%
19	Meter Reader	\$25,887	\$23,936	7.5%	\$29,123	\$29,211	-0.3%	\$32,359	\$34,487	-6.6%
20	Motor Equipment Technician	\$35,974	\$30,872	14.2%	\$40,471	\$38,199	5.6%	\$44,968	\$45,526	-1.2%
21	Occupancy Clerk	n/a	\$21,493	n/a	n/a	\$26,476	n/a	n/a	\$31,263	n/a
22	Occupancy Director	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
26	Secretary	\$34,146	\$26,828	21.4%	\$38,414	\$34,181	11.0%	\$42,683	\$41,535	2.7%
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)	\$35,974	\$30,027	16.5%	\$40,471	\$38,114	5.8%	\$44,968	\$46,149	-2.6%
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	\$35,974	n/a	n/a	\$40,471	n/a	n/a	\$44,968	n/a	n/a
29	Senior Code Enforcement Officer	\$40,092	n/a	n/a	\$45,103	n/a	n/a	\$50,115	n/a	n/a
30	Senior Engineering Technician	\$37,803	\$31,849	15.7%	\$42,528	\$39,274	7.7%	\$47,253	\$46,601	1.4%
31	Senior Librarian	\$48,783	n/a	n/a	\$54,881	n/a	n/a	\$60,978	n/a	n/a
32	Senior Library Clerk	\$34,146	n/a	n/a	\$38,414	n/a	n/a	\$42,683	n/a	n/a
33	Tenant Relations Coordinator	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
34	Transit Operator	\$30,484	n/a	n/a	\$34,295	n/a	n/a	\$38,105	n/a	n/a
35	Wastewater Treatment Plant Worker I	\$32,312	\$26,378	18.4%	\$36,351	\$33,070	9.0%	\$40,390	\$39,762	1.6%
36	Wastewater Treatment Plant Worker III	\$40,092	\$33,607	16.2%	\$45,103	\$42,009	6.9%	\$50,115	\$50,411	-0.6%
37	Water Plant Maintenance Mechanic	\$34,146	\$34,100	0.1%	\$38,414	\$38,663	-0.6%	\$42,683	\$45,815	-7.3%
2	Accountant	\$45,126	n/a	n/a	\$50,767	n/a	n/a	\$56,408	n/a	n/a
4	Chief Water Plant Operator	\$56,107	n/a	n/a	\$63,120	n/a	n/a	\$70,133	n/a	n/a
5	City Assessor	\$56,107	n/a	n/a	\$63,120	n/a	n/a	\$70,133	n/a	n/a
6	Civil Engineer	\$46,955	\$40,146	14.5%	\$52,824	\$51,701	2.1%	\$58,693	\$63,305	-7.9%
8	Director of Public Works	\$67,087	n/a	n/a	\$75,473	n/a	n/a	\$83,858	n/a	n/a
9	Fire Chief	\$67,087	n/a	n/a	\$75,473	n/a	n/a	\$83,858	n/a	n/a
14	Library Director	\$57,935	n/a	n/a	\$65,177	n/a	n/a	\$72,418	n/a	n/a
15	Line Crew Technician	\$35,974	n/a	n/a	\$40,471	n/a	n/a	\$44,968	n/a	n/a
23	Planner	\$45,126	n/a	n/a	\$50,767	n/a	n/a	\$56,408	n/a	n/a
24	Police Captain	\$57,935	n/a	n/a	\$65,177	n/a	n/a	\$72,418	n/a	n/a
25	Purchasing Manager	\$46,955	\$46,894	0.1%	\$52,824	\$57,934	-9.7%	\$58,693	\$68,973	-17.5%
AGGREGATE:										
				13.9%			4.4%	-3.4%		

Conclusions & Recommendations

CONCLUSIONS AND RECOMMENDATIONS

In looking at the outcome of options 1 and 2 under the comparison scenarios presented on the previous pages, FLA recommends the City adopt structure model option 2. We make this recommendation based on the following conclusions about each structure option outcome:

Option 1 structure model results in the City continuing to be below market at the minimum level, but brings the maximums above market. This is because of the wider range spreads, which lowers the minimums and raises the maximums. This option may make it difficult for the City to be competitive with hiring ranges, and appear to be paying over the market at the maximum of the range.

Option 2 structure model results in the City's minimums being slightly above market, making a more competitive situation for hiring ranges. It also brings the midpoint and maximum right at market. Option 2 also retains the City's current pay strategy of 25% range spreads for all levels within the organization.

A report is provided in Appendix H, which outlines the recommended DBM rating and recommended range minimum, midpoint, and maximum, for each of the City's positions.

Based on our understanding of the fiduciary responsibilities of Watertown and its goals for balancing internal equity with market equity, along with the lack of current salary ranges across all job levels, we recommend one implementation method to ensure all employees are paid within the assigned salary ranges.

In order to implement the desired salary structure, the City should increase all employees who are below the minimum of their respective range to the range minimum. This implementation method will guarantee all employees are within the salary range for the range level of their job.

The City can then determine further placement of employees as budgets permit, but this implementation will ensure all employees are within their respective range.

Since the draft final report was initially presented to the City one year ago, this final report reflects data that are current as of that point, and therefore, the City may wish to consider adjusting the salary structure options before implementation by a trend factor (currently approximately 2.5%) to equate the salary ranges to a current point in time.

APPENDICES

A – Job Evaluation Ratings

Proposed Series Title	Proposed Class Title	Series Level	Final Rating
Accounting Series	Accountant	1 of 3	C41
Accounting Series	Accounting Supervisor	2 of 3	C43
Accounting Series	City Comptroller	3 of 3	E82
Accounting Support Series (City)	Account Clerk Typist	1 of 4	A12
Accounting Support Series (City)	Principal Account Clerk	4 of 4	B25
Accounting Support Series (City)	Senior Account Clerk Typist (Double-Entry Bookkeeping)	3 of 4	B22
Accounting Support Series (City)	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	2 of 4	B22
Administrative Support Series	Records Clerk	1 of 3	A12
Administrative Support Series	Secretary	2 of 3	B21
Administrative Support Series	Senior Secretary	3 of 3	B22
Assessment Series	City Assessor	3 of 3	D61
Assessment Series	Real Property Appraiser	2 of 3	C41
Assessment Series	Real Property Tax Service Aide	1 of 3	B21
Assistant to the City Manager	Assistant to the City Manager	1 of 1	C42
City Clerk Series	City Clerk	2 of 2	C42
City Clerk Series	Deputy City Clerk	1 of 2	B22
Civil Service Administrator	Civil Service Administrator	1 of 1	C42
Code Enforcement Series	Code Enforcement Assistant	1 of 4	B21
Code Enforcement Series	Code Enforcement Officer	2 of 4	B22
Code Enforcement Series	Code Enforcement Supervisor	4 of 4	C42
Code Enforcement Series	Senior Code Enforcement Officer	3 of 4	B24
Director of Water Utilities	Director of Water Utilities	1 of 1	D64
Engineering Series	City Engineer	3 of 3	E82
Engineering Series	Civil Engineer	1 of 3	C42
Engineering Series	Senior Civil Engineer	2 of 3	C44
Engineering Support Series	CAD Technician	3 of 3	C42

Proposed Series Title	Proposed Class Title	Series Level	Final Rating
Engineering Support Series	Engineering Technician (Water Department)	1 of 3	B22
Engineering Support Series	Senior Engineering Technician	2 of 3	B23
Fire Management Series	Deputy Fire Chief	1 of 2	D62
Fire Management Series	Fire Chief	2 of 2	E81
GIS Series	GIS Coordinator	2 of 2	C43
GIS Series	GIS Technician	1 of 2	B23
Industrial Pre-Treatment Laboratory Technician	Industrial Pre-Treatment Laboratory Technician	1 of 1	B22
Information Technology Series	Information Technology Manager	2 of 2	D64
Information Technology Series	Information Technology Specialist	1 of 2	B23
Laboratory Technician	Laboratory Technician	1 of 1	B23
Library Series	Librarian	1 of 3	C41
Library Series	Library Director	3 of 3	D62
Library Series	Senior Librarian	2 of 3	C43
Library Support Series	Library Clerk	1 of 2	A12
Library Support Series	Senior Library Clerk	2 of 2	B21
Line Crew Series	Line Crew Chief	3 of 3	C44
Line Crew Series	Line Crew Technician	2 of 3	B22
Line Crew Series	Line Crew Technician Trainee	1 of 3	A11
Maintenance Series	Facilities Maintenance Worker	3 of 7	B22
Maintenance Series	Heavy Equipment Operator	5 of 7	B24
Maintenance Series	Laborer	1 of 7	A11
Maintenance Series	Maintenance Crew Chief	6 of 7	B25
Maintenance Series	Maintenance Supervisor	7 of 7	C44
Maintenance Series	Maintenance Worker	2 of 7	A12

Proposed Series Title	Proposed Class Title	Series Level	Final Rating
Maintenance Series	Motor Equipment Operator	4 of 7	B23
Meter Series	Meter Reader	1 of 2	A11
Meter Series	Meter Service Technician	2 of 2	B21
Motor Equipment Technician	Motor Equipment Technician	1 of 1	B22
Parking Enforcement Officer	Parking Enforcement Officer	1 of 1	A12
Parks & Recreation Program Manager	Parks & Recreation Program Manager	1 of 1	D61
Planning Series	Planner	1 of 3	C41
Planning Series	Planning & Community Development Director	3 of 3	E82
Planning Series	Senior Planner	2 of 3	C42
Police Management Series	Police Captain	1 of 2	D62
Police Management Series	Police Chief	2 of 2	E83
Public Works Management Series	Assistant Public Works Director	1 of 2	D62
Public Works Management Series	Director of Public Works	2 of 2	E81
Purchasing Manager	Purchasing Manager	1 of 1	C42
Secretary to the City Manager	Secretary to the City Manager	1 of 1	B25
Stock Attendant	Stock Attendant	1 of 1	A12
Transit Series	Senior Transit Operator	2 of 3	A13
Transit Series	Transit Operator	1 of 3	A12
Transit Series	Transit Supervisor	3 of 3	C41
Tree Trimmer	Tree Trimmer	1 of 1	B21
Wastewater Treatment Series	Chief Wastewater Treatment Plant Operator	6 of 6	D61
Wastewater Treatment Series	Wastewater Treatment Plant Operations & Maintenance Supervisor	5 of 6	C44
Wastewater Treatment Series	Wastewater Treatment Plant Trainee	1 of 6	A11

Proposed Series Title	Proposed Class Title	Series Level	Final Rating
Wastewater Treatment Series	Wastewater Treatment Plant Worker I	2 of 6	A13
Wastewater Treatment Series	Wastewater Treatment Plant Worker II	3 of 6	B22
Wastewater Treatment Series	Wastewater Treatment Plant Worker III	4 of 6	B24
Water Distribution System Operator	Water Distribution System Manager	1 of 1	C42
Water Plant Series	Chief Water Plant Operator	5 of 5	D61
Water Plant Series	Water Plant Maintenance Mechanic	3 of 5	B21
Water Plant Series	Water Plant Maintenance Supervisor	4 of 5	C42
Water Plant Series	Water Plant Operator	2 of 5	B21
Water Plant Series	Water Plant Operator Trainee	1 of 5	A11

B – Salary Survey Summaries

SALARY SURVEY SUMMARIES

- Summary data for each of the benchmark jobs is provided.
- There are specific guidelines, standards, and recommendations regarding the administration of salary surveys that were developed by the United States Department of Justice and Federal Trade Commission, which have been adopted by the United States Department of Labor and the Office of Personnel Management. These guidelines, standards, and recommendations are not formal laws, but were developed to prevent potential violations of the Sherman Anti-Trust Act regarding the salary survey process.
- The major provisions of these stipulations follow:
 - Data cannot reflect the identity or any factor that may allow someone to identify a participating organization.
 - Results must be aggregate results.
 - There must be at least 5 organizations reporting a match for each job.
 - No organization can represent more than 25% of the data.
 - Data should be collected and analyzed by a third party.
- ***This report meets all of the above requirements.***

Explanation of Summary Pages:

- The overall summary statistics do not include the Watertown's data. Survey responses were summarized by each benchmark on mean (average), 50th percentile (median), and low and high figures.
- Data were summarized by custom survey (public and private organizations), published sources, and all combined. In reference to the rule of 5 match, published sources data were summarized regardless of the number of sources referenced since each source reflects many organizations.

Definitions to the Terms Listed:

No. of Part's – Reflects the total number of organizations (or published sources) that reported for each benchmark job.

No. of Inc's – Reflects the total number of incumbents reported for each benchmark job.

Actual Average Salary – The actual average base salary for each job that has been annualized to full-time equivalency for consistency in comparisons.

Salary Range - The formal annual salary range minimum, midpoint and maximum for each job (if applicable), that have been annualized to full-time equivalency for consistency in comparisons.

Spread - The calculated salary range spread for each reported salary range.

Overall Summary Statistics - The mean, 50th percentile (median), high, and low results are calculated for actual salaries and salary ranges.

Average - Represents the simple (unweighted) average of the rates.

Median - Represents the figure where 50% of the rates are below, and 50% of the rates are above.

Low – Represents the lowest figure reported.

High – Represents the highest figure reported.

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 1 : Account Clerk Typist

Job Match Title	No. of			Average or Actual	Salary Range			
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown			3	\$31,075	\$26,671	\$28,835	\$31,998	25%
CUSTOM SURVEY DATA:	Average:	13	59	\$31,045	\$26,865	\$31,168	\$35,147	32%
	Median			\$30,055	\$27,280	\$31,295	\$33,195	26%
	Low:			\$25,023	\$18,365	\$22,550	\$28,322	17%
	High:			\$36,435	\$34,495	\$42,256	\$50,017	64%
PUBLISHED SURVEY DATA:	Average:	2	28	\$26,856	\$23,467	\$29,911	\$36,357	55%
	Median			\$26,856	\$23,467	\$29,911	\$36,357	55%
	Low:			\$26,358	\$22,999	\$29,700	\$35,366	48%
	High:			\$27,355	\$23,936	\$30,123	\$37,348	62%
ALL DATA COMBINED:	Average:	15	87	\$30,487	\$26,342	\$30,975	\$35,333	35%
	Median			\$29,591	\$25,286	\$30,123	\$34,427	28%
	Low:			\$25,023	\$18,365	\$22,550	\$28,322	17%
	High:			\$36,435	\$34,495	\$42,256	\$50,017	64%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 2 : Accountant

Job Match Title	No. of		Average or Actual	Salary Range			Spread	
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum		
City of Watertown								
Accountant			1	\$34,989				
CUSTOM SURVEY DATA:	Average:	11	27	\$52,079	\$42,738	\$50,221	\$56,496	32%
	Median			\$54,160	\$41,038	\$48,942	\$55,735	30%
	Low:			\$41,386	\$34,689	\$39,824	\$44,477	19%
	High:			\$66,973	\$57,408	\$65,059	\$74,624	45%
PUBLISHED SURVEY DATA:	Average:	1	760	\$40,483	n/a	n/a	n/a	n/a
	Median			\$40,483	n/a	n/a	n/a	n/a
	Low:			\$40,483	n/a	n/a	n/a	n/a
	High:			\$40,483	n/a	n/a	n/a	n/a
ALL DATA COMBINED:	Average:	12	787	\$51,113	\$42,738	\$50,221	\$56,496	32%
	Median			\$52,252	\$41,038	\$48,942	\$55,735	30%
	Low:			\$40,483	\$34,689	\$39,824	\$44,477	19%
	High:			\$66,973	\$57,408	\$65,059	\$74,624	45%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 3 : Building Inspector

Job Match Title	No. of		Average or Actual	Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown								
Building Inspector		1	\$37,652	\$32,653	\$37,099	\$41,544	27%	
CUSTOM SURVEY DATA:	Average:	4	5	n/a	n/a	n/a	n/a	
	Median			n/a	n/a	n/a	n/a	
	Low:			n/a	n/a	n/a	n/a	
	High:			n/a	n/a	n/a	n/a	
PUBLISHED SURVEY DATA:	Average:	2	138	\$45,460	\$36,050	\$45,233	\$54,319	51%
	Median			\$45,460	\$36,050	\$45,233	\$54,319	51%
	Low:			\$42,205	\$36,050	\$45,233	\$54,319	51%
	High:			\$48,716	\$36,050	\$45,233	\$54,319	51%
ALL DATA COMBINED:	Average:	6	143	\$41,538	\$34,891	\$40,339	\$45,816	31%
	Median			\$41,837	\$35,072	\$39,918	\$44,719	27%
	Low:			\$33,294	\$33,294	\$36,287	\$39,508	19%
	High:			\$48,716	\$36,127	\$45,233	\$54,319	51%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 4 : Chief Water Plant Operator

City of Watertown	Job Match Title	No. of		Average or Actual	Salary Range			Spread	
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum		
	Chief Water Plant Operator		1	\$60,980					
	CUSTOM SURVEY DATA:	Average:	5	5	\$58,125	\$52,771	\$59,045	\$62,432	19%
		Median			\$55,946	\$53,274	\$58,009	\$61,713	17%
		Low:			\$51,455	\$40,361	\$49,828	\$52,268	12%
		High:			\$67,868	\$64,175	\$70,335	\$74,035	30%
	PUBLISHED SURVEY DATA:	Average:	0	0	n/a	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	5	5	\$58,125	\$52,771	\$59,045	\$62,432	19%
		Median			\$55,946	\$53,274	\$58,009	\$61,713	17%
		Low:			\$51,455	\$40,361	\$49,828	\$52,268	12%
		High:			\$67,868	\$64,175	\$70,335	\$74,035	30%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 5 : City Assessor

Job Match Title		No. of		Average or Actual	Salary Range			
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread
City of Watertown	City Assessor		1	\$59,936				
	CUSTOM SURVEY DATA:	Average:	7	\$63,331	n/a	n/a	n/a	n/a
		Median:		\$61,137	n/a	n/a	n/a	n/a
		Low:		\$48,932	n/a	n/a	n/a	n/a
		High:		\$81,413	n/a	n/a	n/a	n/a
	PUBLISHED SURVEY DATA:	Average:	0	n/a	n/a	n/a	n/a	n/a
		Median:		n/a	n/a	n/a	n/a	n/a
		Low:		n/a	n/a	n/a	n/a	n/a
		High:		n/a	n/a	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	7	\$63,331	n/a	n/a	n/a	n/a
		Median:		\$61,137	n/a	n/a	n/a	n/a
		Low:		\$48,932	n/a	n/a	n/a	n/a
		High:		\$81,413	n/a	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 6 : Civil Engineer

Job Match Title	No. of		Average or Actual	Salary Range			
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread
City of Watertown							
Civil Engineer			5	\$54,362			
CUSTOM SURVEY DATA:	Average:	5	5	\$59,085	n/a	n/a	n/a
	Median			\$57,083	n/a	n/a	n/a
	Low:			\$49,828	n/a	n/a	n/a
	High:			\$74,732	n/a	n/a	n/a
PUBLISHED SURVEY DATA:	Average:	3	228	\$50,978	\$40,146	\$51,701	\$63,305
	Median			\$49,532	\$40,146	\$51,701	\$63,305
	Low:			\$49,211	\$38,087	\$50,060	\$62,032
	High:			\$54,191	\$42,205	\$53,342	\$64,577
ALL DATA COMBINED:	Average:	8	233	\$56,045	\$47,706	\$58,511	\$67,512
	Median			\$52,412	\$43,418	\$58,603	\$64,577
	Low:			\$49,211	\$38,087	\$50,060	\$61,593
	High:			\$74,732	\$57,415	\$65,489	\$74,732

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 7 : Code Enforcement Officer

Job Match Title	No. of No. of Average or Actual			Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown Code Enforcement Officer		1	\$43,910	\$38,308	\$43,219	\$48,130	26%	
CUSTOM SURVEY DATA:	Average:	8	25	\$47,270	\$38,244	\$44,559	\$49,359	29%
	Median			\$47,338	\$38,187	\$44,947	\$47,941	28%
	Low:			\$40,846	\$33,249	\$40,756	\$45,398	19%
	High:			\$53,428	\$41,777	\$49,014	\$57,031	44%
PUBLISHED SURVEY DATA:	Average:	0	0	n/a	n/a	n/a	n/a	n/a
	Median			n/a	n/a	n/a	n/a	n/a
	Low:			n/a	n/a	n/a	n/a	n/a
	High:			n/a	n/a	n/a	n/a	n/a
ALL DATA COMBINED:	Average:	8	25	\$47,270	\$38,244	\$44,559	\$49,359	29%
	Median			\$47,338	\$38,187	\$44,947	\$47,941	28%
	Low:			\$40,846	\$33,249	\$40,756	\$45,398	19%
	High:			\$53,428	\$41,777	\$49,014	\$57,031	44%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 8 : Director of Public Works

Job Match Title		No. of		Average or Actual	Salary Range			
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread
City of Watertown	Director of Public Works		1	\$79,568				
	CUSTOM SURVEY DATA:							
	Average:	9	9	\$83,768	\$66,769	\$75,613	\$87,649	31%
	Median			\$81,553	\$70,830	\$75,912	\$80,995	26%
	Low:			\$64,170	\$52,511	\$60,771	\$70,575	14%
	High:			\$105,658	\$75,355	\$89,178	\$118,851	65%
	PUBLISHED SURVEY DATA:							
	Average:	0	0	n/a	n/a	n/a	n/a	n/a
	Median			n/a	n/a	n/a	n/a	n/a
	Low:			n/a	n/a	n/a	n/a	n/a
	High:			n/a	n/a	n/a	n/a	n/a
	ALL DATA COMBINED:							
	Average:	9	9	\$83,768	\$66,769	\$75,613	\$87,649	31%
	Median			\$81,553	\$70,830	\$75,912	\$80,995	26%
	Low:			\$64,170	\$52,511	\$60,771	\$70,575	14%
	High:			\$105,658	\$75,355	\$89,178	\$118,851	65%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 9 : Fire Chief

City of Watertown	Job Match Title	No. of		Average or Actual	Salary Range			Spread
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	
	Fire Chief		1	\$87,000				
	CUSTOM SURVEY DATA:	Average:	7	\$80,776	n/a	n/a	n/a	n/a
		Median		\$80,489	n/a	n/a	n/a	n/a
		Low:		\$64,691	n/a	n/a	n/a	n/a
		High:		\$105,837	n/a	n/a	n/a	n/a
	PUBLISHED SURVEY DATA:	Average:	0	n/a	n/a	n/a	n/a	n/a
		Median		n/a	n/a	n/a	n/a	n/a
		Low:		n/a	n/a	n/a	n/a	n/a
		High:		n/a	n/a	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	7	\$80,776	n/a	n/a	n/a	n/a
		Median		\$80,489	n/a	n/a	n/a	n/a
		Low:		\$64,691	n/a	n/a	n/a	n/a
		High:		\$105,837	n/a	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 10 : GIS Coordinator

Job Match Title		No. of		Average or Actual	Salary Range			Spread
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	
City of Watertown	GIS Coordinator		1	\$45,968	\$36,617	\$41,293	\$45,968	26%
	CUSTOM SURVEY DATA:	Average:	3	3	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a
	PUBLISHED SURVEY DATA:	Average:	0	0	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	3	3	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 11 : Heavy Equipment Operator

Job Match Title	No. of No. of Average or Actual			Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown								
Heavy Equipment Operator		2	\$36,775	\$31,998	\$36,042	\$40,085	25%	
CUSTOM SURVEY DATA:	Average:	10	147	\$37,967	\$31,917	\$36,850	\$40,283	28%
	Median:			\$37,192	\$34,947	\$37,361	\$38,672	23%
	Low:			\$23,251	\$23,251	\$28,780	\$34,742	11%
	High:			\$49,878	\$37,974	\$43,096	\$47,032	65%
PUBLISHED SURVEY DATA:	Average:	1	720	\$34,865	n/a	n/a	n/a	n/a
	Median:			\$34,865	n/a	n/a	n/a	n/a
	Low:			\$34,865	n/a	n/a	n/a	n/a
	High:			\$34,865	n/a	n/a	n/a	n/a
ALL DATA COMBINED:	Average:	11	867	\$37,685	\$31,917	\$36,850	\$40,283	28%
	Median:			\$37,023	\$34,947	\$37,361	\$38,672	23%
	Low:			\$23,251	\$23,251	\$28,780	\$34,742	11%
	High:			\$49,878	\$37,974	\$43,096	\$47,032	65%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 12 : Information Technology Specialist

Job Match Title	No. of		Average or Actual	Salary Range			Spread
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	
City of Watertown							
IT Technician, Computer Coordinator		2	\$37,707	\$33,464	\$38,794	\$44,124	32%
CUSTOM SURVEY DATA:	Average:	10	\$48,262	\$44,808	\$52,728	\$59,181	31%
	Median		\$48,957	\$44,759	\$53,922	\$57,803	35%
	Low:		\$33,888	\$31,570	\$33,616	\$35,661	13%
	High:		\$66,006	\$57,408	\$65,059	\$74,624	45%
PUBLISHED SURVEY DATA:	Average:	2	\$44,984	\$37,391	\$46,489	\$55,494	49%
	Median		\$44,984	\$37,391	\$46,489	\$55,494	49%
	Low:		\$41,228	\$35,171	\$44,061	\$52,854	47%
	High:		\$48,740	\$39,612	\$48,917	\$58,134	50%
ALL DATA COMBINED:	Average:	12	\$47,715	\$42,954	\$51,169	\$58,259	36%
	Median		\$48,763	\$40,760	\$51,015	\$57,803	41%
	Low:		\$33,888	\$31,570	\$33,616	\$35,661	13%
	High:		\$66,006	\$57,408	\$65,059	\$74,624	50%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 13 : Laboratory Technician

City of Watertown	Job Match Title	No. of No. of Average or Actual			Salary Range				
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
	Laboratory Technician		1	\$48,130	\$38,308	\$43,219	\$48,130	26%	
	CUSTOM SURVEY DATA:	Average:	5	15	\$43,149	n/a	n/a	n/a	n/a
		Median			\$42,597	n/a	n/a	n/a	n/a
		Low:			\$38,080	n/a	n/a	n/a	n/a
		High:			\$47,542	n/a	n/a	n/a	n/a
	PUBLISHED SURVEY DATA:	Average:	2	13	\$30,031	\$24,983	\$32,053	\$39,124	57%
		Median			\$30,031	\$24,983	\$32,053	\$39,124	57%
		Low:			\$27,159	\$24,983	\$32,053	\$39,124	57%
		High:			\$32,902	\$24,983	\$32,053	\$39,124	57%
	ALL DATA COMBINED:	Average:	7	28	\$39,401	\$30,908	\$36,245	\$42,245	40%
		Median			\$42,055	\$31,979	\$38,122	\$42,597	40%
		Low:			\$27,159	\$24,983	\$31,963	\$39,124	8%
		High:			\$47,542	\$36,344	\$40,713	\$45,469	65%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 14 : Library Director

City of Watertown	Job Match Title	No. of No. of Average or Actual			Salary Range				
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
	Library Director		1	\$71,984					
	CUSTOM SURVEY DATA:	Average:	5	5	\$60,006	n/a	n/a	n/a	n/a
		Median			\$60,101	n/a	n/a	n/a	n/a
		Low:			\$48,784	n/a	n/a	n/a	n/a
		High:			\$70,580	n/a	n/a	n/a	n/a
	PUBLISHED SURVEY DATA:	Average:	0	0	n/a	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	5	5	\$60,006	n/a	n/a	n/a	n/a
		Median			\$60,101	n/a	n/a	n/a	n/a
		Low:			\$48,784	n/a	n/a	n/a	n/a
		High:			\$70,580	n/a	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 15 : Line Crew Technician

Job Match Title	No. of No. of Average or Actual			Salary Range			
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread
City of Watertown							
Line Crew Technician		2	\$50,190				
CUSTOM SURVEY DATA:	Average:	2	2	n/a	n/a	n/a	n/a
	Median:			n/a	n/a	n/a	n/a
	Low:			n/a	n/a	n/a	n/a
	High:			n/a	n/a	n/a	n/a
PUBLISHED SURVEY DATA:	Average:	1	720	\$46,894	n/a	n/a	n/a
	Median:			\$46,894	n/a	n/a	n/a
	Low:			\$46,894	n/a	n/a	n/a
	High:			\$46,894	n/a	n/a	n/a
ALL DATA COMBINED:	Average:	3	722	\$46,916	n/a	n/a	n/a
	Median:			\$46,894	n/a	n/a	n/a
	Low:			\$41,248	n/a	n/a	n/a
	High:			\$52,606	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 16 : Maintenance Supervisor

Job Match Title	No. of		Average or Actual	Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown Street & Sewer Supervisor, Parks & Rec Supervisor, Distribution Supervisor, WWTP Supervisor		4	\$59,146	\$40,085	\$45,242	\$80,399	26%	
CUSTOM SURVEY DATA:	Average:	12	16	\$63,181	\$55,678	\$64,843	\$72,071	29%
	Median			\$58,667	\$48,681	\$62,072	\$65,059	26%
	Low:			\$49,828	\$45,042	\$51,206	\$54,908	19%
	High:			\$96,909	\$81,822	\$92,733	\$106,372	45%
PUBLISHED SURVEY DATA:	Average:	3	705	\$58,047	\$46,142	\$59,255	\$72,318	56%
	Median			\$55,980	\$46,142	\$59,255	\$72,318	56%
	Low:			\$50,568	\$42,791	\$54,026	\$65,163	52%
	High:			\$67,595	\$49,494	\$64,483	\$79,473	61%
ALL DATA COMBINED:	Average:	15	721	\$62,154	\$53,559	\$63,601	\$72,126	35%
	Median			\$56,274	\$48,681	\$62,072	\$65,163	30%
	Low:			\$49,828	\$42,791	\$51,206	\$54,908	19%
	High:			\$96,909	\$81,822	\$92,733	\$106,372	61%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 17 : Maintenance Supervisor/Modernization Coordinator

Job Match Title	No. of		Average or Actual	Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown								
Modernization Coordinator		1	\$81,269	\$39,337	\$44,693	\$50,048	27%	
CUSTOM SURVEY DATA:	Average:	4	4	n/a	n/a	n/a	n/a	
	Median			n/a	n/a	n/a	n/a	
	Low:			n/a	n/a	n/a	n/a	
	High:			n/a	n/a	n/a	n/a	
PUBLISHED SURVEY DATA:	Average:	2	25	\$61,787	\$46,142	\$59,255	\$72,318	56%
	Median			\$61,787	\$46,142	\$59,255	\$72,318	56%
	Low:			\$55,980	\$42,791	\$54,026	\$65,163	52%
	High:			\$67,595	\$49,494	\$64,483	\$79,473	61%
ALL DATA COMBINED:	Average:	6	29	\$64,682	\$54,573	\$64,494	\$72,632	36%
	Median			\$64,510	\$56,202	\$66,334	\$72,946	34%
	Low:			\$55,980	\$42,791	\$54,026	\$65,163	15%
	High:			\$72,620	\$63,095	\$71,281	\$79,473	61%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 18 : Maintenance Worker

	Job Match Title	No. of No. of Average or Actual			Salary Range					
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread		
City of Watertown	Municipal Worker, Water Maintenance Mechanics		13	\$28,998	\$23,342	\$31,944	\$33,464	43%		
	CUSTOM SURVEY DATA:	Average:	11	258	\$33,318	\$32,103	\$36,438	\$39,012	22%	
		Median:			\$31,858	\$32,901	\$36,834	\$40,546	20%	
		Low:			\$26,777	\$26,382	\$31,306	\$32,851	12%	
		High:			\$42,136	\$36,196	\$40,509	\$42,701	33%	
		PUBLISHED SURVEY DATA:	Average:	3	4628	\$29,510	\$23,936	\$29,700	\$35,464	48%
		Median:			\$28,625	\$23,936	\$29,700	\$35,464	48%	
		Low:			\$27,238	\$23,936	\$29,700	\$35,464	48%	
		High:			\$32,667	\$23,936	\$29,700	\$35,464	48%	
		ALL DATA COMBINED:	Average:	14	4886	\$32,502	\$30,937	\$35,476	\$38,505	26%
		Median:			\$30,566	\$31,531	\$36,202	\$40,429	22%	
		Low:			\$26,777	\$23,936	\$29,700	\$32,851	12%	
		High:			\$42,136	\$36,196	\$40,509	\$42,701	48%	

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 19 : Meter Reader

Job Match Title	No. of			Average or Actual	Salary Range			Spread	
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum			
City of Watertown	Meter Reader		2	\$31,998	\$26,671	\$28,835	\$31,998	25%	
	CUSTOM SURVEY DATA:	Average:	3	3	n/a	n/a	n/a	n/a	
		Median			n/a	n/a	n/a	n/a	
		Low:			n/a	n/a	n/a	n/a	
		High:			n/a	n/a	n/a	n/a	
	PUBLISHED SURVEY DATA:	Average:	1	12	\$26,085	\$23,936	\$29,211	\$34,487	44%
		Median			\$26,085	\$23,936	\$29,211	\$34,487	44%
		Low:			\$26,085	\$23,936	\$29,211	\$34,487	44%
		High:			\$26,085	\$23,936	\$29,211	\$34,487	44%
	ALL DATA COMBINED:	Average:	4	15	\$37,194	\$29,242	\$34,378	\$38,115	32%
		Median			\$39,840	\$29,242	\$34,378	\$38,115	32%
		Low:			\$26,085	\$23,936	\$29,211	\$34,487	21%
		High:			\$43,013	\$34,549	\$39,546	\$41,743	44%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 20 : Motor Equipment Technician

Job Match Title	No. of No. of Average or Actual			Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown								
Motor Equipment Technician		6	\$40,426	\$33,464	\$37,707	\$41,950	25%	
CUSTOM SURVEY DATA:	Average:	8	122	\$40,320	\$33,522	\$39,548	\$44,214	35%
	Median:			\$37,328	\$35,924	\$41,464	\$43,660	28%
	Low:			\$36,198	\$23,251	\$28,780	\$38,356	17%
	High:			\$47,822	\$41,530	\$45,001	\$48,649	65%
PUBLISHED SURVEY DATA:	Average:	3	1608	\$37,453	\$30,872	\$38,199	\$45,526	47%
	Median:			\$38,199	\$30,872	\$38,199	\$45,526	47%
	Low:			\$35,412	\$30,872	\$38,199	\$45,526	47%
	High:			\$38,747	\$30,872	\$38,199	\$45,526	47%
ALL DATA COMBINED:	Average:	11	1730	\$39,538	\$33,080	\$39,323	\$44,432	37%
	Median:			\$37,387	\$33,398	\$40,199	\$44,593	36%
	Low:			\$35,412	\$23,251	\$28,780	\$38,356	17%
	High:			\$47,822	\$41,530	\$45,001	\$48,649	65%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 21 : Occupancy Clerk

Job Match Title	No. of Average or Actual			Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown								
Occupancy Clerk		1	\$23,695	\$22,770	\$26,820	\$28,969	27%	
CUSTOM SURVEY DATA:	Average:	6	49	\$33,716	\$32,518	\$37,050	\$40,862	26%
	Median			\$32,574	\$32,233	\$37,055	\$41,041	22%
	Low:			\$25,574	\$31,513	\$35,723	\$37,067	18%
	High:			\$43,642	\$34,095	\$38,366	\$44,297	40%
PUBLISHED SURVEY DATA:	Average:	3	292	\$28,063	\$21,493	\$26,476	\$31,263	45%
	Median			\$25,694	\$21,493	\$26,476	\$31,263	45%
	Low:			\$25,442	\$21,493	\$26,476	\$31,263	45%
	High:			\$33,054	\$21,493	\$26,476	\$31,263	45%
ALL DATA COMBINED:	Average:	9	341	\$31,832	\$30,313	\$34,935	\$38,942	30%
	Median			\$32,231	\$31,548	\$36,187	\$39,457	25%
	Low:			\$25,442	\$21,493	\$26,476	\$31,263	18%
	High:			\$43,642	\$34,095	\$38,366	\$44,297	45%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 22 : Occupancy Director

Job Match Title		No. of		Average or Actual	Salary Range			Spread	
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum		
City of Watertown	Occupancy Director				\$38,019	\$43,196	\$48,371	27%	
	CUSTOM SURVEY DATA:	Average:	5	5	\$72,700	n/a	n/a	n/a	n/a
		Median			\$68,596	n/a	n/a	n/a	n/a
		Low:			\$37,911	n/a	n/a	n/a	n/a
		High:			\$121,624	n/a	n/a	n/a	n/a
	PUBLISHED SURVEY DATA:	Average:	0	0	n/a	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	5	5	\$72,700	n/a	n/a	n/a	n/a
		Median			\$68,596	n/a	n/a	n/a	n/a
		Low:			\$37,911	n/a	n/a	n/a	n/a
		High:			\$121,624	n/a	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 23 : Planner

Job Match Title		No. of		Average or Actual	Salary Range				
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown	Planner		2	\$44,465					
	CUSTOM SURVEY DATA:	Average:	6	7	\$46,136	\$41,038	\$48,090	\$53,543	31%
		Median			\$44,213	\$39,963	\$45,878	\$50,343	29%
		Low:			\$35,904	\$31,452	\$42,445	\$45,432	19%
		High:			\$63,403	\$52,511	\$60,771	\$70,575	44%
	PUBLISHED SURVEY DATA:	Average:	0	0	n/a	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	6	7	\$46,136	\$41,038	\$48,090	\$53,543	31%
		Median			\$44,213	\$39,963	\$45,878	\$50,343	29%
		Low:			\$35,904	\$31,452	\$42,445	\$45,432	19%
		High:			\$63,403	\$52,511	\$60,771	\$70,575	44%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 24 : Police Captain

City of Watertown	Job Match Title	No. of No. of Average or Actual			Salary Range				
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
	Police Captain		1	\$81,600					
	CUSTOM SURVEY DATA:	Average:	9	28	\$67,629	\$59,145	\$64,272	\$70,248	23%
		Median			\$70,889	\$62,018	\$66,712	\$69,327	14%
		Low:			\$40,386	\$32,154	\$40,386	\$53,825	2%
		High:			\$78,732	\$73,792	\$77,981	\$89,446	67%
	PUBLISHED SURVEY DATA:	Average:	0	0	n/a	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	9	28	\$67,629	\$59,145	\$64,272	\$70,248	23%
		Median			\$70,889	\$62,018	\$66,712	\$69,327	14%
		Low:			\$40,386	\$32,154	\$40,386	\$53,825	2%
		High:			\$78,732	\$73,792	\$77,981	\$89,446	67%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 25 : Purchasing Manager

City of Watertown	Job Match Title	No. of		Average or Actual	Salary Range			Spread	
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum		
	Purchasing Manager		1	\$68,541					
	CUSTOM SURVEY DATA:	Average:	7	13	\$56,669	\$49,867	\$56,917	\$62,476	26%
		Median			\$59,171	\$47,448	\$53,775	\$61,683	26%
		Low:			\$41,321	\$39,733	\$42,974	\$46,481	12%
		High:			\$67,868	\$64,175	\$77,294	\$81,004	45%
	PUBLISHED SURVEY DATA:	Average:	2	20	\$57,740	\$46,894	\$57,934	\$68,973	47%
		Median			\$57,740	\$46,894	\$57,934	\$68,973	47%
		Low:			\$54,319	\$46,894	\$57,934	\$68,973	47%
		High:			\$61,162	\$46,894	\$57,934	\$68,973	47%
	ALL DATA COMBINED:	Average:	9	33	\$56,907	\$49,371	\$57,087	\$63,559	29%
		Median			\$59,171	\$47,171	\$55,854	\$62,438	28%
		Low:			\$41,321	\$39,733	\$42,974	\$46,481	12%
		High:			\$67,868	\$64,175	\$77,294	\$81,004	47%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 26 : Secretary

Job Match Title	No. of No. of Average or Actual			Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown Secretary		4	\$30,661	\$24,575	\$27,595	\$30,614	25%	
CUSTOM SURVEY DATA:	Average:	15	143	\$37,795	\$31,562	\$37,511	\$43,612	38%
	Median:			\$37,486	\$32,129	\$37,098	\$43,226	41%
	Low:			\$30,844	\$24,652	\$28,968	\$32,519	19%
	High:			\$44,121	\$35,705	\$46,503	\$52,976	67%
PUBLISHED SURVEY DATA:	Average:	2	23	\$33,493	\$26,828	\$34,181	\$41,535	55%
	Median:			\$33,493	\$26,828	\$34,181	\$41,535	55%
	Low:			\$31,165	\$26,280	\$32,337	\$38,395	46%
	High:			\$35,822	\$27,375	\$36,025	\$44,676	63%
ALL DATA COMBINED:	Average:	17	166	\$37,289	\$30,773	\$36,956	\$43,266	41%
	Median:			\$36,633	\$31,745	\$35,923	\$43,178	43%
	Low:			\$30,844	\$24,652	\$28,968	\$32,519	19%
	High:			\$44,121	\$35,705	\$46,503	\$52,976	67%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 27 : Senior Account Clerk Typist (Double-Entry Bookkeeping)

Job Match Title	No. of		Average or Actual	Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown Senior Account Clerk Typist		6	\$34,226	\$29,284	\$33,726	\$38,167	30%	
CUSTOM SURVEY DATA:	Average:	10	39	\$38,794	\$30,141	\$35,953	\$41,295	39%
	Median			\$37,156	\$28,966	\$34,299	\$39,632	37%
	Low:			\$33,180	\$20,032	\$24,896	\$33,180	26%
	High:			\$48,040	\$38,790	\$43,963	\$50,428	66%
PUBLISHED SURVEY DATA:	Average:	3	2403	\$34,117	\$30,027	\$38,114	\$46,149	54%
	Median			\$34,804	\$30,027	\$38,114	\$46,149	54%
	Low:			\$30,520	\$29,016	\$36,538	\$44,061	52%
	High:			\$37,027	\$31,039	\$39,689	\$48,237	55%
ALL DATA COMBINED:	Average:	13	2442	\$37,715	\$30,116	\$36,433	\$42,374	42%
	Median			\$36,449	\$29,016	\$36,538	\$44,061	40%
	Low:			\$30,520	\$20,032	\$24,896	\$33,180	26%
	High:			\$48,040	\$38,790	\$43,963	\$50,428	66%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 28 : Senior Account Clerk Typist (Non-Double Entry Bookkeeping)

Job Match Title	No. of		Average or Actual	Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown Senior Account Clerk		1	\$36,617	\$29,284	\$32,951	\$36,617	25%	
CUSTOM SURVEY DATA:	Average:	8	41	\$36,751	\$29,882	\$35,215	\$39,180	31%
	Median			\$35,737	\$28,966	\$34,299	\$38,793	26%
	Low:			\$33,796	\$26,610	\$30,406	\$33,796	18%
	High:			\$40,316	\$34,549	\$42,256	\$50,017	46%
PUBLISHED SURVEY DATA:	Average:	1	2370	\$30,520	n/a	n/a	n/a	n/a
	Median			\$30,520	n/a	n/a	n/a	n/a
	Low:			\$30,520	n/a	n/a	n/a	n/a
	High:			\$30,520	n/a	n/a	n/a	n/a
ALL DATA COMBINED:	Average:	9	2411	\$36,058	\$29,882	\$35,215	\$39,180	31%
	Median			\$35,014	\$28,966	\$34,299	\$38,793	26%
	Low:			\$30,520	\$26,610	\$30,406	\$33,796	18%
	High:			\$40,316	\$34,549	\$42,256	\$50,017	46%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 29 : Senior Code Enforcement Officer

City of Watertown	Job Match Title	No. of No. of Average or Actual			Salary Range			
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread
	Senior Code Enforcement Officer		1	\$50,399	\$40,085	\$48,242	\$50,399	26%
	CUSTOM SURVEY DATA:	Average:	3	3	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a
	PUBLISHED SURVEY DATA:	Average:	0	0	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	3	3	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 30 : Senior Engineering Technician

	Job Match Title	No. of		Average or Actual	Salary Range					
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread		
City of Watertown	Engineering Tech, Senior Engineering Tech		2	\$38,477	\$35,004	\$39,457	\$43,910	26%		
	CUSTOM SURVEY DATA:	Average:	8	18	\$50,853	\$43,832	\$50,319	\$55,470	28%	
		Median			\$49,346	\$46,431	\$50,566	\$55,114	28%	
		Low:			\$43,899	\$33,249	\$43,365	\$47,941	12%	
		High:			\$58,839	\$53,738	\$56,429	\$62,497	44%	
		PUBLISHED SURVEY DATA:	Average:	3	59	\$39,800	\$31,849	\$39,274	\$46,601	46%
		Median			\$38,688	\$31,849	\$39,274	\$46,601	46%	
		Low:			\$37,664	\$31,849	\$39,274	\$46,601	46%	
		High:			\$43,047	\$31,849	\$39,274	\$46,601	46%	
		ALL DATA COMBINED:	Average:	11	77	\$47,838	\$42,334	\$48,938	\$54,362	30%
		Median			\$47,075	\$43,754	\$48,872	\$52,853	29%	
		Low:			\$37,664	\$31,849	\$39,274	\$46,601	12%	
		High:			\$58,839	\$53,738	\$56,429	\$62,497	46%	

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 31 : Senior Librarian

	Job Match Title	No. of No. of Average or Actual			Salary Range			
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread
City of Watertown	Librarian III		1	\$81,479	\$41,980	\$47,388	\$82,782	28%
	CUSTOM SURVEY DATA:	Average:	1	1	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a
	PUBLISHED SURVEY DATA:	Average:	2	353	\$49,928	n/a	n/a	n/a
		Median			\$49,928	n/a	n/a	n/a
		Low:			\$42,205	n/a	n/a	n/a
		High:			\$87,651	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	3	354	\$48,850	n/a	n/a	n/a
		Median			\$46,896	n/a	n/a	n/a
		Low:			\$42,205	n/a	n/a	n/a
		High:			\$87,651	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 32 : Senior Library Clerk

Job Match Title	No. of No. of Average or Actual			Salary Range			
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread
City of Watertown							
Senior Library Clerk		1	\$31,998	\$26,671	\$28,836	\$31,998	26%
CUSTOM SURVEY DATA:	Average:	1	5	n/a	n/a	n/a	n/a
	Median:			n/a	n/a	n/a	n/a
	Low:			n/a	n/a	n/a	n/a
	High:			n/a	n/a	n/a	n/a
PUBLISHED SURVEY DATA:	Average:	1	190	\$24,760	n/a	n/a	n/a
	Median:			\$24,760	n/a	n/a	n/a
	Low:			\$24,760	n/a	n/a	n/a
	High:			\$24,760	n/a	n/a	n/a
ALL DATA COMBINED:	Average:	2	195	\$30,548	n/a	n/a	n/a
	Median:			\$30,548	n/a	n/a	n/a
	Low:			\$24,760	n/a	n/a	n/a
	High:			\$36,337	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 33 : Tenant Relations Coordinator

Job Match Title	No. of		Average or Actual	Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown								
Tenant Relations Coordinator		1	\$32,797	\$27,480	\$31,222	\$34,963	27%	
CUSTOM SURVEY DATA:	Average:	6	17	\$38,001	\$34,930	\$39,236	\$42,990	23%
	Median			\$40,010	\$35,604	\$40,154	\$42,955	22%
	Low:			\$29,723	\$29,723	\$32,672	\$35,621	17%
	High:			\$43,185	\$38,790	\$43,963	\$50,428	30%
PUBLISHED SURVEY DATA:	Average:	0	0	n/a	n/a	n/a	n/a	n/a
	Median			n/a	n/a	n/a	n/a	n/a
	Low:			n/a	n/a	n/a	n/a	n/a
	High:			n/a	n/a	n/a	n/a	n/a
ALL DATA COMBINED:	Average:	6	17	\$38,001	\$34,930	\$39,236	\$42,990	23%
	Median			\$40,010	\$35,604	\$40,154	\$42,955	22%
	Low:			\$29,723	\$29,723	\$32,672	\$35,621	17%
	High:			\$43,185	\$38,790	\$43,963	\$50,428	30%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 34 : Transit Operator

City of Watertown	Job Match Title	No. of No. of Average or Actual			Salary Range			
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread
	Bus Driver		4	\$33,574	\$28,021	\$31,513	\$35,004	25%
	CUSTOM SURVEY DATA:	Average:	3	384	n/a	n/a	n/a	n/a
		Median			n/a	n/a	n/a	n/a
		Low:			n/a	n/a	n/a	n/a
		High:			n/a	n/a	n/a	n/a
	PUBLISHED SURVEY DATA:	Average:	1	1	\$24,119	n/a	n/a	n/a
		Median			\$24,119	n/a	n/a	n/a
		Low:			\$24,119	n/a	n/a	n/a
		High:			\$24,119	n/a	n/a	n/a
	ALL DATA COMBINED:	Average:	4	385	\$34,898	n/a	n/a	n/a
		Median			\$35,584	n/a	n/a	n/a
		Low:			\$24,119	n/a	n/a	n/a
		High:			\$44,303	n/a	n/a	n/a

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 35 : Wastewater Treatment Plant Worker I

Job Match Title	No. of		Average or Actual	Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown								
Wastewater Treatment Plant Worker I		6	\$39,507	\$31,998	\$36,042	\$40,085	25%	
CUSTOM SURVEY DATA:	Average:	4	15	n/a	n/a	n/a	n/a	
	Median:			n/a	n/a	n/a	n/a	
	Low:			n/a	n/a	n/a	n/a	
	High:			n/a	n/a	n/a	n/a	
PUBLISHED SURVEY DATA:	Average:	2	20	\$36,001	\$26,378	\$33,070	\$39,762	51%
	Median:			\$36,001	\$26,378	\$33,070	\$39,762	51%
	Low:			\$35,073	\$26,280	\$32,728	\$39,078	49%
	High:			\$36,929	\$26,476	\$33,412	\$40,446	53%
ALL DATA COMBINED:	Average:	6	35	\$41,187	\$30,590	\$36,284	\$42,998	44%
	Median:			\$41,596	\$26,476	\$33,412	\$44,138	49%
	Low:			\$35,073	\$24,868	\$30,827	\$39,078	15%
	High:			\$47,032	\$38,643	\$42,339	\$47,032	77%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 36 : Wastewater Treatment Plant Worker III

City of Watertown	Job Match Title	No. of No. of Average or Actual			Salary Range				
		Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
	Wastewater Treatment Plant Worker III		2	\$48,130	\$38,308	\$43,219	\$48,130	26%	
	CUSTOM SURVEY DATA:	Average:	4	4	n/a	n/a	n/a	n/a	
		Median			n/a	n/a	n/a	n/a	
		Low:			n/a	n/a	n/a	n/a	
		High:			n/a	n/a	n/a	n/a	
	PUBLISHED SURVEY DATA:	Average:	2	14	\$45,012	\$33,607	\$42,009	\$50,411	50%
		Median			\$45,012	\$33,607	\$42,009	\$50,411	50%
		Low:			\$44,497	\$33,607	\$42,009	\$50,411	50%
		High:			\$45,526	\$33,607	\$42,009	\$50,411	50%
	ALL DATA COMBINED:	Average:	6	18	\$52,112	\$46,007	\$52,794	\$60,967	36%
		Median			\$51,162	\$46,605	\$52,894	\$61,511	34%
		Low:			\$44,497	\$33,607	\$42,009	\$50,411	12%
		High:			\$65,842	\$57,213	\$63,377	\$70,433	63%

**CITY OF WATERTOWN
SALARY SURVEY SUMMARIES**

Benchmark 37 : Water Plant Maintenance Mechanic

Job Match Title	No. of		Average or Actual	Salary Range				
	Part's	Inc's	Annual Salaries	Minimum	Midpoint	Maximum	Spread	
City of Watertown								
Water Plant Maintenance Mechanic		6	\$41,950	\$33,464	\$37,707	\$41,950	25%	
CUSTOM SURVEY DATA:	Average:	4	7	n/a	n/a	n/a	n/a	
	Median			n/a	n/a	n/a	n/a	
	Low:			n/a	n/a	n/a	n/a	
	High:			n/a	n/a	n/a	n/a	
PUBLISHED SURVEY DATA:	Average:	2	16	\$37,440	\$34,100	\$38,663	\$45,815	35%
	Median			\$37,440	\$34,100	\$38,663	\$45,815	35%
	Low:			\$37,124	\$31,955	\$37,027	\$42,986	19%
	High:			\$37,755	\$36,245	\$40,300	\$48,644	52%
ALL DATA COMBINED:	Average:	6	23	\$43,002	\$37,090	\$42,923	\$48,783	32%
	Median			\$41,325	\$36,278	\$42,163	\$47,963	29%
	Low:			\$36,366	\$31,955	\$37,027	\$42,986	19%
	High:			\$56,219	\$43,848	\$50,339	\$56,219	52%

C – Pay Practices Summary

PAY PRACTICES SUMMARY

We have categorized the results of the pay practices and benefits questions in four groups, All (all participants), City, Housing Authority, and Private Sector to provide Watertown with multiple subgroup comparisons.

However, an insufficient number (a minimum of 5) of private sector organizations responded to all pay practice and benefits questions to supply Watertown with results. We also removed any subgroup from a question if there were less than 5 respondents.

Most recent total percentage increase in individual employee salaries:

Percent Increase	Watertown	Survey Respondents
Executive	2.0%	3.5%
Exempt	n/a	3.2%
Non-Exempt	2.5%	3.3%

Percentage of organizations with an established salary range structure:

	Watertown - ALL	Survey Respondents
Executive	No	71%
Exempt	No	72%
Non-Exempt	Yes	86%

	Watertown - City	Survey Respondents
Executive	No	88%
Exempt	No	88%
Non-Exempt	Yes	100%

	Watertown - Housing	Survey Respondents
Executive	No	50%
Exempt	Yes	50%
Non-Exempt	Yes	67%

**PAY PRACTICES SUMMARY
(continued)**

Average most recent salary range adjustment granted:

Percent Increase	Watertown - ALL*	Survey Respondents
Executive	<i>n/a</i>	2.7%
Exempt	<i>n/a</i>	2.8%
Non-Exempt	<i>n/a</i>	2.9%

Percent Increase	Watertown - City*	Survey Respondents
Executive	<i>n/a</i>	2.8%
Exempt	<i>n/a</i>	2.8%
Non-Exempt	<i>n/a</i>	2.9%

*** No adjustments were made**

PAY PRACTICES SUMMARY
(continued)

The percentage of organizations indicating the types of variable pay plans offered (25 organizations responded in this section). All employee groups are combined because the results were the same.

EXECUTIVE:

Type of Bonus Plan	Watertown	Survey Respondents ALL	Survey Respondents Cities	Survey Respondents Housing
Lump-Sum Bonuses	n/a	15%	0%	33%
Gain Sharing	n/a	0%	0%	0%
Team Incentives	n/a	0%	0%	0%
Skill-Based Pay	n/a	0%	0%	0%
Knowledge-Based Pay	n/a	0%	0%	0%
Performance Pay	n/a	20%	13%	17%
Longevity	n/a	65%	75%	83%
Executive Incentive	n/a	5%	0%	0%
Other	n/a	0%	0%	0%

EXEMPT:

Type of Bonus Plan	Watertown	Survey Respondents ALL	Survey Respondents Cities	Survey Respondents Housing
Lump-Sum Bonuses	n/a	16%	0%	40%
Gain Sharing	n/a	5%	0%	0%
Team Incentives	n/a	0%	0%	0%
Skill-Based Pay	n/a	0%	0%	0%
Knowledge-Based Pay	n/a	0%	0%	0%
Performance Pay	n/a	21%	13%	20%
Longevity	n/a	47%	75%	40%
Other	n/a	0%	0%	0%

PAY PRACTICES SUMMARY
(continued)

NON-EXEMPT:

Type of Bonus Plan	Watertown	Survey Respondents ALL	Survey Respondents Cities	Survey Respondents Housing
Lump-Sum Bonuses	<i>n/a</i>	10%	0%	17%
Gain Sharing	<i>n/a</i>	0%	0%	0%
Team Incentives	<i>n/a</i>	0%	0%	0%
Skill-Based Pay	<i>n/a</i>	0%	0%	0%
Knowledge-Based Pay	<i>n/a</i>	0%	0%	0%
Performance Pay	<i>n/a</i>	10%	0%	17%
Longevity	<i>for some employees only</i>	65%	88%	67%
Other	<i>n/a</i>	0%	0%	0%

D – General Benefits Summary

GENERAL BENEFITS SUMMARY

Due to limited responses in this section, we were only able to summarize responses for two groups, all participants and City participants for the comparisons below.

Average value of benefits as a percent of base salary for each group:

Note: this value includes social security, retirement, health, and insurances. It does not include any leave.

	Watertown	Survey Respondents - ALL	Survey Respondents - CITIES
Executive	21%-53%	36%	43%
Exempt	n/a	42%	43%
Non-Exempt	22%-68%	41%	43%

The average maximum percentage of salary contributed by the organization to an employee's retirement plan:

	Watertown	Survey Respondents - ALL	Survey Respondents - CITIES
Executive	7%	10%	13%
Exempt	n/a	9%	12%
Non-Exempt	7%	10%	12%

The average maximum percentage of salary contributed by the employee to their retirement plan:

	Watertown	Survey Respondents - ALL	Survey Respondents - CITIES
Executive	3%	4%	3%
Exempt	n/a	6%	3%
Non-Exempt	3%	3%	3%

**GENERAL BENEFITS SUMMARY
(continued)**

Number of miscellaneous days offered per year:

HOLIDAYS

	<i>Watertown</i>	Survey Respondents ALL	Survey Respondents CITIES
Executive	<i>11</i>	11	12
Exempt	<i>11</i>	11	12
Non-Exempt	<i>11</i>	11	12

PERSONAL DAYS

	<i>Watertown</i>	Survey Respondents ALL	Survey Respondents CITIES
Executive	<i>n/a</i>	3	3
Exempt	<i>n/a</i>	4	4
Non-Exempt	<i>n/a</i>	3	4

BEREAVEMENT

	<i>Watertown</i>	Survey Respondents ALL	Survey Respondents CITIES
Executive	<i>3</i>	3	3
Exempt	<i>3</i>	3	4
Non-Exempt	<i>3</i>	3	3

No organizations reported having a Paid-Time-Off Policy (includes vacation & sick-leave in one plan) for Exempt employees. *The City has separate vacation and sick-leave policies and are reported in a later section.*

GENERAL BENEFITS SUMMARY
(continued)

The average number of separate vacation days earned each year, per years of service:

	Executive			Exempt			Non-Exempt		
	<i>Watertown</i>	Survey ALL	Survey CITIES	<i>Watertown</i>	Survey ALL	Survey CITIES	<i>Watertown</i>	Survey ALL	Survey CITIES
< 2 years	<i>10</i>	11	12	<i>n/a</i>	11	11	<i>10</i>	10	11
2 but <5 years	<i>10</i>	13	14	<i>n/a</i>	13	14	<i>10</i>	12	12
5 but <10 years	<i>15</i>	17	18	<i>n/a</i>	16	17	<i>10</i>	16	16
10 but <15 years	<i>20</i>	20	23	<i>n/a</i>	20	23	<i>10</i>	19	20
15 but <20 years	<i>20</i>	22	24	<i>n/a</i>	22	24	<i>15</i>	22	23
20 but <25 years	<i>20</i>	24	24	<i>n/a</i>	24	24	<i>20</i>	24	24
25 or more years	<i>20</i>	24	24	<i>n/a</i>	24	24	<i>25</i>	24	24

The average number of separate sick days earned each year, per years of service:

	Executive			Exempt			Non-Exempt		
	<i>Watertown</i>	Survey ALL	Survey CITIES	<i>Watertown</i>	Survey ALL	Survey CITIES	<i>Watertown</i>	Survey ALL	Survey CITIES
< 2 years	<i>12</i>	12	13	<i>n/a</i>	12	13	<i>12</i>	12	13
2 but <5 years	<i>12</i>	12	13	<i>n/a</i>	12	13	<i>12</i>	12	13
5 but <10 years	<i>12</i>	12	14	<i>n/a</i>	12	14	<i>12</i>	12	14
10 but <15 years	<i>12</i>	12	14	<i>n/a</i>	12	14	<i>12</i>	12	14
15 but <20 years	<i>12</i>	12	14	<i>n/a</i>	12	14	<i>12</i>	12	14
20 but <25 years	<i>12</i>	12	14	<i>n/a</i>	12	14	<i>12</i>	12	14
25 or more years	<i>12</i>	12	14	<i>n/a</i>	12	14	<i>12</i>	12	14

GENERAL BENEFITS SUMMARY (continued)

Number of organizations that provided any special days off (Watertown does not provide special days off):
Only two organizations out of 18 responding provided any additional "special" time off.

The percentage of organizations that reported accrual of unused leave:

	<i>Watertown</i>	Survey ALL	Survey CITIES
YES	<i>Yes</i>	100%	46%
NO		0%	54%

The average maximum number of leave days that can be accrued, per year:

	Vacation			Sick Leave*		
	<i>Watertown</i>	Survey ALL	Survey CITIES	<i>Watertown</i>	Survey ALL	Survey CITIES
Accrued Days	<i>10</i>	31	38	<i>180</i>	182	193

*Four organizations also provide unlimited accrual for sick leave.

The percentage of organizations that reported payout of unused leave:

	<i>Watertown</i>	Survey ALL	Survey CITIES
YES	<i>Yes</i>	100%	47%
NO		0%	53%

The average maximum number of leave days that can be paid out:

	Vacation			Sick Leave		
	<i>Watertown</i>	Survey ALL	Survey CITIES	<i>Watertown</i>	Survey ALL	Survey CITIES
Paid Out Days	<i>ALL</i>	34	32	<i>0*</i>	123	158

*City of Watertown does not pay out sick leave but accrual can be applied to New York State retirement benefits.

GENERAL BENEFITS SUMMARY

(Continued)

The average percentage contributions to benefits:

*Since we received limited response in this section, an 'n/a' symbolizes less than 5 responses.

EXECUTIVE Benefit	WATERTOWN		Survey - ALL		Survey - CITIES	
	Employer %	Employee %	Employer %	Employer %	Employee %	Employee %
Medical Insurance	82*	18*	83	17	86	14
Group Life Insurance	0	100	97	3	100	0
Supplemental Life	n/a	n/a	30	70	0	100
Dental Insurance	n/a	n/a	89	11	100	0
Vision Coverage	n/a	n/a	80	20	75	25
Prescription Drug	n/a	n/a	n/a	n/a	n/a	n/a
EAP Services	n/a	n/a	87	13	100	0
Short-Term Disability	n/a	n/a	67	33	n/a	n/a
Long-Term Disability	n/a	n/a	47	53	n/a	n/a
Tuition Reimbursement	n/a	n/a	91	9	88	13

*Also includes prescription drug.

EXEMPT Benefit	WATERTOWN		Survey - ALL		Survey - CITIES	
	Employer %	Employee %	Employer %	Employer %	Employee %	Employee %
Medical Insurance	n/a	n/a	83	17	86	14
Group Life Insurance	n/a	n/a	97	3	100	0
Supplemental Life	n/a	n/a	36	64	n/a	n/a
Dental Insurance	n/a	n/a	90	10	100	0
Vision Coverage	n/a	n/a	80	20	75	25
Prescription Drug	n/a	n/a	n/a	n/a	n/a	n/a
EAP Services	n/a	n/a	87	13	100	0
Short-Term Disability	n/a	n/a	67	33	49	51
Long-Term Disability	n/a	n/a	47	53	n/a	n/a
Tuition Reimbursement	n/a	n/a	89	11	n/a	n/a

**GENERAL BENEFITS SUMMARY
(Continued)**

NON-EXEMPT Benefit	WATERTOWN		Survey - ALL		Survey - CITIES	
	<i>Employer %</i>	<i>Employee %</i>	<i>Employer %</i>	<i>Employer %</i>	<i>Employee %</i>	<i>Employee %</i>
Medical Insurance	<i>90</i>	<i>10</i>	83	17	86	14
Group Life Insurance	<i>0</i>	<i>100</i>	97	3	100	0
Supplemental Life	<i>0</i>	<i>100</i>	36	64	n/a	n/a
Dental Insurance	<i>0</i>	<i>100</i>	90	10	100	0
Vision Coverage	<i>n/a</i>	<i>n/a</i>	80	20	75	25
Prescription Drug	<i>n/a</i>	<i>n/a</i>	n/a	n/a	n/a	n/a
EAP Services	<i>n/a</i>	<i>n/a</i>	87	13	100	0
Short-Term Disability	<i>100</i>	<i>0</i>	70	30	49	51
Long-Term Disability	<i>n/a</i>	<i>n/a</i>	47	53	n/a	n/a
Tuition Reimbursement	<i>100</i>	<i>0</i>	81	19	n/a	n/a

The percentage of responding organizations that offer Flex Benefits:

(17 Organizations responded to this question)

All three employee groups combined:

	<i>Watertown</i>	Survey Respondents - ALL	Survey Respondents - CITIES
Flex Benefits offered	<i>Yes</i>	75%	89%

All three salary level groups combined:

Benefit	<i>Watertown</i>	Survey Respondents - ALL	Survey Respondents - CITIES
Premium Conversion	<i>Yes</i>	53%	25%
Flexible Spending Account	<i>Yes</i>	67%	75%
Simple Choice		7%	13%
Full Flex		0%	0%
Consumer Driven Health Plan		0%	0%

E – Detailed Benefits Summary

DETAILED BENEFITS SUMMARY

Due to limited responses in this section, we were only able to summarize responses for two groups, all participants and City participants for the comparisons below. If there were less than 5 respondents for an individual category within these groups, it is marked with 'n/a'.

Average employer monthly costs per employee, by employee group, as reported by the City and the market:

EXECUTIVE

Monthly Costs – (most expensive) Employer Costs Only	<i>Watertown</i>	Survey Respondents - ALL	Survey Respondents - CITIES
Medical Insurance – Individual	\$451.42	\$556.59	\$506.59
Medical Insurance – Individual Plus Dependents	\$1,112.25	\$1,163.00	\$1242.54
Dental Insurance – Individual	\$0.00	\$22.58	\$26.98
Dental Insurance – Individual Plus Dependents	\$0.00	\$78.63	\$71.08
Group Life Insurance	\$0.00	\$29.84	\$33.00
Supplemental Life Insurance	\$0.00	n/a	n/a
Vision Coverage	\$0.00	\$12.76	n/a
Prescription Drug	\$0.00	n/a	n/a
Short-Term Disability	\$0.00	\$10.74	n/a
Long-Term Disability	\$0.00	n/a	n/a
Employee Assistance Programs	\$0.00	\$4.80	n/a

DETAILED BENEFITS SUMMARY
(continued)

EXEMPT

Monthly Costs – (most expensive) Employer Costs Only	Watertown	Survey Respondents - ALL	Survey Respondents - CITIES
Medical Insurance – Individual	<i>n/a</i>	\$603.98	\$506.59
Medical Insurance – Individual Plus Dependents	<i>n/a</i>	\$1,148.04	\$1,242.54
Dental Insurance – Individual	<i>n/a</i>	23.53	\$26.98
Dental Insurance – Individual Plus Dependents	<i>n/a</i>	\$60.91	\$71.08
Group Life Insurance	<i>n/a</i>	n/a	n/a
Supplemental Life Insurance	<i>n/a</i>	n/a	n/a
Vision Coverage	<i>n/a</i>	\$12.76	n/a
Prescription Drug	<i>n/a</i>	n/a	n/a
Short-Term Disability	<i>n/a</i>	\$10.74	n/a
Long-Term Disability	<i>n/a</i>	n/a	n/a
Employee Assistance Programs	<i>n/a</i>	\$4.80	n/a

DETAILED BENEFITS SUMMARY
(continued)

NON-EXEMPT

Monthly Costs – (most expensive) Employer Costs Only	<i>Watertown</i>	Survey Respondents - ALL	Survey Respondents - CITIES
Medical Insurance – Individual	\$518.38	\$471.90	\$499.16
Medical Insurance – Individual Plus Dependents	\$1,161.89	\$1,144.24	\$1,230.54
Dental Insurance – Individual	\$0.00	\$25.37	\$26.98
Dental Insurance – Individual Plus Dependents	\$0.00	\$77.93	\$71.08
Group Life Insurance	\$0.00	n/a	n/a
Supplemental Life Insurance	\$0.00	n/a	n/a
Vision Coverage	\$0.00	\$12.76	n/a
Prescription Drug	\$0.00	n/a	n/a
Short-Term Disability	\$680.00*	\$9.73	n/a
Long-Term Disability	\$0.00	n/a	n/a
Employee Assistance Programs	\$0.00	\$4.80	n/a

* only for those collecting short term disability benefits, which is 26 weeks.

F – Classification and Compensation Guidelines

CLASSIFICATION AND COMPENSATION GUIDELINES

The following guidelines are being offered as policies that might be considered by Watertown in maintaining its classification and compensation program.

CLASSIFICATION - BACKGROUND INFORMATION

What is a Classification System?

A classification system is a method of describing and naming work performed in an organization. It provides a structure or framework for understanding how jobs relate to one another and the business reasons for positions. A good classification system results in a sensible hierarchy of related classifications and groups like work together under the same classification title.

What terms are used in developing a Classification System?

Position

A position is the job held by one person. It is the set of duties assigned to an individual and is commonly described by a position description.

Classification

A body of work performed by a group of positions with similar jobs at a similar level of responsibility. This is described by a classification specification, sometimes referred to as a job description.

We sometimes use the word "class" for classification (e.g., broad class, class spec, etc.).

CLASSIFICATION AND COMPENSATION GUIDELINES

CLASSIFICATION - BACKGROUND INFORMATION CONTINUED

Classification Specification (or "class spec")

A general description of a class of work. Typically includes a general summary of the work; distinguishing characteristics of the class; the essential duties of the class; the knowledge and skills required at entry to the class; and any licensing and special physical requirements.

Job descriptions for individual positions (position descriptions) are more specific than classification specifications.

Classification Series

A set of classifications which are closely related to one another but reflect increasing levels of decision-making, difficulty and/or accountability.

Classification System

Arrangement of all of the classifications an employer uses, together with the classification specifications.

CLASSIFICATION AND COMPENSATION GUIDELINES

CLASSIFICATION - BACKGROUND INFORMATION CONTINUED

Broad Classes

Classifications that capture wide ranges of work as being similar enough to group together in a single class.

Work can be defined very narrowly and specifically or very broadly and generally. Broad classes capture the major or essential work performed without distinguishing among some specific activities.

An illustration of this concept may be found by examining a symphony orchestra. First, we have a general grouping of musicians, those who play brass, those who play percussion, those who play woodwinds, and those who play strings.

Within the family of string players, we have the broad class of violinist. All symphony violinist positions have characteristics and skills in common. The violinist class differs from the viola class, the cello class, and the bass class.

Very specific assignments of violinist also exist: those who play first violin and those who play second violin. The difference between first and second violin is the score of music played, not the essential duties or level of skills.

CLASSIFICATION AND COMPENSATION GUIDELINES

CLASSIFICATION - BACKGROUND INFORMATION CONTINUED

What is the Purpose of Classification Specifications?

Class specifications are written summaries of work that provide a systematic method of grouping positions with similar essential functions. A class specification includes:

- Description of the type and level of work;
- Description of the characteristics which distinguish this class from others which may be in the same occupation or at the same level of authority and responsibility;
- Information which indicates standards for recruiting and selecting staff, determining appropriate pay, defining career growth opportunities, identifying performance expectations and complying with the Americans with Disabilities Act (ADA).

Classification Specifications are not:

- Created or used to reward individual employees;
- Job or classification descriptions do not describe the duties and responsibilities of each individual employee in a class. Classification specifications describe the collective responsibilities of all employees that are allocated to that job.

CLASSIFICATION AND COMPENSATION GUIDELINES

CLASSIFICATION – RULES AND POLICIES

Classification systems must abide by certain rules or polices in order to maintain consistency throughout the system. Here are nine policies that Watertown's classification systems should address.

Component 1: Broad or Narrow Classes

The first policy determines how the organization will shape its classification structure in order to support its organizational objectives. Depending upon the organization's strategy they may adopt narrow, broad, or somewhere in between narrow and broad descriptions to classify their jobs.

Component 2: Class Series

A class series groups related classes into a hierarchy differentiated by level of decision-making, responsibility and accountability (reference previous definition of "Class Series"). An example of a class series is:

- Secretary
- Administrative Assistant
- Executive Secretary

CLASSIFICATION AND COMPENSATION GUIDELINES

CLASSIFICATION – RULES AND POLICIES CONTINUED

Component 3: Distinguishing Characteristics

Each level of a class series must be distinguished from other levels by distinct differences in level of decision-making, responsibility, and/or accountability. Determining the distinguishing characteristics between levels in a class series requires judgment and knowledge of the work performed. Look for identifiable, large breaks between levels.

Factors that distinguish levels:

To be a separate and a higher class, a group of positions should require some or all of these:

- Significantly different and more complex mental or physical processes.
- Significantly higher impact from the class's decisions, both positive and negative.
- Significantly higher accountability. Accountability can be measured in terms of accomplishment of objectives, internal or external customer satisfaction, and control over work.

Factors that do not distinguish levels:

Some factors which, as a sole measure, do not distinguish lower-level from higher-level classes in a series are:

- Existing rates of pay.
- Level or position in the organization's hierarchy.
- Number of people reporting to the position.
- Volume of work (of the same type and level).
- Number or variety of specific assignments.
- Employee's longevity in a current position.

CLASSIFICATION AND COMPENSATION GUIDELINES

CLASSIFICATION – RULES AND POLICIES CONTINUED

Component 4: Essential Functions

Essential functions are basic duties for which the job was created; they make up the major purpose of the job consistent with the requirements of the American's with Disabilities Act. Essential functions normally cannot be transferred to another position without disruption in the flow or process of work. The list of essential functions on a class spec is meant to be illustrative only and not inclusive of every task that could possibly be assigned to a position.

Component 5: Knowledge and Skills

The knowledge and skills listed on a class spec are required at entry to the class. Knowledge refers to the possession of concepts and information gained through experience, training, and/or education. Skills refer to proficiency that can be demonstrated. All knowledge and skills required on a class spec must relate to an essential function.

For example, knowledge of personal computers implies possession of the concepts for their use. Skill in personal computers implies proficiency in their use.

Component 6: Dual Career Tracks

Broad classes value both experts and generalists. Classification series should be built wherever possible to honor dual career tracks, with equivalencies for increased expertise ("key contributors") and for increased breadth or scope of responsibility, such as project management or supervision of staff.

CLASSIFICATION AND COMPENSATION GUIDELINES

CLASSIFICATION - RULES AND POLICIES CONTINUED

Component 7: Supervisory Classes

In designing supervisory classes, consideration should be given to whether subject matter expertise is primary or whether general supervision is primary. If subject matter expertise is primary, the supervisory class should be included in the series with the journey-level positions. If subject matter expertise is of much lesser importance than general supervisory skill, the supervisory positions should not be included in the series.

There may be different levels of supervision required. For example, some supervisors must perform contract management - the supervision of consultants or contractors - in addition to organizational employees. It is important to be very clear in describing the nature of supervision demanded by the class.

Component 8: Lead Workers and Project Leads

To design a class series, the entire body of work should be examined. Questions should be asked about what is needed, rather than what designations or titles currently are used. When defining lead workers, ask whether the series needs a full supervisory position, an assistant supervisor, or a partial supervisor.

If the lead work is of a temporary or project-based nature, it does not warrant a separate classification, although temporary or project lead worker pay may be appropriate (this is a separate issue from classification).

It is assumed for incumbents in any class that:

- Any higher-level class can provide lead or project direction to any lower-level class in the work group.
- Any classification can participate in teams and task forces with staff of different classes and provide input to team decisions.
- Any classification can communicate and share information or expertise to, or coordinate with, higher and lower-level classes to accomplish work.

CLASSIFICATION AND COMPENSATION GUIDELINES

CLASSIFICATION - RULES AND POLICIES CONTINUED

Component 9:

Job Titles

A job title names a class of work and should be easily understood by employees, applicants, other agencies, and the public. Rules for creating job titles are that they should be:

Short (e.g., “Violinist”, rather than “Stringed Instrument Musician - Violin”)

Descriptive of the work (e.g., “Planners” should plan; “Engineers” should require engineering credentials)

Common to the industry (e.g., “Printing Press Operator”, rather than “Reprographic Media Technician II”)

Many job titles are unique to a field of work, such as the Carpenter or Plumber. Other titles are used throughout an organization.

CLASSIFICATION AND COMPENSATION GUIDELINES

CLASSIFICATION - JOB ANALYSIS/RECLASSIFICATION

What is job analysis?

Job analysis is a systematic way of collecting data and making judgments about the duties and nature of a specific job. The job analysis provides the Analyst with the information they need to allocate the position or develop a new classification.

What is reclassification?

Reclassification is an employee's or supervisor's request to have a position allocated/evaluated to an existing or new classification. Requests for reclassifications are also known as appeals.

A job analysis must be performed before a reclassification can be completed or a job evaluation can be assigned.

CLASSIFICATION AND COMPENSATION GUIDELINES

JOB ANALYSIS/RECLASSIFICATION RULES AND POLICIES

A job analysis should be performed if:

A new position is created in the organization;

The position's or classification's essential duties of the position have substantially changed; typically, this means that 30% or more of the duties have changed. If the duties have not substantially changed, the process is complete and there is no basis for a job analysis or appeal.

In order to determine if the position's duties have substantially changed, the Analyst should ask the following questions:

Is the job more complex? Has the job taken on more responsibility? When employees or supervisors respond to questions like these, they often are unknowingly expanding upon duties that are already listed in the job description. So a good follow-up question to their response is: Are these really additional duties, or simply a detailed description of a duty that is already listed in the job description? Ask if the employee or supervisor has reviewed the current job description to ensure these are indeed additional duties.

- 1) If the employee or supervisor has established that the duties have changed, the next question should inquire if it is a short-term or long-term effect. For example, if another employee is on short-term leave and these extra duties will only last for a short period of time, there is no need for an appeal, although additional compensation could be awarded for their efforts and extra duties while they exist.
- 2) Finally, ensure the appeal is talking about the duties of the job, not the performance of the employee. If the person is a good performer and still performing the duties listed, then an appeal is not warranted.

If the position is a new position or has satisfied the requirements for a reclassification, a job analysis should be performed to determine if the position falls within an existing classification or if a new classification should be written. If a new classification should be written or if the existing classification should be updated, it will be written or updated based upon the 9 rules and policies of the job classifications which are referenced above.

CLASSIFICATION AND COMPENSATION GUIDELINES

JOB ANALYSIS/RECLASSIFICATION RULES AND POLICES

After the new classification description has been written the next step is to evaluate the position.

It is normally inappropriate for employees to update or write their own job descriptions. Employees may not have an understanding of the jobs around them, nor do employees understand what language to use when describing their duties; employees often use inflated words when describing their own jobs. Therefore, when writing or updating job descriptions, the supervisor of the position should be responsible for this task. Furthermore, we recommend that the second level supervisor review and sign off on any new or updated job descriptions that are developed.

After the description has been written or updated, the job description should be forwarded to the employee responsible for evaluating the job. *Ideally a human resources representative would be responsible for writing and evaluating the job descriptions to ensure job descriptions are consistent and objective throughout the entire Watertown.*

If it is an existing incumbent, a PDQ is to be completed by the incumbent requesting a job reclassification or appeal. The PDQ will be used to determine if the job has substantially changed to warrant a higher (or lower) job evaluation or allocation to another classification.

If the position is a new job, the proposed position's supervisor should complete the PDQ based upon how the job is envisioned to function. After an incumbent has been on the job for six months, the job description should be reviewed again for accuracy.

CLASSIFICATION AND COMPENSATION GUIDELINES

COMPENSATION - ADMINISTRATION

Adding New Jobs to the Pay Structure

In order to carry out the goals and objective of Watertown, it is sometimes necessary to add new classes or to modify the organizational structure. This often results in responsibilities being redistributed.

The evaluation of new classes for placement in the appropriate pay scales should be done at the time the class is added to the classification structure. Ideally Watertown should utilize the Human Resources Department (or assign other objective personnel) for the evaluation process in reviewing job changes. Please note that in the case of reorganization or redistribution of duties and responsibilities, that duties added to one position are most often accompanied by a reduction in responsibilities to another position. Reclassifications and changes in grade assignment should be made both upward and downward in this instance.

Determination of Hiring Salaries

The determination of an appropriate salary for a new hire should be accomplished through the cooperative efforts of the Department Heads, and Human Resource representative(s) (or other assigned personnel). In general, starting salaries should be at the minimum of the assigned range. Starting salaries higher than the minimum of the assigned range may be acceptable for a combination of such reasons as qualifications which exceed stated minimum requirements, previous years of directly related experience, a competitive market situation, and/or a special and specific talent. This policy allows for a flexible and effective compensation program. Of course, the salaries and years of service of current incumbents in the same salary grade and similar positions throughout the organization should be considered. Typically Department Heads should be able to hire up to the 1st quartile of the range. Human Resources should be involved if the hiring rate exceeds the 1st quartile and Watertown HR Director should approve any hires over the midpoint. Starting salaries beyond the midpoint should require special consideration, such as extreme market or recruitment conditions. A continued practice of hiring employees beyond the midpoint usually causes severe employee morale issues with existing employees, and/or is a sign that the compensation system is not competitive with the market.

CLASSIFICATION AND COMPENSATION GUIDELINES

COMPENSATION – ADMINISTRATION CONTINUED

Promotional Increases

A person promoted to a position in a higher range should receive an immediate increase. This increase is separate and distinct from any annual salary adjustment. A policy of providing an adjustment that places the salary at a point that provides at least an increase from 5% to 10% is recommended, given that a comparison is made with the salaries and similar positions in the organization. In determining the promotional increase, two other guidelines should be used:

- An employee's salary should be increased at least to the minimum rate of the new salary range, and
- In no case should a promotional increase place an employee's salary above the maximum of the assigned range.

Annual Employee Increases

Public organizations tend to grant across the board increases. Across the board increases grant the same percentage salary increases to all employees regardless of seniority, length of service, or performance. We believe across the board increases are inappropriate in your environment. With a proper performance evaluation system and career development program, across the board increases convey the opposite message that these programs are trying to send. We recommend that Watertown utilize a process whereby the merit budget is adjusted each year by the WorldatWork merit budget projections. This number is an index of merit budget increases and is a better indication of labor cost movement than a cost of living index.

Once the merit budget is determined, individual pay adjustments will need to be made based on performance, longevity, and/or career development attainment.

CLASSIFICATION AND COMPENSATION GUIDELINES

COMPENSATION - ADMINISTRATION CONTINUED

Pay Rates for Work in a Higher Job Classification

In situations where the assignment or scheduling of work requires an employee to perform in a higher level classification (higher pay grade or pay range), a temporary pay rate may be established for the period of that assignment or work schedule. For example, a policy could be established that an employee must be working in the higher classification at least 50% of the time for a minimum of 60 days.

The effective hourly rate of pay should be within the pay range for the salary grade of the temporary assignment, and should be determined using the same considerations, as noted above, for a promotional increase. This action should only take place when a prior approval is given. This policy should not apply to situations of vacation replacement.

Leave of Absence

Salary increases are not earned while on unpaid leave of absence. Upon reinstatement, the employee shall be paid at the same rate he/she had prior to the leave of absence. If, during the absence, a merit increase had been provided, the salary of the incumbent should be reviewed at the time he/she returns for any pay action.

CLASSIFICATION AND COMPENSATION GUIDELINES

COMPENSATION - ADMINISTRATION CONTINUED

Involuntary Transfer to a Lower Grade

When an employee is given an involuntary transfer, not resulting from a demotion, to a new position with a range that is less than the range of the employee's present grade (e.g., abolition of a job and the consequent reassignment of a position with a lower grade), no immediate salary reduction should occur. If the employee's salary is above the maximum of the lower grade, the following guidelines should apply:

- Grant no salary increments or general structure increases until the maximum for the new grade equals or exceeds the employee's salary.

Or

- Reduce the incumbent's salary to the new range maximum (ceiling) within a defined time period (but no less than one year) after the involuntary transfer, if the incumbent's salary continues to exceed the new grade.

Lateral Transfers

When necessary, Watertown may change an employee or group of employees from one job to another within the same pay grade. This will happen when Watertown deems this to be in the interest of efficiency and meeting objectives. When an employee(s) is transferred to a position of comparable value or worth, he or she should not receive an adjustment in pay.

CLASSIFICATION AND COMPENSATION GUIDELINES

COMPENSATION - ADMINISTRATION CONTINUED

Market Premiums

A situation may arise in which the market compensation level is not consistent with the established salary grade. In those cases, Watertown should apply a market premium or differential to the established salary grade for the job classification in question. Market premiums or differentials should only be used when the market 60th percentile compensation level exceeds the established midpoint for the classification by a minimum of 1.5 times the difference between the midpoint and the maximum of the range. In those instances, a market premium amount should be established for the class by Watertown. The premium amount is then added to the minimum, midpoint and maximum of the salary range. In practice, the following steps will occur:

- A problem will occur with either recruitment or retention of employees in a particular job class or occupational group based on Watertown compensation levels for the class or classes in an occupational group. Problems will become evident when Watertown recruits to fill a position or positions within a class and is unable to find an acceptable number of qualified applicants and the perceived reason is the compensation level for the class. Alternatively, the turnover rate for positions in a class or occupational group is unacceptably high and the reason cited for the turnover is the compensation level for the class. In either case, Watertown will initiate a market compensation study of the class to *determine how Watertown compares to other employers in its defined labor market*. It is extremely important to recognize that turnover will occur for a variety of reasons; compensation is only one reason. Recruitment of qualified individuals to fill specialized positions also involves more than compensation. Consequently, Watertown will have to assess each situation on its own merit to determine whether the problem is compensation or whether other factors exist.
- A determination is made by Watertown through a market compensation analysis that Watertown's established salary range for a classification, or a position within a broad classification, is 1.5 times the difference between the midpoint and the maximum of the range or more below market levels. This determination should be supported by valid and current market compensation data. As stated above, Watertown will initiate a market compensation study of the class to *determine how Watertown compares to other employers in its defined labor market*. Watertown must exercise caution in using generic data or data for only a limited market segment as there will always be employers who pay more than Watertown. However, since FLA has defined Watertown's labor markets, then the full market(s) should be studied to ensure that all employees in all classes are treated in a fair and equitable manner.

CLASSIFICATION AND COMPENSATION GUIDELINES

COMPENSATION - ADMINISTRATION CONTINUED

Market Premiums Continued

Whether or not a Market premium is warranted can be determined by applying the following two steps:

1. Calculate the difference between the established midpoint and maximum, and multiply times 1.5
2. Add this product to the midpoint

Maximum	minus (-)	Midpoint	= \$ Difference	Times (x) 1.5	Plus (+) Midpoint	= Result
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- If this result is less than the market 50th percentile actual salary, a market premium is warranted
- If this result is more than the market 50th percentile actual salary, then no market premium is warranted
- If a market premium is warranted, then the market 50th percentile actual salary becomes the midpoint of the new market premium salary range

- An example of a situation warranting a market premium is shown below:

Market Premium Warranted:

Market 50th percentile actual salary: \$50,000
 Salary range maximum for the class: \$45,000
 Salary range midpoint for the class: \$39,000
 Difference between max. & mid.: \$ 6,000
 1.5 times above difference: \$ 9,000
 Above amount added to midpoint: \$48,000

Maximum	minus (-)	Midpoint	= \$ Difference	Times (x) 1.5	Plus (+) Midpoint	= Result
\$45,000	-	\$39,000	=\$6,000	x 1.5=\$9,000	+ \$39,000	=\$48,000

Is market 50th percentile actual salary (\$50,000) larger than result (\$48,000)? YES, premium warranted

New midpoint for the class: \$50,000
 New maximum for the class: \$57,692
 (calculated at same range spread of previous salary range)

CLASSIFICATION AND COMPENSATION GUIDELINES

COMPENSATION - ADMINISTRATION CONTINUED

Market Premiums Continued

An example of a situation NOT warranting a market premium is shown below:

No Premium Warranted:

Market median actual salary:	\$46,000
Salary range maximum for the class:	\$45,000
Salary range midpoint for the class:	\$39,000
Difference between max. & mid.:	\$ 6,000
1.5 times above difference:	\$ 9,000
Above amount added to midpoint:	\$48,000

Maximum	minus (-)	Midpoint	= \$ Difference	Times (x) 1.5	Plus (+) Midpoint	= Result
\$45,000	-	\$39,000	=\$6,000	x 1.5=\$9,000	+ \$39,000	=\$48,000

Is market median actual salary (\$46,000) larger than result (\$48,000)? NO, no premium warranted

CLASSIFICATION AND COMPENSATION GUIDELINES

COMPENSATION - ADMINISTRATION CONTINUED

SALARY STRUCTURE UPDATES

Annual Updates

In order to reflect necessary increases in the minimum and maximum rates appropriate for each job, the salary structure should be reviewed annually. It is recommended that an annual review of the pay scales include a thorough analysis of factors identified above. FLA can provide Watertown with the average percentage increase for employee salaries and salary structures on an annual basis, or Watertown may use a labor market index.

It is recommended that the respective starting rates and maximums be increased by a percentage that reflects the market trends and Watertown's hiring experience. The use of a dollar amount increase would compress the structure over time.

Long-Term Updates

Watertown should reevaluate its overall structure at regular intervals (e.g., 2-3 years depending upon market movements) to ensure that its salary levels are consistent with the marketplace. This would involve conducting a salary survey, such as was conducted here, every 2-3 years to make sure that Watertown's pay scales and employee salaries remain competitive.

G – Data Collection Form

SALARY SURVEY
Conducted for
City of Watertown, New York



DATA COLLECTION FORM

Return completed form to:

Mike Verdoorn
1335 County Rd D Circle East
St. Paul, MN 55109
(800) 383-0976, ext. 14
(651) 635-0980 (FAX)
mverdoorn@foxlawson.com

NAME OF YOUR ORGANIZATION: _____

CONDUCTED BY:

FOX LAWSON & ASSOCIATES LLC

SALARY SURVEY TABLE OF CONTENTS

City of Watertown requests your participation in this salary survey. The survey includes 37 benchmark jobs based on a defined labor market. We greatly appreciate your cooperation. You will receive a **complimentary** copy of the salary survey results for participating. We anticipate that the results will be mailed to your organization by early Spring.

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INSTRUCTIONS FOR SURVEY COMPLETION

This survey is broken into two pieces: Organizational, pay practice and benefits related questions and salary information for the benchmark jobs. Pages 6 through 13 deal with the organizational, pay practice and benefits related questions. The salary reporting instructions and summaries of the benchmark jobs start on page 14. The salary information will be reported on a separate spreadsheet titled "Salary Information Sheet."

We ask a lot of questions in this survey on pay and benefits for employees to help us understand the total compensation given to employees. In appreciation of your participation in the survey you will receive the aggregate of the pay practices and benefits results.

This is the first half of the survey which addresses the general and specific organizational, pay practices and benefits related questions. Instructions for reporting the salary data are on page 15.

Organizational/Pay Practice/Benefits Questions: If you desire to complete this form electronically, please go to www.foxlawson.com/watertown to download the survey information and reporting forms.

- For the general and incentive plan questions there are two types of questions. The closed-ended questions require your response with an "x" in the appropriate box. Other open-ended questions will require your response as a figure, such as a dollar "\$", percentage "%", or text.

**SALARY SURVEY
LIST OF PROSPECTIVE SURVEY PARTICIPANTS**

City of Amsterdam
City of Auburn
City of Batavia
City of Binghamton
City of Corning
City of Elmira
City of Ithaca
City of Jamestown
City of Lockport
City of Newburgh
City of Niagara Falls
City of Ogdensburg
City of Oneida
City of Oswego
City of Rome
City of Saratoga Springs
City of Schenectady
City of Syracuse
City of Troy
City of Utica

Fort Drum
State of New York
Jefferson County
Lewis County
Oneida County
Oswego County
St. Lawrence County

Birnie Bus Services, Inc.
Car-Freshner Corporation
Central NY Regional Transportation Authority
Davidson Auto Group
Freeman Bus Corporation
Indian River Central School District
Knowlton Technologies
New York AirBrake Company
Renzi Brothers, Inc.
Samaritan Health System
Timeless Frames
Samaritan Health System
Watertown City School District

Albany Housing Authority
Binghamton Housing Authority
Cortland Housing Authority
Elmira Housing Authority
Ithaca Housing Authority
Lockport Housing Authority
Plattsburgh Housing Authority
Plattsburgh Housing Authority
Rochester Housing Authority
Utica Housing Authority
Watervliet Housing Authority

**SALARY SURVEY
LIST OF BENCHMARKS**

1. Account Clerk Typist
2. Accountant
3. Building Inspector (Housing Authority)
4. Chief Water Plant Operator
5. City Assessor
6. Civil Engineer
7. Code Enforcement Officer
8. Director of Public Works
9. Fire Chief
10. Geographic Information Systems (GIS) Coordinator
11. Heavy Equipment Technician
12. Information Technology Specialist
13. Laboratory Technician
14. Library Director
15. Line Crew Technician
16. Maintenance Supervisor
17. Modernization Coordinator (Housing Authority)
18. Maintenance Worker
19. Meter Reader
20. Motor Equipment Technician
21. Occupancy Clerk (Housing Authority)
22. Occupancy Director (Housing Authority)
23. Planner
24. Police Captain
25. Purchasing Manager
26. Secretary
27. Senior Account Clerk Typist (Double-Entry Bookkeeping)
28. Senior Account Clerk Typist (Non-Double Entry Bookkeeping)
29. Senior Code Enforcement Officer
30. Senior Engineering Technician
31. Senior Librarian
32. Senior Library Clerk
33. Tenant Relations Coordinator (Housing Authority)
34. Transit Operator
35. Wastewater Treatment Plant Worker I
36. Wastewater Treatment Plant Worker III
37. Water Plant Maintenance Mechanic

DATA COLLECTION FORM

Participant Information:

Name of Organization:	
Address of Organization:	
City, State, Zip	
Individual Completing Form:	
Title:	
Telephone:	
Email Address:	

Organizational Questions:

1. How many total customers/residents does your organization serve? If school district, also include total enrollment.

Total Customers/Residents	
Total Enrollment	

2. What is your organization's annual operating budget (do not include capital budget)?

Annual Operating Budget	\$	
--------------------------------	----	--

3. What is the total number of full-time employees in your organization?

Number of Full-Time Employees	
--------------------------------------	--

4. What is the total number of job titles in your organization?

Number of Job Titles	
-----------------------------	--

Pay Practice Information:

Exempt = FLSA Exempt

Non-Exempt = FLSA Non Exempt

5. Please provide the most recent average total percentage increase in *individual employee* salaries granted for each of the employee groups listed (include merit increases, cost-of-living adjustments and general increases in total figure).

Executive/Mgmt	Exempt	Non-Exempt
%	%	%

6. Does your organization have an established salary range structure (please check the appropriate box for each employee group)?

	Executive/Mgmt	Exempt	Non-Exempt
YES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. If your organization provides a separate salary range adjustment where you increase the *salary ranges of your structure* by a fixed % (either in addition to or separate from increasing individual employee salaries), please provide the most recent salary range adjustment granted for each of the employee groups listed.

Executive/Mgmt	Exempt	Non-Exempt
%	%	%

Bonus Plan and Incentive Information

8. Please use the check boxes to indicate the types of bonus plans that apply to each employee group.

Type of Bonus Plan	Executive/Mgmt	Exempt	Non-Exempt
Lump-Sum Bonuses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gain Sharing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team Incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skill-Based Pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge-Based Pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance Pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Longevity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Incentive Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (list)			

General Benefits Information:

9. Indicate what the value of your offered benefits are as a percent of salary; include social security, health, retirement, insurance, etc.; *do not include any leave benefits. Please note that this information may need to be obtained from your finance department, as they are more likely to track this information.*

Executive/Mgmt	Exempt	Non-Exempt
%	%	%

10. Please provide the maximum percentage of salary contributed by employees and your organization, if any, to a retirement plan, for each listed employee group. NOTE: *Those are the actual amounts (expressed as a % of base salary) that are being contributed to a retirement plan.*

	Executive/Mgmt	Exempt	Non-Exempt
Organization	%	%	%
Employee	%	%	%

11. Indicate the number of paid holidays offered per year:

Executive/Mgmt	Exempt	Non-Exempt

12. Indicate the number of personal/floater days offered per year (if a separate leave):

Executive/Mgmt	Exempt	Non-Exempt

13. Provide the number of bereavement days offered per incident (if a separate leave):

Executive/Mgmt	Exempt	Non-Exempt

14. If your organization has a combined paid-time-off policy (a policy that combines sick leave days and vacation days into one plan), indicate the average number of **paid-time-off** days earned each year, per years of service, for each employee group. If your organization has separate vacation policies and sick-leave policies, go to questions 20 & 21.

Years of Service	Executive/Mgmt	Exempt	Non-Exempt
< 2 years			
2 but < 5 years			
5 but < 10 years			
10 but < 15 years			
15 but < 20 years			
20 but < 25 years			
25 or more years			

15. Indicate the average number of **vacation days** earned each year, per years of service, for each employee group. (Note: if you have already reported the number of days on the previous question, proceed to question 22).

Years of Service	Executive/Mgmt	Exempt	Non-Exempt
< 2 years			
2 but < 5 years			
5 but < 10 years			
10 but < 15 years			
15 but < 20 years			
20 but < 25 years			
25 or more years			

16. Indicate the average number of **sick-leave days** earned each year, per years of service, for each employee group. (Note: if you have already reported the number of days in the paid-time-off section in question 19, proceed to question 22).

Years of Service	Executive/Mgmt	Exempt	Non-Exempt
< 2 years			
2 but < 5 years			
5 but < 10 years			
10 but < 15 years			
15 but < 20 years			
20 but < 25 years			
25 or more years			

17. Does your organization offer any other special days off (e.g. blood days, performance days, etc.)?

Special Days off	
YES	<input type="checkbox"/>
NO	<input type="checkbox"/>

If yes, please describe:

18. Does your organization allow employees to accrue (or "bank") unused leave?

Accrue Unused Leave?	
YES	<input type="checkbox"/>
NO	<input type="checkbox"/>

If yes, what is the maximum number of leave DAYS that can be accrued?

PTO	Vacation	Sick Leave

19. Does your organization pay out accrued (or "banked") unused leave?

Pay -Out Accrued/Unused Leave?	
YES	<input type="checkbox"/>
NO	<input type="checkbox"/>

If yes, under what circumstances will the payout occur, please describe?

If yes, what is the maximum number of DAYS that can be paid-out?

PTO	Vacation	Sick Leave

Any additional information on this question, please type/write here.

20. For the following listed benefits, indicate which are offered by providing the average percentage contributions (e.g., 100/0, 80/20, 70/30, 50/50, etc.) paid by both the employee and the employer (report whole percentages only). **Note: If more than one plan, report the most popular (widely-selected) plan.** If contribution amounts are the same for all employee groups, please complete the first section only. In all categories, assume individual (employee only) coverage.

Executive/Mgmt

Benefit	Employer %	Employee %
Medical Insurance	%	%
Group Life Insurance	%	%
Supplemental Life Insurance	%	%
Dental (if separate from medical)	%	%
Vision (if separate from medical)	%	%
Prescription Drug (if separate from medical)	%	%
Employee Assistance Programs (i.e. counseling)	%	%
Short-Term Disability	%	%
Long-Term Disability	%	%
Tuition Reimbursement	%	%

Exempt

Benefit	Employer %	Employee %
Medical Insurance	%	%
Group Life Insurance	%	%
Supplemental Life Insurance	%	%
Dental (if separate from medical)	%	%
Vision (if separate from medical)	%	%
Prescription Drug (if separate from medical)	%	%
Employee Assistance Programs (i.e. counseling)	%	%
Short-Term Disability	%	%
Long-Term Disability	%	%
Tuition Reimbursement	%	%

Non-Exempt

Benefit	Employer %	Employee %
Medical Insurance	%	%
Group Life Insurance	%	%
Supplemental Life Insurance	%	%
Dental (if separate from medical)	%	%
Vision (if separate from medical)	%	%
Prescription Drug (if separate from medical)	%	%
Employee Assistance Programs (i.e. counseling)	%	%
Short-Term Disability	%	%
Long-Term Disability	%	%
Tuition Reimbursement	%	%

21. Does your organization offer any flexible (cafeteria) benefits under Section 125 or 129 of the Internal Revenue Code (IRC) to full-time employees (please check the appropriate box)?

Flexible Benefits Plan	
YES	<input type="checkbox"/>
NO	<input type="checkbox"/>

22. If yes, which of the following benefits does your plan include for full-time employees? (Please check the appropriate boxes.) Definitions for each type are provided below the table.

Benefits Included in Plan	
Premium Conversion	<input type="checkbox"/>
Flexible Spending Account (FSA)	<input type="checkbox"/>
Simple Choice	<input type="checkbox"/>
Full Flex	<input type="checkbox"/>
Consumer Driven Health Plan (CDHP)	<input type="checkbox"/>

Premium Conversion – employees take a voluntary reduction in wages on a pre-tax basis equal to the employee portion of the premium for health and welfare benefits.

Flexible Spending Account (FSA) – Employees put aside money for eligible unreimbursed medical or dependent care expenses on a pre-tax basis.

Simple Choice – Employees choose from a *limited* number of benefits packages.

Full Flex – Employees choose from a *broad* menu of benefit options. Employees typically are allotted 'flex credits' or 'flex dollars' to offset the cost of benefits.

Consumer Driven Health Plan (CDHP) – A plan that attempts to contain medical benefits costs by empowering employees to make informed choices regarding quality and efficiency of their health care.

Detailed Benefits Information:

The following information is being collected in an attempt to arrive at a *total compensation* (salary plus benefits) figure. In order to calculate this figure, we need to know *what it costs your organization, on a monthly basis, to provide the various benefits to your employees.* The information that we're collecting in this section is probably the same information you referred to in arriving at the figure you reported in question #9 of the General Benefits Information section, (i.e., the dollar amount that you divided average salaries by to arrive at that percentage. Again, you may need to obtain this information from your finance department.)

Please provide the monthly costs (dollar amount) for the **employer only** for the listed benefit offered by your organization: *(If more than one plan exists, report the most popular or widely-selected plan).*

Monthly Costs (most expensive) Employer Costs Only	Executive/ Mgmt	Exempt	Non-Exempt
Medical Insurance - Individual	\$	\$	\$
Medical Insurance - Family	\$	\$	\$
Medical Insurance - Two Person	\$	\$	\$
Dental Insurance - Individual	\$	\$	\$
Dental Insurance - Family	\$	\$	\$
Group Life Insurance	\$	\$	\$
Supplemental Life Insurance	\$	\$	\$
Vision Coverage (if separate from medical)	\$	\$	\$
Prescription Drug (if separate from medical)	\$	\$	\$
Short-Term Disability	\$	\$	\$
Long-Term Disability	\$	\$	\$
Employee Assistance Programs (i.e., counseling)	\$	\$	\$
Other (please list)	\$	\$	\$

INSTRUCTIONS FOR SALARY SURVEY COMPLETION

This is the second half of the survey for reporting the salary data for each benchmark job matched at your organization. Please review the summaries that follow and input the appropriate data on the included/attached spreadsheet.

Salary Information: Please follow the guidelines outlined below in providing salary information for each benchmark position on the salary information sheet of the questionnaire. The benchmark summaries begin on page 15 of the survey.

- o Make an entry on the form for each survey position. **If you have no comparable job, or you do not believe that a job in your organization is a valid match, indicate "none" or "no match" in the space provided.**
- o Please read each benchmark summary job description carefully and match your job based on duties defined in the description, not just the job title.
- o Report those employees from your organization who perform the functions of the survey job at least 70% of the time worked.
- o Report all salary information on an annual basis as of January 1, 2009 or current.
- o Please provide the information requested for each job including:
 - **Your organization's job title.**
 - **Number of employees in the classification** - indicate the number of employees currently in the job for which you are reporting.
 - **Number of hours worked per year** - indicate the standard number of hours per year that the annual salary is based on (example: Receptionist works 1,950 hours/year, based on 37.5 hour work-week, or 2,080 hours/year, based on a 40 hour work-week). If a combination of hours, please standardize to 2,080 hours/year.
 - **Actual annual base salary** - report the annual base salary or average of annual base salaries paid for all incumbents in each job, **effective as of January 1, 2009. Exclude any additional payments such as longevity or other forms of variable pay.** If a combination of hours, please standardize to 2,080 hours/year. Report salaries for full-time employees only.
 - **Formal annual salary range** - if applicable, report the *formal* annual salary range structure minimum, midpoint and maximum for each job. **Do not enter actual wages (i.e., lowest or highest paid rates). Leave blank if there are no formal ranges.** If a combination of hours, please standardize to 2,080 hours/year.

Please keep a copy of your completed data collection form to facilitate your organization's interpretation of survey results and as a guide for completing any future surveys.

BENCHMARK SUMMARIES

Please refer to the following description summaries to assist you in matching your positions to the corresponding numbered benchmark jobs on the salary information sheet. Level differentiations are at the beginning of each job description summary, along with reporting relationships, and typical education and experience requirements are included at the end of each job description summary.

Benchmark 1: Account Clerk Typist

Level: 2 of 4

Comparable titles: Accounting Support, Accounting Assistant, Accounting Technician

Summary: This is the first level in the Accounting Support series and is responsible for performing basic and defined office and accounting support for an assigned department or function. Responsibilities include performing basic data entry, filing reports and forms, running defined reports and answering basic questions about department procedures and policies.

Qualifications: Associate's degree in Accounting or Business Administration or high school diploma or GED with 2 years of accounting or bookkeeping experience.

Licensing Requirements: Valid NYS driver's license

Benchmark 2: Accountant

Level: 1 of 3

Summary: This is the first level of the Accounting series and is responsible for performing professional level accounting responsibilities. Responsibilities may include preparing and entering journal entries; maintaining, reviewing, and verifying accounts; preparing health insurance budget, invoices, and reimbursements; reviewing claims and maintaining expense and revenue records.

Qualifications: Bachelor's degree in accounting or business administration, which must have included or been supplemented by at least 18 credits in accounting or Associate's degree in accounting or business administration, which must have included or been supplemented by at least 18 credits in accounting and 2 years of accounting or financial management experience.

Licensing Requirements: Valid NYS driver's license

Benchmark 3: Building Inspector (Housing Authority)

Level: 1 of 2

Summary: This is the first level of the Housing Inspection & Development series and is responsible for performing the annual internal and external inspection of Authority housing units to ensure compliance with all state, federal and Uniform Physical Conditions Standards building codes. Responsibilities include performing housekeeping inspections during housing turnovers and monitoring contract projects in accordance with applicable standards.

Qualifications: Associate's degree in mechanical or construction technology and 1 year experience in building construction work or code enforcement or high school diploma or GED and 3 years experience in building construction work.

Licensing Requirements: Valid NYS driver's license

Benchmark 4: Chief Water Plant Operator (Type A Plant with facilities for filtration which treats over 2.5 million gallons per day)

Level: 5 of 5

Summary: This is the senior level of the Water Plant series and is responsible for overseeing the operations of water distribution, lab tests and water treatment by ensuring policies and procedures are implement and followed. Responsibilities include supervising staff, assigning and directing operations, preparing annual budget proposals, and developing and approving on required reports.

Qualifications: Graduation from high school diploma or GED, successful completion of appropriate level water treatment operator courses approved by NYS DOH and 10 years of operating experience, with at least 1 year operating experience at a grade IA water treatment plant and 1 year at a minimum of a grade IIA water treatment plant.

Licensing Requirements: Valid NYS driver's license.

Benchmark 5: City Assessor

Level: 2 of 2

Summary: This is the senior level of the Assessment series and is responsible for managing the assessment operations. Responsibilities include developing valuation methodologies and procedures, inspecting properties, preparing reports, planning and managing special projects, and responding to question, complaints and issues from the public.

Qualifications: Bachelor's degree in mathematics, accounting, business, economics, public administration, science or closely related field and 4 years of full-time paid experience as an assessor, appraiser, valuation data manager, or similar experience.

Licensing Requirements: Valid NYS driver's license

Benchmark 6: Civil Engineer

Level: 1 of 3

Summary: This is the first level of the Engineering series and is responsible for performing professional level engineering design and project management. Responsibilities include managing all aspects of construction projects by coordinating zoning, permits, and project steps; surveying; designing projects; preparing project specifications; preparing budget estimates; coordination with contractors, field inspections, and regulatory oversight.

Qualifications: Bachelor's degree in Civil Engineering or related engineering field. Must obtain Fundamentals of Engineering status from NYS within 2 years of appointment.

Licensing Requirements: Valid NYS driver's license

Benchmark 7: Code Enforcement Officer

Level: 2 of 4

Summary: This is the second level of the Code Enforcement series and is responsible for enforcing and ensuring compliance with all state building codes. Responsibilities include reviewing building plans, performing inspections, and issuing permits and certifications.

Qualifications: Associate's degree in mechanical or construction technology and 1 year experience in building construction work or code enforcement; or high school diploma or GED and 3 years experience in building construction work.

Licensing Requirements: Valid NYS driver's license

Benchmark 8 : Director of Public Works

Level: 2 of 2

Summary: This is the senior level of the Public Works Management series and is responsible for directing the overall operations and strategic direction of the public works department. Responsibilities include planning, developing and overseeing the implementation of the long-term public works plan, developing the overall budget, prioritizing and assigning projects in accordance with the development plan; and development of operational policies and procedures.

Qualifications: Bachelor's degree in engineering or closely related field and 5 years of experience in project management and in maintenance and construction, 2 of which must have been in a supervisory capacity.

Licensing Requirements: Valid NYS driver's license

Benchmark 9: Fire Chief

Level: 2 of 2

Summary: This is the senior level of the Fire Management series and is responsible for directing and planning the operations, policies, procedures, and projects of the Fire department. Responsibilities include developing, implementing, and reviewing long term goals; preparing the annual budget; establishing operational controls and standards; and providing leadership in emergency situations.

Qualifications: Bachelor's degree or higher in Fire Protection, Criminal Justice, Business Administration, Public Administration, or related field and 2 years experience in a fully paid fire department of similar size to that of the size of the City of Watertown in a title equivalent to that of Battalion Fire Chief for the City of Watertown.

Licensing Requirements: Must possess certifications in Firefighter I & II (or have completed NYS Firefighter Minimum Training of 229 hours) and Fire Officer I (State or National) at time of appointment. Must obtain Fire Instructor/Fire Inspector certification within 1 year of appointment.

Must possess and maintain a valid NYS driver's license at time of appointment and to continue employment.

Benchmark 10: Geographic Information Systems (GIS) Coordinator

Level: 2 of 2

Summary: This is the senior level of the GIS series. Responsibilities include developing, administering and coordinating the GIS system, creating infrastructure databases, overseeing the work of GIS staff, coordinating projects and maintaining system maps.

Qualifications: Bachelor's degree in GIS technology, geography, urban planning or closely related field and 4 years of experience administering a Geographic Information System or other computerized mapping and assessment system.

Licensing Requirements: Valid NYS driver's license

Benchmark 11: Heavy Equipment Operator

Level: 5 of 7

Summary: This is the fifth level of the Maintenance series and is responsible for operating all types of equipment, including automated equipment. Responsibilities include operating equipment in dangerous situations, overseeing a small crew, and performing preventative maintenance.

Qualifications: High school diploma or GED & 1 year of experience in the operation of standard Public Works equipment and/or vehicles.

Licensing Requirements: Valid NYS driver's license, CDL-A or B

Benchmark 12: Information Technology Specialist

Level: 1 of 2

Summary: This is the first level of the Information Technology series and is responsible for ensuring the functionality of information systems. Responsibilities may include providing end-user support for systems by troubleshooting technical issues, researching questions, updating systems, reviewing operating policies, coordinating computer updates, updating websites or specialized department programs and coordinating services with system providers.

Qualifications: Associate's degree in network technologies or related field and 3 years of experience in computer network administration and user support.

Licensing Requirements: Valid NYS driver's license

Benchmark 13: Laboratory Technician

Level: 1 of 1

Summary: This is the stand-alone classification responsible for performing all types of required analysis on water or wastewater supplies. Responsibilities may include obtaining samples as required; analyzing samples with applicable tests; completing required reports; making reagents and chemicals as needed; and maintaining laboratory equipment and supplies.

Qualifications: Associate's degree or higher with 8 credit hours in chemistry or microbiology and 1 year of related work experience.

Licensing Requirements: Wastewater Treatment Plant: Must obtain 2A Operator's Certificate issued by NYS DOH within 2 years of appointment. Water Treatment Plant: Must obtain IIA Operator's Certificate issued by the NYS DOH within 2 years of appointment. Certifications must be maintained to continue employment. Valid NYS driver's license.

Benchmark 14: Library Director

Level: 3 of 3

Summary: This is the senior level of the Library series and is responsible for the management of the Library operations. Responsibilities include supervising and overseeing the library staff, developing and implementing long and short-term plans for the development of library programs and collections, developing and administering the budget and developing and implementing operating policies and procedures.

Qualifications: Master's degree in Library Science and 6 years of experience as a Professional Librarian, 2 of which must have been in a supervisory capacity.

Licensing Requirements: Public Librarian's Professional Certificate issued by NYS, valid NYS driver's license.

Benchmark 15: Line Crew Technician

Level: 2 of 3

Summary: This is the second level of the Line Crew series and is responsible for constructing and maintaining electrical, communication and traffic systems. Responsibilities include installing new systems, responding to and troubleshooting issues and problems with systems, performing preventative maintenance as scheduled and assisting with electrical and communication needs or special events.

Qualifications: Associate's degree and 3 years of experience on electrical or fiber installation and/or maintenance or high school diploma or GED and 5 years of experience on electrical or fiber installation and/or maintenance.

Licensing Requirements: NYS driver's license, CDL with Class B endorsement within 6 months of permanent appointment

Benchmark 16: Maintenance Supervisor

Level: 7 of 7

Summary: This is the senior level of the Maintenance series and is responsible for the overall project development, scheduling, assigning and review of maintenance and construction projects. Responsibilities may include scheduling multiple work projects, developing project and annual budgets, coordinating with contract staff and reviewing project designs.

Qualifications: Associate's degree in Engineering or Mechanical Technology preferred and 5 years of progressively responsible experience on a work crew, 2 years of which shall have been in a supervisory capacity.

Special requirement for assignment to Water Department: Applicant must possess Grade D Water Distribution Operator's Certificate at time of appointment or within 1 year of appointment.

Licensing Requirements: Valid NYS driver's license

Benchmark 17: Modernization Coordinator (Housing Authority)

Level: 2 of 2

Comparable titles: Maintenance Supervisor

Summary: This is the senior level of the Housing Inspection and Development series and is responsible for the overall project development, scheduling, assigning, and review of maintenance and construction projects. Responsibilities may include scheduling multiple work projects, developing project and annual budgets, coordinating with contract staff and reviewing project designs to ensure compliance with applicable codes and standards.

Qualifications: Bachelor's degree in Engineering or Mechanical Technology preferred and 3 years of progressively responsible experience on a work crew, 2 years of which shall have been in a supervisory capacity.

Licensing Requirements: Valid NYS driver's license

Benchmark 18: Maintenance Worker

Level: 2 of 7

Comparable titles: Painter, Janitor

Summary: This is the second level of the Maintenance series and is responsible for maintaining buildings and grounds, installing and maintaining road signs or traffic safety devices, marking roads for painting, making minor repairs, cleaning and painting.

Qualifications: High school diploma or GED and 1 year of work experience preferably in general grounds, plumbing, building/facility maintenance.

Licensing Requirements: Valid NYS driver's license

Benchmark 19: Meter Reader

Level: 1 of 2

Summary: This is the first level of the Meter series and is responsible for reading meters on assigned routes. Responsibilities include scheduling work orders, posting notices, preparing bills for customers and maintaining equipment.

Qualifications: High school diploma or GED and 1 year of work experience.

Licensing Requirements: Valid NYS driver's license

Benchmark 20: Motor Equipment Technician

Level: 1 of 1

Comparable titles: Mechanic

Summary: This is the stand-alone classification for Motor Equipment Maintenance and is responsible for repairing and maintaining City vehicles. Responsibilities include diagnosing and troubleshooting problems; performing preventative maintenance; performing all types of repair work as necessary; and performing vehicle inspections.

Qualifications: Associate's degree or certificate in motor equipment technology or mechanics or Associate's degree in a technical or trade oriented field plus 1 year of experience in a motor equipment repair shop, or high school diploma or GED supplemented by a technical or vocational program in motor equipment repair shop and 3 years of experience performing repair and maintenance of motor equipment under the supervision or direction of a skilled motor equipment mechanic.

Licensing Requirements: Valid NYS driver's license

Benchmark 21: Occupancy Clerk (Housing Authority)

Level: 1 of 5

Summary: This is the first level of the Housing series responsible for assisting clients with housing assistance applications and assisting with the coordination of the entry and exit of apartments. Responsibilities include but are not limited to completing paperwork for move-ins and collecting fees as required.

Qualifications: High school diploma or GED and 2 years of clerical experience involving public contact, telephones and data entry.

Licensing requirements: Public Housing Special certification within 1 year of appointment, valid NYS driver's license

Benchmark 22: Occupancy Director (Housing Authority)

Level: 5 of 5

Comparable titles: Assistant Housing Director

Summary: This is the fifth level of the Housing series responsible for assisting with the overall management of the Watertown Housing Authority operations. Responsibilities include overseeing the daily operations of the Housing departments, assisting with budget development, monitoring and administering budget, overseeing the development of performance reports and assisting with policy and procedure development.

Qualifications: Bachelor's degree in Public Administration, Business Administration, Business Management or related field and 5 years of housing experience, 2 of which must have been in a supervisory capacity.

Licensing requirements: Valid NYS driver's license

Benchmark 23: Planner

Level: 1 of 3

Summary: This is the first level of the Planner series and is responsible for performing basic planning work through design, grant coordination and review process facilitation. Responsibilities may include planning the use and development of a small and defined area, reviewing zoning appeals and coordinating defined planning processes.

Qualifications: Bachelor's degree in planning, architecture, landscape architecture, engineering, environmental studies, historic preservation, public administration or related field and 1 year of experience in planning.

Licensing Requirements: Valid NYS driver's license

Benchmark 24: Police Captain

Level: 1 of 2

Summary: This is the first level in the Police Management series and is responsible for the operations of the department. Responsibilities include ensuring policies and procedures are followed, reviewing staffing levels, scheduling staff, monitoring, maintaining and administering the department budget responding to public questions and reviewing reports and investigations.

Qualifications: Bachelor's degree in Criminology, Criminal Justice, Sociology, Social Psychology, or closely related field and 2 years of full-time experience as Police Lieutenant or a total of 6 years combined experience as Police Lieutenant and Police Sergeant, 1 of which must have been as a Police Lieutenant.

Licensing Requirements: Valid NYS driver's license

Benchmark 25: Purchasing Manager

Level: 1 of 1

Summary: This is the stand-alone classification for administering and overseeing the purchasing activities of City departments. Responsibilities include implementing and administering purchasing policies and procedures, creating and reviewing bid and project specifications, administering the bid process and monitoring the purchasing activities.

Qualifications: Bachelor's degree in accounting, business or public administration or economics and 3 years of experience in large scale purchasing of a variety of commodities.

Licensing Requirements: Valid NYS driver's license

Benchmark 26: Secretary

Level: 1 of 3

Comparable titles: Administrative Assistant

Summary: This is the second level of the Administrative Support series and is responsible for performing a variety of complex clerical and administrative support tasks.

Qualifications: Associate's degree in Office Technology or related field and 1 year of clerical experience, or high school diploma or GED and 3 years of clerical experience.

Licensing Requirements: None

Benchmark 27: Senior Account Clerk Typist (Double-Entry Bookkeeping)

Level: 3 of 4

Comparable titles: Accounting Technician

Summary: This is the third level in the Accounting Support series and is responsible for performing moderately complex office and accounting related tasks for an assigned department or function. Responsibilities may include developing reports from multiple sources prioritizing assignments, researching more complex questions and requests and working with external organizations.

Qualifications: Associate's degree in Accounting or Business Administration and 1 year of accounting or bookkeeping experience.

Licensing Requirements: None

Benchmark 28: Senior Account Clerk Typist (Non-Double-Entry Bookkeeping)

Level: 2 of 4

Comparable titles: Accounting Technician

Summary: This is the second level in the Accounting Support series and is responsible for performing moderately complex office and accounting related tasks for an assigned department or function. Responsibilities may include developing reports from multiple sources prioritizing assignments, researching more complex questions and requests and working with external organizations.

Qualifications: Associate's degree in Accounting or Business Administration and 1 year of accounting or bookkeeping experience.

Licensing Requirements: None

Benchmark 29: Senior Code Enforcement Officer

Level: 3 of 4

Summary: This is the third level of the Code Enforcement series and is responsible for enforcing and ensuring compliance with all state building codes, reviewing building plans, performing inspections and issuing permits and certifications. Supervision is exercised over code enforcement officers and clerical support staff.

Qualifications: Associate's degree in mechanical or construction technology and 3 years experience in building construction work.

Licensing Requirements: Valid NYS driver's license

Benchmark 30: Senior Engineering Technician

Level: 2 of 3

Summary: This is the second level of the Engineering Support series and is responsible for performing all aspects of project specifications and designing to support the engineering and development of City projects. Responsibilities may include surveying project sites to develop specifications and project layout; coordinating contract workers and vendors to complete projects, inspecting construction and materials, designing project sites using computer aided design and reviewing plans to ensure they meet specifications.

Qualifications: Associate's degree in Civil Engineering or closely related engineering field with 2 years of experience in drafting, surveying or assisting in engineering type projects.

Licensing requirements: Valid NYS driver's license

Benchmark 31: Senior Librarian

Level: 2 of 3

Summary: This is the second level of the Library series and is responsible for performing all the duties of the Librarian as well as administrative responsibilities for the Library Department. Responsibilities include overseeing the development and implementation of computer systems, developing collections and coordinating department projects.

Qualifications: Master's in Library Science and 5 years of experience as a Professional Librarian. Applicant must possess Public Librarian's Professional Certificate issued by NYS within 3 months of appointment.

Licensing Requirements: None

Benchmark 32: Senior Library Clerk

Level: 2 of 3

Summary: This is the senior level of the Library Support series and is responsible for supervising the library support staff. Responsibilities include all Library Clerk functions as well as scheduling staff and projects and assigning projects to staff.

Qualifications: Associate's degree and 1 year of experience working in a library; or high school diploma or GED and 3 years of experience working in a library.

Licensing Requirements: None

Benchmark 33: Tenant Relations Coordinator (Housing Authority)

Level: 3 of 5

Summary: This is the third level of the Housing series responsible for coordinating relationships between tenants and management and coordinating services with local agencies. Responsibilities include referring residents to community agencies for personal needs; preparing newsletters to convey information on public services; planning and organizing social and educational events for tenants; and assisting and training tenant associations.

Qualifications: Associate's degree in Human Services, Sociology, Psychology or related field and 3 years of experience in public relations and customer service; or high school diploma or GED and 5 years of experience in public relations and customer service.

Licensing Requirements: Valid NYS driver's license

Benchmark34: Transit Operator

Level: 1 of 3

Comparable titles: Driver, Bus Driver

Summary: This is the first level of the Transit series and is responsible for operating a transit bus on an assigned route. Responsibilities include inspecting vehicle before use; fueling vehicles; selling coupons and tickets; collecting fares; and answering questions from the public. Some positions may require cleaning buses at the end of routes.

Qualifications: High school diploma or GED and 1 year of experience operating a related vehicle.

Licensing Requirements: NYS driver's license, CDL Class B with "P" endorsement. Candidates must satisfy the requirements contained in Article 19-A of the New York State Vehicle and Traffic Law.

Benchmark 35: Wastewater Treatment Plant Worker I

Level: 2 of 5

Summary: This is the second level of the Wastewater Treatment series, is licensed, and is responsible for performing the basic and defined functions to ensure the effective operation of the plant. Responsibilities include making operational adjustments as defined by facility standard operational procedures; assisting more experienced workers on projects; working alone on routine projects; and performing routine laboratory tests.

Qualifications: High school diploma or GED. Possession of a Grade 2, 3 or 4 Wastewater Treatment Plant Operator Certificate issued by the NYS DEC (with or without the "A" designation).

Licensing Requirements: Valid NYS driver's license

Benchmark 36: Wastewater Treatment Plant Worker III

Level: 4 of 5

Summary: This is the fourth level of the Wastewater Treatment series, is licensed, and is responsible for performing complex operational and maintenance projects at the plant with oversight of assigned staff. Responsibilities include running the incinerator; making and recommending long-term operational adjustments; reviewing performance data and assisting with state reporting; performing routine laboratory tests; and providing work direction to plant staff. Incumbent may be assigned extra duties such as facility training officer or facility safety officer.

Qualifications: High school diploma or GED and 2 years of experience in the maintenance, repair and/or operations of equipment commensurate with that found at the City's facilities; and 4 years experience at a minimum grade 3A facility as defined by the NYS DEC.

Licensing Requirements: Possession of a Grade 3A or 4A Wastewater Treatment Plant Operator Certificate issued by the NYS DEC at time of appointment, valid NYS driver's license.

Benchmark 37: Water Plant Maintenance Mechanic

Level: 3 of 5

Summary: This is the third level of the Water Plant series and is responsible for repairing and maintaining water plant equipment, as well as making operational adjustments, conducting lab tests, and adding chemicals as necessary. Responsibilities include repairing pumps and related equipment; inspecting equipment and controls; installing new and repaired equipment; and performing preventative maintenance as scheduled.

Qualifications: High school diploma or GED and 2 years experience in the maintenance and repair of water treatment plant equipment or similar mechanical and electrical equipment. Must receive IIA certification issued by the NYS DOH within 2 years of appointment.

Licensing Requirements: Must maintain IIA Operator Certification and valid NYS driver's license

CITY OF WATERTOWN -- SALARY INFORMATION FORM

Please review the preceding job description summaries to assist in matching jobs

BENCH- MARK NO.	BENCHMARK TITLE	YOUR ORGANIZATION'S TITLE	NOTES	NO. OF EMP'S. IN CLASS.	ANNUAL ACTUAL OR AVG. OF ACTUAL BASE SALARY*	FORMAL ANNUAL SALARY RANGE (if applicable) (NOT lowest & highest actual rates)		
						MINIMUM	MIDPOINT	MAXIMUM
1	Account Clerk Typist							
2	Accountant							
3	Building Inspector (Housing Authority)							
4	Chief Water Plant Operator							
5	City Assessor							
6	Civil Engineer							
7	Code Enforcement Officer							
8	Director of Public Works							
9	Fire Chief							
10	Geographic Information Systems (GIS) Coordinator							
11	Heavy Equipment Technician							
12	Information Technology Specialist							
13	Laboratory Technician							
14	Library Director							
15	Line Crew Technician							
16	Maintenance Supervisor							
17	Modernization Coordinator (Housing Authority)							
18	Maintenance Worker							
19	Meter Reader							
20	Motor Equipment Technician							
21	Occupancy Clerk (Housing Authority)							
22	Occupancy Director (Housing Authority)							
23	Planner							
24	Police Captain							
25	Purchasing Manager							
26	Secretary							
27	Senior Account Clerk Typist (Double-Entry Bookkeeping)							
28	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)							
29	Senior Code Enforcement Officer							
30	Senior Engineering Technician							
31	Senior Librarian							
32	Senior Library Clerk							
33	Tenant Relations Coordinator (Housing Authority)							
34	Transit Operator							
35	Wastewater Treatment Plant Worker I							
36	Wastewater Treatment Plant Worker III							
37	Water Plant Maintenance Mechanic							

H – Recommended Job Evaluation Ratings and Ranges by Title

Proposed Series Title	Proposed Class Title	Series Level	Final Rating	Recommended Minimum	Recommended Midpoint	Recommended Maximum
Accounting Series	Accountant	1 of 3	C41	\$45,126	\$50,767	\$56,408
Accounting Series	Accounting Supervisor	2 of 3	C43	\$48,783	\$54,881	\$60,978
Accounting Series	City Comptroller	3 of 3	E82	\$68,915	\$77,529	\$86,144
Accounting Support Series (City)	Account Clerk Typist	1 of 4	A12	\$30,484	\$34,295	\$38,105
Accounting Support Series (City)	Principal Account Clerk	4 of 4	B25	\$42,837	\$48,192	\$53,546
Accounting Support Series (City)	Senior Account Clerk Typist (Double-Entry Bookkeeping)	3 of 4	B22	\$35,974	\$40,471	\$44,968
Accounting Support Series (City)	Senior Account Clerk Typist (Non-Double Entry Bookkeeping)	2 of 4	B22	\$35,974	\$40,471	\$44,968
Administrative Support Series	Records Clerk	1 of 3	A12	\$30,484	\$34,295	\$38,105
Administrative Support Series	Secretary	2 of 3	B21	\$34,146	\$38,414	\$42,683
Administrative Support Series	Senior Secretary	3 of 3	B22	\$35,974	\$40,471	\$44,968
Assessment Series	City Assessor	3 of 3	D61	\$56,107	\$63,120	\$70,133
Assessment Series	Real Property Appraiser	2 of 3	C41	\$45,126	\$50,767	\$56,408
Assessment Series	Real Property Tax Service Aide	1 of 3	B21	\$34,146	\$38,414	\$42,683
Assistant to the City Manager	Assistant to the City Manager	1 of 1	C42	\$46,955	\$52,824	\$58,693
City Clerk Series	City Clerk	2 of 2	C42	\$46,955	\$52,824	\$58,693
City Clerk Series	Deputy City Clerk	1 of 2	B22	\$35,974	\$40,471	\$44,968
Civil Service Administrator	Civil Service Administrator	1 of 1	C42	\$46,955	\$52,824	\$58,693
Code Enforcement Series	Code Enforcement Assistant	1 of 4	B21	\$34,146	\$38,414	\$42,683
Code Enforcement Series	Code Enforcement Officer	2 of 4	B22	\$35,974	\$40,471	\$44,968
Code Enforcement Series	Code Enforcement Supervisor	4 of 4	C42	\$46,955	\$52,824	\$58,693
Code Enforcement Series	Senior Code Enforcement Officer	3 of 4	B24	\$40,092	\$45,103	\$50,115
Director of Water Utilities	Director of Water Utilities	1 of 1	D64	\$62,052	\$69,809	\$77,565
Engineering Series	City Engineer	3 of 3	E82	\$68,915	\$77,529	\$86,144
Engineering Series	Civil Engineer	1 of 3	C42	\$46,955	\$52,824	\$58,693
Engineering Series	Senior Civil Engineer	2 of 3	C44	\$51,072	\$57,456	\$63,840
Engineering Support Series	CAD Technician	3 of 3	C42	\$46,955	\$52,824	\$58,693
Engineering Support Series	Engineering Technician (Water Department)	1 of 3	B22	\$35,974	\$40,471	\$44,968
Engineering Support Series	Senior Engineering Technician	2 of 3	B23	\$37,803	\$42,528	\$47,253

Proposed Series Title	Proposed Class Title	Series Level	Final Rating	Recommended Minimum	Recommended Midpoint	Recommended Maximum
Fire Management Series	Deputy Fire Chief	1 of 2	D62	\$57,935	\$65,177	\$72,418
Fire Management Series	Fire Chief	2 of 2	E81	\$67,087	\$75,473	\$83,858
GIS Series	GIS Coordinator	2 of 2	C43	\$48,783	\$54,881	\$60,978
GIS Series	GIS Technician	1 of 2	B23	\$37,803	\$42,528	\$47,253
Industrial Pre-Treatment Laboratory Technician	Industrial Pre-Treatment Laboratory Technician	1 of 1	B22	\$35,974	\$40,471	\$44,968
Information Technology Series	Information Technology Manager	2 of 2	D64	\$62,052	\$69,809	\$77,565
Information Technology Series	Information Technology Specialist	1 of 2	B23	\$37,803	\$42,528	\$47,253
Laboratory Technician	Laboratory Technician	1 of 1	B23	\$37,803	\$42,528	\$47,253
Library Series	Librarian	1 of 3	C41	\$45,126	\$50,767	\$56,408
Library Series	Library Director	3 of 3	D62	\$57,935	\$65,177	\$72,418
Library Series	Senior Librarian	2 of 3	C43	\$48,783	\$54,881	\$60,978
Library Support Series	Library Clerk	1 of 2	A12	\$30,484	\$34,295	\$38,105
Library Support Series	Senior Library Clerk	2 of 2	B21	\$34,146	\$38,414	\$42,683
Line Crew Series	Line Crew Chief	3 of 3	C44	\$51,072	\$57,456	\$63,840
Line Crew Series	Line Crew Technician	2 of 3	B22	\$35,974	\$40,471	\$44,968
Line Crew Series	Line Crew Technician Trainee	1 of 3	A11	\$25,887	\$29,123	\$32,359
Maintenance Series	Facilities Maintenance Worker	3 of 7	B22	\$35,974	\$40,471	\$44,968
Maintenance Series	Heavy Equipment Operator	5 of 7	B24	\$40,092	\$45,103	\$50,115
Maintenance Series	Laborer	1 of 7	A11	\$25,887	\$29,123	\$32,359
Maintenance Series	Maintenance Crew Chief	6 of 7	B25	\$42,837	\$48,192	\$53,546
Maintenance Series	Maintenance Supervisor	7 of 7	C44	\$51,072	\$57,456	\$63,840
Maintenance Series	Maintenance Worker	2 of 7	A12	\$30,484	\$34,295	\$38,105
Maintenance Series	Motor Equipment Operator	4 of 7	B23	\$37,803	\$42,528	\$47,253
Meter Series	Meter Reader	1 of 2	A11	\$25,887	\$29,123	\$32,359
Meter Series	Meter Service Technician	2 of 2	B21	\$34,146	\$38,414	\$42,683
Motor Equipment Technician	Motor Equipment Technician	1 of 1	B22	\$35,974	\$40,471	\$44,968
Parking Enforcement Officer	Parking Enforcement Officer	1 of 1	A12	\$30,484	\$34,295	\$38,105
Parks & Recreation Program Manager	Parks & Recreation Program Manager	1 of 1	D61	\$56,107	\$63,120	\$70,133

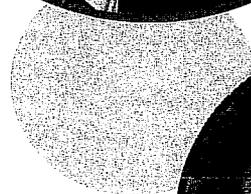
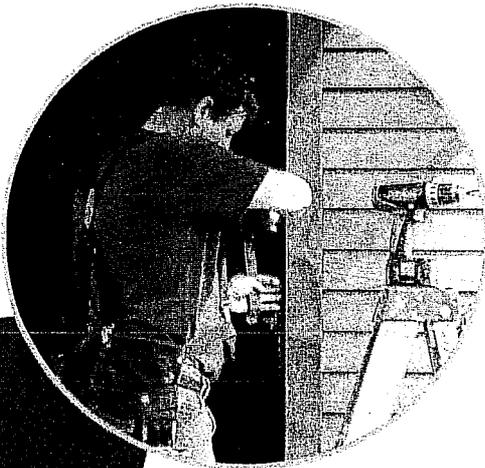
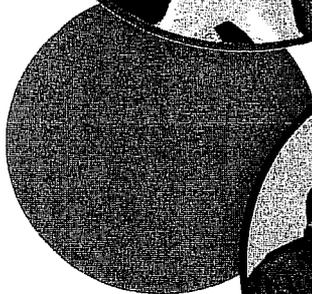
Proposed Series Title	Proposed Class Title	Series Level	Final Rating	Recommended Minimum	Recommended Midpoint	Recommended Maximum
Planning Series	Planner	1 of 3	C41	\$45,126	\$50,767	\$56,408
Planning Series	Planning & Community Development Director	3 of 3	E82	\$68,915	\$77,529	\$86,144
Planning Series	Senior Planner	2 of 3	C42	\$46,955	\$52,824	\$58,693
Police Management Series	Police Captain	1 of 2	D62	\$57,935	\$65,177	\$72,418
Police Management Series	Police Chief	2 of 2	E83	\$70,743	\$79,586	\$88,429
Public Works Management Series	Assistant Public Works Director	1 of 2	D62	\$57,935	\$65,177	\$72,418
Public Works Management Series	Director of Public Works	2 of 2	E81	\$67,087	\$75,473	\$83,858
Purchasing Manager	Purchasing Manager	1 of 1	C42	\$46,955	\$52,824	\$58,693
Secretary to the City Manager	Secretary to the City Manager	1 of 1	B25	\$42,837	\$48,192	\$53,546
Stock Attendant	Stock Attendant	1 of 1	A12	\$30,484	\$34,295	\$38,105
Transit Series	Senior Transit Operator	2 of 3	A13	\$32,312	\$36,351	\$40,390
Transit Series	Transit Operator	1 of 3	A12	\$30,484	\$34,295	\$38,105
Transit Series	Transit Supervisor	3 of 3	C41	\$45,126	\$50,767	\$56,408
Tree Trimmer	Tree Trimmer	1 of 1	B21	\$34,146	\$38,414	\$42,683
Wastewater Treatment Series	Chief Wastewater Treatment Plant Operator	6 of 6	D61	\$56,107	\$63,120	\$70,133
Wastewater Treatment Series	Wastewater Treatment Plant Operations & Maintenance Supervisor	5 of 6	C44	\$51,072	\$57,456	\$63,840
Wastewater Treatment Series	Wastewater Treatment Plant Trainee	1 of 6	A11	\$25,887	\$29,123	\$32,359
Wastewater Treatment Series	Wastewater Treatment Plant Worker I	2 of 6	A13	\$32,312	\$36,351	\$40,390
Wastewater Treatment Series	Wastewater Treatment Plant Worker II	3 of 6	B22	\$35,974	\$40,471	\$44,968
Wastewater Treatment Series	Wastewater Treatment Plant Worker III	4 of 6	B24	\$40,092	\$45,103	\$50,115
Water Distribution System Operator	Water Distribution System Manager	1 of 1	C42	\$46,955	\$52,824	\$58,693
Water Plant Series	Chief Water Plant Operator	5 of 5	D61	\$56,107	\$63,120	\$70,133
Water Plant Series	Water Plant Maintenance Mechanic	3 of 5	B21	\$34,146	\$38,414	\$42,683
Water Plant Series	Water Plant Maintenance Supervisor	4 of 5	C42	\$46,955	\$52,824	\$58,693
Water Plant Series	Water Plant Operator	2 of 5	B21	\$34,146	\$38,414	\$42,683
Water Plant Series	Water Plant Operator Trainee	1 of 5	A11	\$25,887	\$29,123	\$32,359



Helping People, Changing Lives

COMMUNITY ACTION PLANNING COUNCIL

of Jefferson County, Inc.



**HEAD START/PRE-K • HOUSING & ENERGY SERVICES
FAMILY CENTER • JEFFERSON-LEWIS CHILDCARE PROJECT**



CAPC

*COMMUNITY ACTION PLANNING COUNCIL
OF JEFFERSON COUNTY, INC.*

March 4, 2011

Mary Corriveau
City of Watertown
Watertown Municipal Building
245 Washington Street
Watertown, NY 13601

Re: 2011-2012 CAPC City Budget Request

Dear Mayor Graham, City Council Members and Ms. Corriveau:

The Community Action Planning Council of Jefferson County, Inc. is submitting **a request to you for the 2011-2012 City of Watertown Appropriation for a total of \$55,000. We are also requesting a onetime lump sum of \$25,000 to assist us through our loss of funding for emergency services.** Taking into consideration the bleak economic outlook for CAPC and others this coming year, at the same time, we are seeing a dramatic increase in the number of people requesting emergency services at CAPC. Our food pantry is seeing many new faces from the community, including low and middle-income families. 29% of our participants last year were new to our agency. Requests for assistance for rent to prevent eviction and for assistance with utilities have also increased sharply. Many families are working, but just can't make ends meet; i.e., they may choose to pay other "necessity" bills first and find there is just no money left for prescriptions and food. Food is the only flexible part of their budget.

Our total projected agency budget for **FY2011 is \$4,503,700, which is still unsettled because of the negotiations in Washington and Albany. FY 2010 budget was \$7,408,747.** This is a **difference of \$2,878,047.** As you can see, our budget has decreased substantially, but our demand has increased dramatically and is still growing.

This is the reason we are requesting some extra assistance this year with the \$25,000 lump sum. In my 18 years here at CAPC, I have never seen the lines so long for the Food Pantry. We are low on food and are putting out a plea to the public to help with donations through food drives scheduled this spring, summer and fall. Emergency services such as rent to prevent eviction, assistance with utility bills while receiving shut off notices, water bills, fuel and more are increasing and we have no FEMA funds to assist them at this point. We are not even sure if we will be receiving FEMA funding or not or if we will be cut.....

If we don't take care of these residents and neighbors, they will be turning back to the government for help. Within our programs, we offer a professional career path for parents of our Head Start children, who often become Teacher Aides and climb to ladder to teacher status or move in to another CAPC program. We build on the strengths of clients and staff and we have many recipients want to give back because we've helped them in the past.

CAPC provides the supports so families can work. We offer quality child care placements so families can go to work and not worry about their children; we deliver food to Seniors; we screen every Head Start child for early intervention services, saving taxpayers in the long run, parent involvement can lead to a career path to finish school and become self-sustaining, we serve young military families that are isolated from their families; we lessen the burden of housing issues, we are frugal and our Single Audits each year are above reproach. We save government money and the community needs us.

We are also required to leverage 25% local share as a match to much of our Federal and State revenue, which totals a minimum of \$580,285. This match can be funds from a non-State or Federal source; goods and services donated as in-kind from the community and/or volunteering. Jefferson County awarded us \$101,000 for 2010; and we are **respectfully requesting \$55,000 from the City of Watertown, along with the onetime lump sum of \$25,000.**

Attached is a copy of the 2010 Annual Report Summary for your information. During the last fiscal year, our agency **provided services to 11,374 unduplicated individuals**. As you will notice on the last page of the Annual Report Summary, **56% of our families are from the City of Watertown.** While the economy continues to falter, many of the people we see are working; looking for work; or have "fallen through the cracks". If they gain employment, they become what we have termed as "underemployed"; losing supports such as food stamps, child care subsidies, and medical coverage, while receiving little or no fringe benefit from their employers. These same people are still turning to the non-profit human service agencies for assistance and education. We continue to seek out collaborations with other agencies to maximize community resources.

CAPC currently **employs 150 people** with an annual payroll of **\$3,195,129**. **Program Volunteers totaled 1,252 and they donated 81,910 hours** of their time to CAPC last year!

The City of Watertown has appropriated funding to this agency since 1966 when CAPC was incorporated and designated as the official anti-poverty agency, in accordance with the Economic Opportunity Act of 1964. We value that appropriation deeply.

Local government continues to play a key role in Community Action Planning Council's operations through Board membership, financial support, and

community projects. We very much appreciate the continued support of the City of Watertown for CAPC services. We continue to be committed to providing quality services to the people in our community and work to strengthen and enhance our public/private partnerships.

Please find attached our Summary of Services, Fiscal Year 2010 Annual Report Summary, and our 2010 Results/Outcomes Report.

I have included six copies of this package for the City Council Members, Mayor Jeffrey Graham and you. If you have any questions regarding our request or agency programs, please do not hesitate to contact us.

Sincerely,

A handwritten signature in cursive script, appearing to read "Melinda Gault".

Melinda Gault
Executive Director

Cc: Mayor Jeffrey Graham, City of Watertown
Members of City Council
Larry Covell, CAPC Board President

COMMUNITY ACTION PLANNING COUNCIL
OF JEFFERSON COUNTY, INC.

*FISCAL YEAR 2010 ANNUAL REPORT SUMMARY
OCTOBER 1, 2009 – SEPTEMBER 30, 2010*

**CAPC MISSION:
“TO ASSIST AND SUPPORT PEOPLE TOWARD SELF-RELIANCE”**

Community Action Network:

The Community Action Planning Council of Jefferson County, Inc. (CAPC) is a private non-profit, multi-service agency serving the citizens of Jefferson County since 1966. Through the coordination of a variety of funding sources, CAPC develops programs and services to meet local needs, including early childhood education, child care resources and referrals, housing and energy programs and a wide range of family services. The Community Action Planning Council is one of 52 Community Action Agencies in New York State and one of 1,100 nationwide. Community Action was born out of the Equal Opportunity Act of 1964, initiated by President John F. Kennedy and brought to fruition by President Lyndon B. Johnson.

All Community Action Agencies are founded on a common purpose: to support low-income families and individuals as they develop their abilities to be self-supporting and develop family/community relationships that will sustain self-reliance. Community Action recognizes that needs vary by community and agencies develop specialized services tailored to their home community. Ultimately, however, providing opportunities to move out of poverty is the framework upon which all Community Action Agencies are built.

Local Governance:

CAPC is governed by a Board of Directors comprised of 24 people who equally represent three sectors of the community:

- 1) the low-income sector (which could include recipients of community services)
- 2) the public sector (elected public officials or their appointees)
- 3) the private sector (representing business, education, medical, legal fields, etc)

The diverse mix of board members gives us a perspective which transcends any one income, educational, or social level. It is extremely important that we receive input from the people receiving services as an indicator of our performance in service delivery and outcomes.

Agency services are provided based on local need and are continuously evaluated for improvements and effectiveness by formal processes.

- 99 families and/or individuals were homeless
 - 40% were employed; at least part time (and still could not make ends meet)
 - 44% were a High School Graduate or had GED
 - 11% had no health insurance of any kind, including Medicaid
 - 7% were receiving unemployment insurance
 - 5.3% reported no income at all
 - 9% were military families
 - 14% program participants were from Target Area I (Towns of Hounsfield, Watertown, Rutland, Henderson, Adams, Rodman, Worth, Ellisburg, and Lorraine)
 - 56% program participants were from Target Area II (City of Watertown)
 - 12.5% program participants were from Target Area III (Towns of Wilna and Champion)
 - 13.5% program participants were from Target Area IV (Towns of Brownville, Pamelaia, Leray, Philadelphia, Antwerp, Theresa, Orleans, Alexandria, Clayton, Cape Vincent, and Lyme)
 - 4% program participants were from Lewis and St. Lawrence Counties.
 - **46% of the families served were living *at or below 100%* of the HHS Poverty Guidelines, which are set at \$10, 890 for an individual and 22,350 for a family of four. Families cannot continue to survive like this.**
-

Our statistics indicate that well over half of our clients reside in the City of Watertown. They tend to be young families with children. A good majority have a basic education. Almost half of our families are employed, yet are still struggling to pay their bills.

Finally, this indicates that we continue to serve the very low-income of our community, and that this population continues to increase in our area.

**COMMUNITY ACTION PLANNING COUNCIL
OF JEFFERSON COUNTY, INC.**

FISCAL YEAR 2010 RESULTS/OUTCOMES:

The following represents the outcomes achieved with the families and individuals CAPC worked with through all agency programs in FY 2010, listed by national goals established in our agency work plan, and as reported to the Governor of New York State through the Department of State.

GOAL 1: Low-Income People Become More Self-Sufficient

- 904 taxpayers received assistance from trained and certified Tax Counselors and several households experienced an increase in income as a result of tax credits, resulting in an influx of an additional \$388,724 in to our area's economy and a total refund amount of \$818,500.
- 6 disadvantaged youth were provided work experience and/or improved work-ethic skills.
- 369 children were placed in day care to allow parents to seek employment and pursue educational opportunities.
- 53 children accessed medical and dental services and completed treatment as a result of our health screenings in the Head Start and Pre-K programs.
- 4 children accessed mental health services and are participating treatment as a result of our health screenings in the Head Start and Pre-K programs.
- 8 jobs were created within the Weatherization Department using ARRA funds/.

GOAL 2: The Conditions in Which Low-income People Live Are Improved.

- 168 new and affordable day care slots were created.
- 128 Head Start and Pre-K children were developmentally ready when entering kindergarten.
- 21 Family Day Care Providers received grants to enhance the quality of their childcare services with access to health and safety items.
- 6,128 nutritious meals were served to 192 children from home child care providers who care for them and 120 providers submit claims through the Child and Adult Care Food Program.
- 1 substandard housing unit was brought up to code through the HOME Program.

GOAL 3: Low-income People Own a Stake in Their Community.

- Low-income community volunteers participated in projects coordinated by CAPC, giving back to the community for a total of 3,655 hours. The provided support in the food pantry, holiday projects and clerical work.

GOAL 4: Partnerships Among Supporters and Providers of Services to Low-Income People are Achieved.

- 25 staff serve on other agency program advisory councils or Boards of Directors in many different ways, from serving on their boards, to collaborating on assisting a client.
- 2 partnerships were developed and/or maintained within the Food Security Network to ensure that low-income residents have access to optimal food resources. 20 partnerships were strengthened with other no-profit agencies, 2 faith based agencies and 1 for-profit businesses.

GOAL 5: Agencies Increase Their Capacity to Achieve Results.

- 135 staff participated in formal training, including development activities or skills training to improve work performance
- 8 individuals achieved a Child Development Associate Credential in the past fiscal year.
- 12 individuals

GOAL 6: Low-income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems.

- 2,308 *unduplicated families* in crisis had their emergency *food* needs ameliorated.
- 176 *unduplicated families* in crisis had their emergency *housing and/or utility* needs ameliorated.
- 21 individuals accessed remedies/enforcing rights through the legal or criminal justice systems through access to the Fair Housing Office.
- 280 families received services based on the Family Development model; 28 of these families successfully completed a minimum of one goal to increase self-sufficiency and/or improve their quality of life.
- 129 individuals demonstrated increased knowledge and appropriate care for children through JLCP Early Childhood training programs.
- 45 newly sponsored Family Day Care Providers demonstrated increased knowledge of nutrition and meal preparation for children through our CACFP Program.
- 1,038 families obtained Food Stamp benefits.
- 85 families realized a reduction in energy burden since receiving Weatherization Services.
- 501 children participated in the Summer Food Service Program, helping to lower their families' food bill.
- CAPC Food Pantry provided 9,241 boxes of food to families and children.
- 161 winter coats, hats and mittens were distributed to children.

**COMMUNITY ACTION PLANNING COUNCIL
OF JEFFERSON COUNTY, INC.**

Melinda Gault, Executive Director

Dawn Cole, Deputy Director

Jennifer Storey, Executive Assistant

COMMUNITY ACTION PROMISE:

"Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other."

Summary of Services:

Early Childhood Services – Marie Ambrose, Department Director

- **HEAD START** – Offers a holistic approach to pre-school education. Includes home based and center based pre-school experience with a focus on the physical, social, emotional and intellectual growth of each child as well as family involvement. CAPC sponsors centers at Watertown, Dexter, Antwerp (North Jeff), Carthage and Adams (South Jeff) areas.
- **UNIVERSAL PRE-K** – This is a curriculum-based program offering a 2-½ hour quality early education experience at the Watertown and Indian River School Districts. The Program emphasizes the development of language, cognitive and social skills for 3 and 4 year old children. Program plans provide for development of children's independence and self-assurance.

Jefferson-Lewis Child Care Project – Cathy Brodeur, Department Director

This department offers many programs for early childhood professionals and parents looking for childcare. It also serves as a resource for childcare center staff and family day care providers in the form of training and technical assistance.

- **CHILD CARE RESOURCE & REFERRAL PROGRAM** – Trained staff assist parents in locating quality registered child care in both Jefferson and Lewis Counties. Up to date
- **REGISTRATION OF CHILD CARE PROVIDERS** - Qualified staff register child care providers; in the home setting and at School Age Centers in both Jefferson and Lewis Counties.
- **ARMY CHILD CARE IN YOUR NEIGHBORHOOD** - The objective of this project is to expand the availability of and access to affordable high-quality child care for Army families residing in communities identified by the installation around Fort Drum.

- **CHILD CARE FOOD PROGRAM FOR FAMILY DAY CARE PROVIDERS (CACFP)** – Includes training, technical assistance, and meal reimbursement to family day care providers interested in offering nutritious meals and snacks to children in their care.
- **CHILD DEVELOPMENT ASSOCIATES PROGRAM** – This program offers training to enrolled participants through a program of classroom instruction and practicum experience preparing them as candidates for CDA credential and employment in the childcare field.
- **Other programs include Informal Childcare Provider Assistance Program; a lending library/toybrary; extensive training for those interested in the field of child care; provision of family day care start up grants and health and safety items necessary for licensing; and a source of information, resources and technical assistance for employers interested in looking at options for employee child care services.**

Family Center – Sharon Bouchard - Department Director

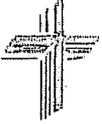
Services include the strength based case management approach that recognizes the uniqueness of each and every family; information and referral; and home visits.

- **FAIR HOUSING OFFICE** - CAPC is designated as the Fair Housing Office for Jefferson County. We are the information and referral agency for persons with questions or complaints about housing or housing practices and landlord/tenant issues. We act as a clearinghouse to consider all allegations and complaints regarding housing discrimination and refer to appropriate authorities as necessary.
- **TAX COUNSELING** – Volunteer tax counselors trained in preparing taxes provide assistance in filing Federal and State income tax forms. Services are available at selected sites throughout tax season and through the CAPC offices throughout the year.
- **FOOD BANK** – The CAPC Food Bank coordinates a system of food donation and distribution to emergency food pantries throughout Jefferson County. It is housed at our warehouse on Morrison Street in the city of Watertown.
- **FOOD PANTRY** – Three day emergency food packages are distributed to those in need according to family size. Other food resources such as WIC, Food Stamps, and budgeting classes are referred to families and all are screened for other needs.
- **FAMILY DEVELOPMENT CREDENTIALING** – This course offers the opportunity for skill building in the field of family development through a program of class instruction, field advisement, practicum experience and portfolio development. Completion of the course prepares candidates for a Family Development Credential through New York State.

- **SUMMER FOOD SERVICE PROGRAM** – This service provides lunch and breakfast or snack for an average daily participation of 600 children at various sites throughout Jefferson County during the summer months when school meals are not available.
- **NUTRITION OUTREACH AND EDUCATION** – CAPC staff provide outreach and education assistance to enable eligible households to receive Food Stamp benefits and other Federal Feeding Programs, and to increase participation in the Summer Food Service Programs.
- **HOLIDAY PROGRAMS** – CAPC coordinates various holiday services with other agencies in the community such as the Angel Tree at the Mall; Kiwanis Party for children; Coats for Kids with the Elks Club and WalMart; food baskets with the Salvation Army; and more.
- **EMPLOYEE SERVICES ASSISTANCE PROGRAM** – Funded by the American Recovery and Reinvestment Act & Community Services Block Grant. Includes assistance for obtaining and maintaining employment with support services such as transportation, training, outreach centers throughout the county.
- **CASH FACTS** - A specialized curriculum program designed to inspire financial literacy education into our families' lives, so that they can possess the education to plan their future and set attainable goals. It is utilized as another resource to move out of poverty and toward self-sufficiency.

Housing and Energy Services – Ken Flint, Department Director

- **WEATHERIZATION** – Provides home weatherization services to households meeting financial eligibility. Services could include insulation, furnace repair or replacement and more to assist homeowners and renters to conserve energy and reduce energy costs.
- **RESTORE** – CAPC provides repairs to homes for persons over 60 years of age for emergency conditions that would impose immediate threat to the health and safety of the household. Services could include chimneys, hot water tanks, electrical wiring, structural repairs, roof repairs, furnace repairs or replacement, installation of new stairs or handicap ramp.
- **HOME** – Includes moderate rehabilitation services for owner occupied homes. Substandard housing units of very low and low-income families in Jefferson County can be upgraded to HUD Housing Quality Standards. Some of the rehabilitation services could include roofs, wiring, structural repairs and replacement of doors and windows.
- **EmPower** – This program provides cost effective electric reduction measures in homes such as bulb replacements and appliance replacements; as well as energy saving measures such as air sealing, insulation, and heating system service and repairs to low-income customers.



Watertown Urban Mission
43rd Anniversary
2010 Annual Report

Constitution
of
Watertown Urban Mission

We, the signatories hereof, recognizing that the People of God must be sensitive to the needs of the total area and in constant contact and dialogue where the community is being built, where decisions are made, where people work, and where people suffer, that we must inspire and encourage both the citizens and those in authority so to remake the community, that it shall progress toward what God intended it to be, a place for people to live free of bigotry, injustice, poverty, suffering and despair; and that better to accomplish these ends, all of the religious groups of the community must work together.

WATERTOWN URBAN MISSION

247 Factory Street ❖ Watertown, New York 13601 ❖ (315)782-8440
FAX (315)782-8441 ☎ E-mail urbanmis@gisco.net
Website: watertownurbanmission.com

Susan M. Snell, President ✝ Mary M. Morgan, Executive Director

43ND ANNUAL MEETING

Wednesday ☘ February 9, 2011 ☘ 11:30 a.m.
Stone Presbyterian Church
Watertown, New York

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Mission Statement

The Watertown Urban Mission, a Christian-based organization, brings together people of all faiths and backgrounds in order to advocate and fulfill the urgent and long-term basic necessities of those in need. Through our efforts, we provide services to empower and enable our neighbors to improve their circumstances and their lives, thereby strengthening the community for all.

Vision Statement

The Watertown Urban Mission, an ever-growing organization, through the support of our congregations and our community, will provide continuous resources to meet basic life needs that maximize the potential and sense of dignity for all.

The Strategic Planning Committee worked diligently to develop new Mission and Vision statements for the Watertown Urban Mission. With input from the Board of Directors, the above Mission Statement and Vision Statement were adopted. Our goal of being responsible stewards of the human, material, and financial resources entrusted to us remains strong.

In Thanksgiving

The Mission receives donations from many sources for many reasons. We have our faithful church families who support us in so many ways—money, food, personal items, school supplies, warm clothing, linens, gas cards, volunteer time, and the list goes on and on. There are many community businesses, individuals, and organizations that collect or assist with specific projects, during the holidays, or just being a resident of the North Country and knowing the good that comes from helping others. There are people from outside our community who contribute regularly, as well as Fort Drum soldiers who have moved on.

Several people who celebrated a special event in 2010 requested donations to the Mission rather than gifts for themselves. Those celebrating birthdays, anniversaries, weddings, or being remembered at holiday time who helped the Mission during 2010 included: Don and Jean Lawton, Howard Showiens, Jim and Jill Gratch, Sally Perkins, Sr. Mary William Argy, Marion Lee, Peter Salmon, Vicky Holley, and Jean and Clayton Matthew.

Most humbling is when family and friends decide to remember a deceased loved one through a gift to the Mission. Family and friends of the following who so honored the Mission in 2010 include: Linda Gaffney, Robert Weldon, Sr., Juanita Mitchell, John Mulcahy, Ben Bradbury, Floyd Schrieb, Marian Higgins, Emma Nier, Rose Horton, William Keene, Margaret Howard, Roberta Haggerty, and Catherine Hanley. Again this year, the family of Lucy Morse honored her giving spirit and remembered her by collecting food and shopping to help others through our Food Pantry.

We are most grateful to everyone who honored the Mission through their donations and support. It is because of all of you that the Mission continues to reflect God's love for His people in need. Thank you.

2010 PRESIDENT'S MESSAGE

2010 was the year of the Strategic Plan. In April, the Board contracted with Virginia Tyler of Tyler Consulting to guide us through the process of developing a strategic plan. After many meetings, interviews, and the gathering of much information, a final plan was submitted to the Board in October. This three (3) year plan provides a map for the Board as we grow and continue to serve God through his people. Our Mission Statement was amended "to serve the community, jointly and ecumenically, in such a way as to make the compassion and reconciling purpose of God felt wherever there is human need."

Toward the end of the strategic planning process, Ms. Tyler sent a letter of encouragement to the Board expressing her sense of the Mission. Her comments say it all:

Perhaps the greatest gift that you give your clients is a sense of security. You provide that security through wide ranging programs open to all that offer compassion and reconciliation of persons to themselves, each other, the community and their Creator. As it's written in Second Timothy, you take away fear. "For God gave us not a spirit of fearfulness; but of power and love and discipline." (2 Timothy 1:7). Through the Mission, ALL OF US (the community, the churches, the volunteers and staff and clients) learn to overcome that fear that keeps people from their highest value. You provide a consistent, loving, and structured environment in which any person, with virtually any need, can find a seat at the table.

The Mission has sought to carry this idea through all the programs we have. And the main person who has provided invaluable leadership is Mary M. Morgan, our executive director. Without her guidance and loving spirit, the Mission just wouldn't be the same.

At her celebration dinner on January 26, someone mentioned Mary's R & D for the Mission. In business, R & D stands for Research and Development. In this case, it stands for Mary's instilling in her staff "Respect" and "Dignity" for each individual regardless of his or her station in life. We must continue to foster this attitude at the Mission to sustain its unique place among nonprofit organizations. Mary has taught us all what it means to serve God. We have been blessed to have had her leadership and caring, and we will miss her very much.

With the direction provided by the strategic plan, the first order of business was for the Board to continue the strategic planning committee to ensure that we remain on task. The most important goal was to seek a replacement for Mary. At a September meeting, Mary announced her hope to retire by the end of the year. A Search Committee was formed, job description fluffed, advertisements run, and interviews conducted. The result was the hiring of Erika Flint as our new executive director. Erika was introduced to the Board, staff and community on January 27, 2011. She will bring her enthusiasm, energy, creativity, and skills to the Mission when she begins on February 28.

As I step down as President this year, I am very proud that the Board undertook the strategic plan. As we begin implementing the new plan in the coming year, it will continue to ensure that all who come the Waretown Urban Mission will find a seat at the table.

God's blessings to you all.

Susan M Snell
President

EXECUTIVE DIRECTOR SUMMARY

2010 has been a busy year for the Mission. Much time and energy was devoted to strategic planning but, in the midst of it, regular life at the Mission went on. The Phonathon was not terribly successful but, then again, we sent letters and didn't call anyone. The Critical Needs Appeal has evolved into an annual event at various times in those churches that understand the need.

With the help of Assemblywoman Addie Jenne Russell and a donation from a Board member, we moved from a few refrigerators and freezers in the Food Pantry to a walk-in cooler/freezer. This has helped us store greater quantities of food and keep fresh food longer. Maintaining the five (5) day supply of food per household each month resulted in an additional 30,000 meals being provided to families.

The HEARTH program's ability to pay security deposits and utility costs for eligible clients provided housing for many people and a savings for Critical Needs. Senator Darrel Aubertine secured funds to supplement Critical Needs expenditures.

We were able to take advantage of a National Grid Small Business initiative to replace the lights in the entire building with energy efficient bulbs. For less than \$5,000 we received over \$20,000 worth of installed new lighting.

As New York State has dealt with fiscal matters, the departments overseeing the Wheels program and the Bridge program have undergone some changes. While our Wheels reimbursement has been timely, the Bridge vouchers for the 2010-2011 program cycle have been delayed as we await a new contract. The NY State Comptroller is setting up for online vouchers and payments. Even with the new computers we installed this year, we have had difficulty accessing the Comptroller's site.

This year, long time employees Phyllis Gleason, Impossible Dream store manager, and Cindy Bevens, Bridge director, left the Mission. Phyllis and her mother, Evelyn, contributed many hours to the Mission. Cindy and her family did much to help the Mission and Mission programs. Both will be forever part of our family.

In mid-September, I informed the Board that I hoped to retire before the end of the year. A new Executive Director, Erika Flint, will begin on 2/28/11. There are not enough words to express my gratitude to all of you for your prayers, support, and encouragement during my tenure at the Mission. I am most thankful to God for the blessings given to me through the opportunity to share in this ministry with all of you.

My prayer will be for continued blessings on the Mission and all who enter, literally or figuratively, as client, staff, visitor, or volunteer. The Mission is ever ready to grow to meet the needs of our community. May Erika absorb and be continually energized by the strength of your faith and bask in the glory of doing God's work.

Mary M. Morgan
Executive Director

2011 NOMINATING COMMITTEE REPORT

WATERTOWN URBAN MISSION, INC.

The recommendations of the Nominating Committee for three (3) year Board terms, expiring in 2014, are as follows:

Joan Krawchenko
Timothy W. Scee II
Rev. Joyce Woodcock

Board members are elected for a three (3) year term. Continuing Board members are as follows:

2012

Deborah Cavallario
Lorraine M. Clement
Patrick L. Evans
Krista Kittle
Marianne Malatino
Peter L. Salmon
T. Urling Walker

2013

Beverly Brown
Martha A. Loveland
F. Toby Morrow
Susan M. Snell
Laura Wendt

The Nominating Committee recommends to the Board of Directors for consideration as officers for the 2011-2012 program year the following members:

President—Laura Wendt
Vice President—Krista Kittle
Secretary—Marianne Malatino
Treasurer—Peter L. Salmon
Assistant Treasurer—F. Toby Morrow

The Nominating Committee offers gratitude for the dedication and commitment of each Board member to the ministry and success of the Watertown Urban Mission. Best wishes to our outgoing Board members, Robert Hasseler and John Stirling, and heartfelt thanks for their guidance, strength, and courage.

VOLUNTEER REPORT

2010 was a busy year for volunteer projects at the Mission. We started out the year signing up with Disney "Give a Day, Get a Day" Program. This program encouraged family volunteerism by giving a free ticket to one Disney park when you volunteered at specific locations. Disney's plan was to include six year old children, if possible, and WE DID! The program lasted four months, and we placed 1,659 people in the Mission and The Impossible Dream thrift store. We got a lot of special projects finished and areas organized that needed extra hands.

Our "basket ladies" of Beta Sigma Phi were at it again this year. They made over 500 beautiful baskets for the four major gift holidays. Barb Harter plans the date, gathers up the volunteers, brings in donations, and we provide the baskets and more "stuff." Proceeds from the baskets go toward Mission assistance programs.

A new group of volunteers from the North Country Library System started this year. This group of seven unpacked, sorted, and turned our community into a Christmas store in a couple of hours. We were amazed! And then they returned and stocked it back up. THANK YOU!

We have several annual projects that need extra hands and we had the help this year. Pepsi employees handled the Thanksgiving distribution, as well as having a special food drive for us at Price Chopper. Ann Lyman's very busy back-to-school, coat distribution, and Christmas toy assistance programs were supported by many willing volunteers, some from local churches, schools, Girl Scouts and 4-H Club members.

Students from Immaculate Heart Central have been regularly helping out with our monthly Food\$en\$e Program, doing intake, filling boxes, and assisting with food carry out. Our BOCES students are again working in the Thrift Store processing clothing, straightening displays, and helping us keep our store neat and tidy.

We had two JCC Human Services interns this year, Chelsea Pena and Ana Loera. This program gives students a chance to see what working in an agency would be like and gives us a couple of extra hands as they experience all the Mission programs.

Watertown Housing Authority has been giving us the opportunity to have their residents work eight hours a month doing community service. This is a real plus for us having the extra help in the Thrift Store. We get more bags of clothing hung and out for sale and donations sorted when they are here.

Mark Stewart has been volunteering here for years and this year was no exception. He has been a big help with major construction projects, painting, building walls, or just taking out the end-of-day trash. Mark is one of those people who can just find work. We really appreciate him stopping by and giving us a hand.

I don't think anyone realizes how many people it takes to run a busy place like the Mission and how much we rely on the help from our faithful volunteers. They come from local churches, agencies, schools, clubs, and organizations. Over 5,000 hours of assistance came to us from court-ordered community service programs. We appreciate all their time, as well as the hours from volunteers who choose to be here.

Anita Ciulo
Volunteer Coordinator

BRIDGE PROGRAM REPORT

2010 brought a major change to the Bridge program. Due to other responsibilities, Cindy Bevens had to leave the program and the Mission. We are grateful to Cindy for her dedication and care for her clients. On June 1, 2010, Timothy Drew assumed the position of Bridge Program Director. Tim came to the Urban Mission with a diverse background which includes service in the United States Peace Corps, Department of Defense, and many years in the Northern New York business community. Prior to joining the Mission as an employee, Tim was also a volunteer.

The Bridge program is an alternative to incarceration (ATI) program funded by the NYS Department of Criminal Justice Services, Jefferson County Stop DWI, and the Watertown Urban Mission, with the financial support of First Presbyterian Church. The primary mission of the Bridge program is to offer those persons with legal difficulty, usually as a result of alcohol or drug dependency, the option of pursuing a healthy, law-abiding lifestyle.

In pursuit of this goal, Bridge implemented many mandatory programs and workshops which included but were not limited to a Prison Awareness seminar, a DWI Victim's Impact Panel, a Tobacco Cessation workshop, a Habitat for Humanity work day, an alcohol and drug abuse education day at Watertown High School, and an HIV/STD Prevention workshop. These programs demonstrate the Bridge program's strong commitment to improving the lives of our clients as well as contributing to the overall well being and safety of the community at large.

A specific example of the Bridge program's impact on our clients lives is the story of Philip F. Philip came to the program with severe drug dependency. After completing both an inpatient and outpatient course of treatment, Philip continued to attend self-help groups almost daily. He put forth strenuous efforts to remain drug free and to implement a healthy, law-abiding lifestyle. While maintaining his drug-free lifestyle, Philip's economic situation improved greatly. He was able to restart and operate his business with greater efficiency and increased profitability. By maintaining a drug-free lifestyle, Philip regained the trust and support of his social support network while under the supervision and guidance of the Bridge Program.

As we begin another year, Bridge wishes to thank all those in the legal and alcohol and drug treatment communities for all their support of our clients.

Timothy Drew
Director

CHRISTIAN CARE CENTER REPORT

The Christian Care Center continues its welcoming presence to those who enter the Mission. Through a variety of programs and activities, the Center offers numerous opportunities to socialize, volunteer, learn and grow, and be of service to others.

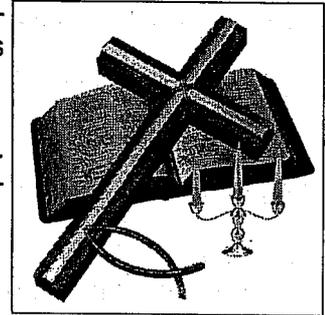
The CC Café remains a popular and well attended monthly event. We especially thank Roger and Peggy Dicob for all their hard work and dedication on behalf of the CC Café.

In 2010, we continue to see an increase in the number of visitors who stop by the Center. We give thanks to Rev. Joyce Woodcock of First United Methodist Church and Pastor Bob Thomas of First Baptist Church for their weekly presence and support.

Bake sales and cookouts continue to be an activity that helps us raise proceeds for the Center. These are also used to send packages to platoons that we adopt.

The Christian Care Center serves a vital purpose to the Urban Mission. Other than the activities mentioned, the Center and its volunteers are involved in all aspects of the Mission.

James Stanley
Coordinator



CRITICAL NEEDS PROGRAM REPORT

In 2010, the national news and our government discussed issues and concerns that are occurring across America. The high unemployment rate, the increased cost of housing and utilities, the number of people uninsured for health care, increased gas prices, and the frequent military deployments are some of the nationwide issues affecting families in our community every day. Critical Needs served 2,760 individuals and families in 2010. For many households, the request for assistance from Critical Needs came as the result of one of these issues.

Through Critical Needs we have authorized payment for prescriptions and medical transportation, provided diapers, formula, and personal items, vouchered clothing, household items, and furniture through The Impossible Dream thrift store, and advocated for those who can be helped by other agencies. Our main goal is to help resolve a problem or crisis for an individual or family so they can move forward in their daily lives rather than fall a step back.

Our backpack and school supply distribution allowed 830 children to start school with new supplies. We continue to distribute coats, and to date 580 individuals have received warm outerwear. Critical Needs participates in the Christmas Clearinghouse and Toys for Tots distribution. This past year we brightened the holiday for 180 families and over 500 children.

There are many situations that can lead a family to unexpected expenses or loss of income. A husband and father who lost his job and is pending unemployment benefits will come to the Mission for food and personal items to help him provide for his family until he receives his first check. A female soldier and single parent brought her mother here from Haiti and was assisted with clothing, personal items, and household goods for her when she arrived. A car accident victim with no health insurance was able to be released from the hospital with the necessary medical supplies and equipment provided through Critical Needs.

Critical Needs has many requests for assistance with prescriptions. Often it is the working poor who cannot afford health insurance, and their income is too high, but not by much, to be eligible for Medicaid. A painful abscessed tooth, bronchitis, or a sinus infection are some of the unexpected illnesses that require medication so they can return to work.

Critical Needs continues to assist the homeless when they are placed into an apartment. A fire victim, a sibling or parent moving to the area to help care for the children while Dad is deployed, a victim of domestic violence, a person returning from substance abuse rehabilitation, or one just released from prison—all are helped through Critical Needs.

When someone comes to the Mission they receive a feeling that someone cares, respects them, and is willing to listen. Providing the basic necessities and assisting them in their time of need is so important in their pursuit toward independence and prevention of future problems.

Critical Needs will continue to look for resources to support the agency and work with the Department of Social Services and other social agencies to avoid duplication of services. However, it is through the generous donations of our churches, friends, businesses, and schools that we are able to continue each year.

Ann Lyman
Critical Needs Coordinator/Client Advocate

FOOD PANTRY REPORT

The exciting news of 2010 for the pantry was the arrival of our walk-in cooler/freezer purchased with help from Assemblywoman Addie Jenne Russell and the support of the Board of Directors. This was truly a blessing during fresh vegetable season, allowing us to keep produce fresh longer. We had shares of fresh produce from Miracles by the Acre, from local gardeners, and from the "Helping Hands Community Garden" in Rodman, supported by Emmanuel Congregational Church.

The freezers came in very handy during holiday time when frozen turkeys were donated. Our holiday meals were off the charts this year with 450 Easter, 189 Thanksgiving, and 321 Christmas dinners sent home to be cooked for grateful families to share. Thanksgiving was again "adopted" by Pepsi Bottling Company volunteers who stacked, packed, and carried out dinner boxes for four afternoons. Thanks to all of them!

We were able to assist over 500 families each month in 2010 with a 5-day supply of food. Thankfully we did not have to drop down to a 3-day supply as we did the first five months of 2009. We saw about the same number of people each month as in 2009, but gave out over 30,000 more meals by giving a 5-day supply all year. We hope to continue at this level with community support.

We had donations this year from apartment complexes, many elementary and high schools, Boy Scouts and Girl Scouts, church youth groups, sports teams, correctional facilities, chorus groups, sororities, Red Hatters, and zumba groups. Other donations have come from AARP, DOT, USDA, TLS, VFW, YMCA, US Army, and the ZOO. We have friends from A to Z!

Our local businesses are still supporting us as well: Crowley Foods, Adams Big M, George Weston Bakeries, Gray's Wholesale, Jefferson Bulk Milk, Kinney Drugs, Panera Bread, Pepsi Bottling Group, Red Lobster, Sam's Club, Stewart's Shops, Target, TOPS Market, and Wal-Mart. Please see the Donor Report for the complete listing.

Our 2010 Food Pantry volunteer is Joyce Mordan. Joyce attended the Food Bank of Central New York Conference with me and picked up a lot of informative brochures to share with our pantry shoppers, as well as with those who use the Chaumont pantry where she also volunteers. She has been a great help doing interviews and helping with Critical Needs projects and office work. She comes for the day and we are very blessed to have her help.

We were so fortunate this year to have Jesse Potter here with the Summer Youth Program. There has been no shortage of compliments about this young gentleman, from pantry shoppers to those dropping off food donations, he has had nothing but glowing words said about him. After the paid program was finished, Jesse has continued to volunteer on his own, walking here from the high school. He plans to enter the Air Force after graduation this year and we are very proud of him.

John McConnell, our morning pantry employee, has continued to keep our pantry standards high. We have been able to keep at the 5-day level by careful calculations of the food we need to purchase and keep down the spoilage of fresh vegetables and dairy by fast turnover policies. It is a good thing to have contact with the volunteers to keep the fresh food flowing.

Anita Ciulo
Food Pantry Coordinator

2010	House- holds	Children	Adults	65+	People	Meals	Home- less	Military	New	Items	Pantry Diapers	Cneeds Diapers	Pets
January	472	578	887	36	1,501	22,515	25	39	159	21735	280	555	400
February	366	349	645	41	1,035	15,525	20	2	104	16890	124	319	236
March	520	573	920	51	1,544	23,160	21	54	209	24014	288	700	326
April	521	597	971	44	1,612	24,380	15	42	229	24030	108	745	341
May	445	486	788	45	1,319	19,785	12	27	169	19496	264	530	283
June	544	638	985	41	1,664	24,960	42	86	310	24363	492	982	362
July	524	647	945	39	1,631	24,465	43	61	310	21329	312	831	329
August	588	752	1081	43	1,876	28,150	50	112	394	25475	330	482	418
September	507	602	925	48	1,575	23,535	35	70	268	22524	192	620	258
October	512	601	921	52	1,574	23,610	22	41	244	23256	360	400	333
November	544	663	998	50	1,723	25,760	19	53	155	24159	192	540	243
December	567	731	1087	38	1,856	27,840	18	90	309	27732	243	403	380
total	6,110	7217	11,153	528	18,910	283,685	322	677	2,860	275,003	3,185	7,107	3,909
average													
Easter ham	450												
Tkgsgiving	189	323	402	7	740								
Christmas	321	346	474	11	831								
Pantry Volunteers				Pantry Food Programs				Food \$en\$e Program					
Month	Number	Hours		Cornell	Eat Well	JSY	Attended			units	specials		
January	46	602							January	48	83		
February	47	488							Februar	46	50		
March	46	578							March	57	70		
April	43	486							April	39	66		
May	55	626							May	44	57		
June	48	700							June	43	58		
July	45	479		FoodBank			30		July	51	85		
August	47	507							August	43	34		
September	44	394							Septem	32	40		
October	45	496							October	40	60		
November	46	582							Novemb	47	54		
December	49	576							Decemb	54	55		
total	561	6514				total	30		total	544	712		

HEARTH PROGRAM REPORT

(HELPING ERADICATE ALL ROADS TO HOMELESSNESS)

A journey that began on December 14, 2009, has become a reality. The Watertown Urban Mission HEARTH program celebrated its first year of operation on December 14, 2010. This first year has been a learning experience for both the staff and its clients. Overall the program has been very successful.

During 2010, the program served over 446 families in Jefferson County. The program has helped families secure apartments, pay security deposits, help pay back rent, restore utility service in their homes. If not for this program, many families could have gone without a roof over their heads.

The staff, consisting of Tammy Antonucci, Sal Ciulo, and Diana Fillion, have worked tirelessly during the past year. The demand for HEARTH services has been high throughout the community. There were days when the phone never stopped ringing. Many of our HEARTH clients also tapped into other Mission programs to help them complete their journey from homelessness. The Critical Needs program, Food Pantry, and The Impossible Dream played a role in furnishing, feeding, and in some cases, employing our clients.

The HEARTH program received the gold medal award for the Best Data Quality in a large agency for HMIS Input, a required federal documentation system. This was our first award, and the recognition was a bonus. Our greatest satisfaction comes when we assist a family into an apartment who would otherwise be sleeping on the street. To see the gleam in a person's eyes when they realize they won't have to sleep in their car or on the street another night is priceless.

We are thankful for the partnerships that have allowed this program to succeed. Without the help of the local landlords, U-Lock It moving, and other housing related providers, we would have been stymied. We are most grateful to the Jefferson County Department of Social Services for being the lead agency for this grant, selecting the Watertown Urban Mission as their partner and for the ongoing support they have provided.

Unfortunately, the funding for HEARTH may last only until June of 2011. We are hopeful that another grant might come in the near future. Should that happen, we will be ready to serve our community.

THE IMPOSSIBLE DREAM REPORT

2010 proved to be a year filled with changes. In June, we welcomed Tammy Kirch as the new Assistant Manager of The Impossible Dream. From June through October, she and Phyllis Gleason worked at getting her prepared to assume the position of Manager. In October, Phyllis retired and Tammy stepped up. Crystal Pitre was promoted from Head Cashier to Assistant Manager, and Melinda Scanlon was promoted to Head Cashier. Although we miss Phyllis dearly, we have pushed forward and continue on our journey to be a helping hand in the community.

In October, we also faced the unpleasant task of having to increase our prices. To our amazement this was very well received by our customers; after all, we are still the most reasonably priced thrift store in town. We have also continued to make changes in the store, as well as in the sorting area, to better organize the store and make it more manageable. We have made great progress and will continue to work on this throughout 2011. We hope this will help to increase sales and draw in new customers.

The support we receive from the community is very generous, and we would like to extend our thanks to everyone for your donations throughout the year. We would also like to thank our corporate donors, such as Wal*Mart, Sam's Club, Target, Dollar General, and Morrison's Furniture. It is because of the support from the community that we are able to do what we do every day, so thank you again. We would also like to thank all of our staff and volunteers for their kindness and dedication in helping us carry out our mission of helping the community.

Our job here at The Impossible Dream is very rewarding and it makes us realize how blessed our lives truly are when we are able to talk with people and touch their lives the way we do on a daily basis. In doing so, we are able to pass some of those blessings on to others. I'll never forget the gentleman that Mary brought over to the store one day. The day before he had been in and saw a pair of boots on the shelf, but he had no money to pay for them. He asked if he could work in the store for an hour in exchange for the boots. He did not want a handout. He worked for an hour cleaning, and he wore his new boots home. It was refreshing to see someone who wanted to help himself by helping others.

Another time that comes to mind is the young lady who came in about a week before Christmas. She was visibly upset. I asked if there was anything I could help her find, and she explained to me that she had just left her abusive husband. She was starting all over and all she wanted was a bed for her son to sleep on and maybe a small TV so that he could play a video game had been given to him. That was going to be his Christmas present. She said she had \$50 and if she could only get the bed then that is what she wanted most for him. When I told her the bed would only be \$25, she started to cry. We then went to look at the TVs, and she picked out a very small TV. When I told her it was \$5, she cried even harder. She still had enough money to buy a small Christmas tree and some decorations. She made a point of coming to find me before she left the store to thank me and give me a hug. Another example of someone who wanted to "meet her own needs."

So often our customers are in need of much more than just material things. Many times we are a kind ear for them to talk to or a place where they know they will find a friendly smile and a few kind words. While it is easy to get discouraged at times, because some people take advantage of the Mission or are ungrateful for the help they receive from us, we have to remember what our true mission is and carry that with us throughout each day. It is people like the ones I mentioned above that keep us smiling and believing that our journey here is truly one worth taking.

Tammy Kirch
Manager

WHEELS FOR WORK III REPORT

Living in northern New York without a vehicle is very difficult. For those employable persons living in the rural areas of Jefferson County, there is no transportation to and from jobs. Most villages are 20 to 30 minutes driving time from the city. The only public transportation is in Watertown, by use of taxi or the bus system. Taxicab rates can be as much as \$18 per day, and local taxicabs at times run more than an hour late. For those who live within the city limits, local bus service is limited, as the buses make their last run at 5:40 p.m. In many cases, reliance on public transportation is not an acceptable alternative for employers making hiring decisions.

We were able to provide vehicles for eight families during 2010. Unfortunately, fiscal constraints did not allow us to purchase any vehicles this year. In 2010 we had 14 vehicles donated to the program; of these, we were able to use eight. The remaining vehicles were used for parts, which helps our clients, who then do not have to purchase parts needed for their vehicles.

As with any other year, it is sometimes a financial challenge to keep the program operational. The program is and has been a vital service in Jefferson County. The program not only helps our families maintain employment, it allows families to get their children to important doctor appointments, grocery stores, laundromats, and school activities. This is a wonderful program that helps many parents provide for their children.

Penny Mosher
Case Manager



DONOR REPORT

Our donors are crucial to the operation of the Mission. Whether you are a large corporation or a small congregation, your donation is important to us. Every dollar, every can of food, every package of diapers, every warm coat, every volunteer hour supports us in our mission to help those less fortunate. And, like the miracle of the loaves and fishes, your gifts multiply as they flow through the Mission to help thousands of people. On this page and the next are listed churches, businesses, and other groups who donated to the Mission in 2010. There were, in addition, anonymous and individual donors too numerous to mention. We are deeply indebted to all of you. Thank you for enabling us to do God's work.

CHURCHES AND JUDICATORIES

Adams United Methodist	*First Presbyterian	Rutland Congregational Women
*Adams Village Baptist	*First United Methodist	*St. Andrew's Catholic
*All Souls Unitarian Universalist	Fort Drum Chapel	*St. Anthony's Catholic
*Asbury United Methodist	*Grace Wesleyan	*St. Elizabeth Seton
Antwerp United Methodist	Henderson United Methodist	*St. John's Episcopal
*Bethany United Methodist	*Holy Family Catholic	St. John's Ladies Guild
*Black River United Methodist	Holy Family Altar & Rosary Society	St. Mary's Catholic
*Brownville United Methodist	*Honeyville Baptist	St. Michael's Parish-Fort Drum
*Burrville Congregational	*Hope Presbyterian	*St. Patrick's Catholic
Christian Life Center	House of the Good Shepherd	St. Patrick's Altar Society
Church of God-Soldiers of Christ	*Immaculate Conception Catholic	*St. Paul's Episcopal - Brownville
Church World Service (CROP Walk)	Jesus Christ of Latter Day Saints	St. Vasilio's Greek Orthodox
*Concordia Lutheran	Lutheran Charities	*Stone Presbyterian
Daughters of Charity	NC American Baptist Association	*Sulphur Springs United Methodist
Degel Israel Synagogue	UNY United Methodist Conference	*Taste and See Ministries
*Dexter United Methodist	*New Hope Baptist	Theresa Presbyterian
Diocese of Ogdensburg	*Our Lady of the Sacred Heart	*Trinity Episcopal
*Emmanuel Congregational	Oxbow United Presbyterian Women	Trinity Episcopal Church Women
Evans Mills United Methodist	Philadelphia United Methodist	United Church of Cape Vincent
Faith Fellowship	Presbytery of Northern New York	United Church of Copenhagen
*First Baptist	*River of Life Fellowship	*United Presbyterian - Sackets Harbor
First Church of the Nazarene	*Rutland Congregational	*Watertown Mennonite Fellowship

*Denotes Member of Watertown Urban Mission.



CORPORATE AND OTHER DONORS

Adams Big M	Black Stone Electric	D.O.C.S.
Agape Ringers	Bohlen's Technical Center	Davidson Auto Group
Alcohol & Substance Council	Bolton's Pharmacy	DealMaker Honda of Watertown
Alpha Delta Kappa Sorority	Brownville Girl Scout Troop	Department of Transportation
American Association of Retired Persons	Brownville Legion	Dexter Brownie Troop
American Red Cross	Burlington Coat Factory	Doctore's Landscaping
AmeriCu Credit Union	Burrville Cider Mill	Dollar General
Army Reserve		Dr. Kellie Sanzone
Barben Jones Post 1400 Auxiliary	CJs Outdoor Heating	
Barnhart Trust	Calcium Primary School	Eagle Beverage
Bernier Carr & Associates	Cape Vincent Correctional Facility	
Best Buy	Celebration Choral Group	Feinstein Family Fund
Big Lots	Centennial Apartments	Food Bank of Central New York
Black River Paper Company	Cornell Cooperative Extension	Fort Drum
Black River Rollers	CREDO Community Center	Fort Drum Officers Spouses Club
	Crowley Foods	FROGGY 97
	Curves	

DONOR REPORT (CONTINUED)

General Brown High School
General Brown Retired Teachers & Staff
George Weston Bakeries Outlet
Girl Scouts
Gray's Wholesale
Great American

Harleysville Insurance
Haylor, Freyer & Coon
Heather Freeman Foundation
Herb Philipson's

IHC Faith Community Service
IHC Intermediate School
IHC Primary School
Innovative Physical Therapy Solutions
Italian American Civic Association

JC Penney
JCC Criminal Justice Club
JCC Criminal Law Unit
Jeff/Lewis SEFA Campaign
Jeff-Lewis Board of Realtors
Jeff-Lewis BOCES
Jefferson Bulk Milk Coop
Jefferson Concrete Corporation
Jefferson County Agricultural Society
Jefferson County Bar Association
Jefferson Community College
Jefferson County Corrections
Jefferson Co Dept. of Social Services
Jefferson County Public Health

Kinney Drugs
Knickerbocker Elementary School
Knickerbocker Faculty and Staff
Knights of Columbus

Lafargeville School
Laurel Twig SMC Auxiliary
Livingston Moving & Storage

Miracles by the Acre
Monday Farmers Market
Morrison's Furniture

NC Combined Federal Campaign
New York Air Brake
North Country Surgeons
North Pole Fire Department
Northern Blend Chorus
Northern Federal Credit Union
Northern Lights Chiropractic
NNY Community Foundation
NRCIL
NutriSystem
NYS Department of Transportation
NYS Public Employees Federation

Panera Bread
Pepsi Bottling Company
Pla Mor Lanes
Preceptor Alpha Chapter Beta Sigma Phi
Price Chopper
Purcell Construction

Red Hat Group
Red Lobster
River Ringers Handbell Choir
Rose & Kiernan

Salmon Run Mall
Samaritan Medical Center
Sam's Club
Sherman Elementary
Shriners

Sisters of St. Joseph
SMC Cardiopulmonary Rehab
SMC Laurel Twig
Sovie and Bowie
Stewart's Foundation
Stewart's Shops

Target Corporation
Ted Swan Memorial Fund
The Bon*Ton
The GAP
The WorkPlace
Thompson Park Zoo
Thousand Islands Central School
TJ Painting
TOPS Markets
Town of Watertown Ladies Auxiliary
Toys for Tots
Transitional Living Services

U.S. Border Patrol
U.S. Department of Agriculture
United States Postal Service
United Way of Northern New York

Veterans of Foreign Wars

WHS Animal Welfare Club
WHS Interact Club
WHS Sunshine Club
Wal*Mart Foundation
Wal*Mart Super Stores
Watertown Catechetical Office
Watertown Correctional EAP
Watertown Correctional Facility
Watertown Elks Lodge 496
Watertown Fire Department
Watertown High School
Watertown Savings Bank
Watertown Special Religious
Education Program
Wiley Elementary School
Winthrop House
Woodforest Bank

YMCA

Zumba Instructors

(Continued)

DONOR REPORT (CONTINUED)

THE TOP TEN CHURCHES

FOOD PANTRY DONATIONS*

Asbury United Methodist	23,208
First Presbyterian	6,797
Our Lady of the Sacred Heart	6,231
Sulphur Springs United Methodist	5,518
Church of the Holy Family	5,216
Church of St. Anthony	3,743
Trinity Episcopal	3,341
New Hope Baptist	2,374
First United Methodist	2,367
Emmanuel Congregational	2,133

*Includes in-kind and cash donations

VOLUNTEER HOURS**

First Presbyterian	1,799
First United Methodist	1,016
Asbury United Methodist	355
Trinity Episcopal	336
Church of the Holy Family	303
New Hope Baptist	291
Jesus Christ of Latter Day Saints	240
Watertown Faith Fellowship	163
Sisters of St. Joseph	137
Emmanuel Episcopal - Adams	75

**Documented Hours

SPECIAL VOLUNTEER PROJECTS

Project	# Volunteers	# Hours
Urban Mission Auction	7	46
Holiday Gift Baskets (4)	12	140
Disney Give-A-Day	502	1,659
Back-to-School Supplies	10	139
Thanksgiving/Pepsi	12	47
Winter Coat Drive	29	91
Christmas Toys	12	74
Dream Christmas Set-up	7	34

VOLUNTEER HOURS FROM NON-TRADITIONAL SOURCES

Pathstone	2,535
Court Ordered Community Service	5,516
WorkFare	2,949
CREDO Men's Residences	2,131
Summer Youth Employment	421
College Internships	194
VA	294
Jefferson Rehabilitation Center/ARC	469
Drug Court	87
Jail Work Release	157

Watertown Urban Mission
2010 Annual Meeting
Fiscal Report

	<u>2010</u> <u>Actual</u>	<u>2010</u> <u>Budget</u>	<u>2011</u> <u>Budget</u>
Ordinary Income/Expense			
Income			
4100-00 - LOCAL CHURCHES	126,692.00	123,000.00	127000
4200-00 - JUDICATORY	14,179.00	15,000.00	14000
4300-00 - WUM	103,099.00	92,000.00	100000
4300-02 - State & Community Grants	191,442.00	264,500.00	273000
4300-05 - Recycling income	2,569.00	2,000.00	2600
4300-31 - Misc Grants	3,150.00		
4400-00 - Corporate Donations	85,734.00	85,000.00	85000
4500-00 - FUNDRAISER	8,024.00	20,000.00	10000
4500-01 - Phone-a-thon	27,254.00	40,000.00	30000
4500-02 - Community Dollar Dinners	3,253.00	10,000.00	8500
4800-04 - CN LOAN REIM - Net			
4825-00 - MISCELLANEOUS INCOME	1,356.00	1,000.00	1200
4828-00 - VENDOR REFUNDS	972.00	1,000.00	1100
4300-58 Hearth Income	511,590.00	441,000.00	297600
4829-00 - FOOD SENSE Income	8,402.00	14,000.00	8500
4900-00 - INTEREST INCOME	5,020.00	5,500.00	5000
4901-00 - DIVIDEND INCOME	4,642.00	3,000.00	4500
4903-00 - Wheels for Work - Program Inc	4,524.00	9,000.00	5000
4905-01 - UNREALIZED GAIN ON INVESTMENTS	33,953.00		
4906-02 - ID Store Sales	364,881.00	380,000.00	380000
4906-03 - ID Store Sales - CN Vouchers	41,308.00	44,000.00	44000
4906-12 - ID Vender & Other Income	3,642.00		3000
Total Income	<u>1,545,686.00</u>	<u>1,550,000.00</u>	<u>1400000</u>
Gross Profit	<u>1,545,686.00</u>	<u>1,550,000.00</u>	<u>1400000</u>
Expense			
4904-01 - UNREALIZED LOSS ON INVESTMENTS	19,055.00		
5000-00 - General Expenses	673,132.00	732,000.00	735000
5003-37 - Consulting Fees	16,000.00		
5004-12 - Amorization	112.00		
5005-00 - Insurance Expense	11,244.00	14,000.00	13200
5008-02 - Community Dollar Dinner Expense	10,748.00	11,000.00	10500
5009-01 - ID- Cash Over/Short	349.00		
5011-00 - Annual Mtg Expenses	544.00		
5013-00 - Food Sense Expenses	8,851.00	13,000.00	9000
5100-00 - CRITICAL NEEDS EXPENSES	49,254.00	56,500.00	55000
5200-00 - FOOD PANTRY EXPENSES	239,193.00	254,000.00	240000
5300-00 - BRIDGE PROGRAM EXPENSE	420.00	8,400.00	
5500-00 - Wheels for Work Program	7,610.00	20,100.00	39700
5800-00 - Hearth Program	511,590.00	441,000.00	297600
Total Expense	<u>1,548,102.00</u>	<u>1,550,000.00</u>	<u>1400000</u>
Net Ordinary Income	<u>-2,416.00</u>	<u>0.00</u>	<u>0.00</u>

NOTE: This 2010 Actual does not reflect any end-of-year adjustments.

WUM ORGANIZATIONAL CHART

