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;;;Boston City Council 180621

TESTING

JUNE 21, 2018

>> MAYOR WELSH, REINVIGORATED
AND STARTED IN 2014.

I WAS APPOINTED CHAIR.

IT'S A GREAT HONOR TO DO SO.

SO WE'RE TASKED WITH LOOKING AT
THE ADEQUACY OF SALARIES OF
MUNICIPAL OFFICIALS AND
EMPLOYEES AS OUTLINED IN THAT
LEGISLATION FOR BOSTON.

SO WHAT YOU HAVE BEFORE YOU
TODAY -- THE BOARD, PRIOR TO
RETAINING WATERS, WITH MET ON
NOVEMBER 9, 2016, DECEMBER 16,
2017, JANUARY 8, 2017, FEBRUARY
8, 2017.

WE HAD DECIDED TO PUT THIS OUT
TO VENDOR, A MONUMENTAL TASK TO
LOOK AT THE SALARIES.

HAD NOT BEEN DONE IN A LONG
TIME.

LOOK AT DIFFERENT SALARIES,
TITLES, POSITIONS.

SO WE PUT IT OUT THERE TO FIRMS
OUT THERE THAT ARE WELL-VERSED
IN DOING MUNICIPALITIES ALL
ACROSS THE COUNTRY.

SO FOUR VENDORS RESPONDED TO THE
RFP.

SOMETIME IN THE END OF JUNE,
JULY, WE ENLISTED THE SERVICES
OF SEAGLE WATERS CONSULTING.
WELL-VERSED IN ALL OF THESE
MUNICIPAL MATTERS, IN-STATE
MATTERS, NOT JUST HERE IN THE
COMMONWEALTH BUT ACROSS THE
COUNTRY AS WELL.

IN 2018, THEY GAVE US THEIR
PLAN, TO REVIEW THE PLAN AND HOW
THEY WOULD CONDUCT THEIR
TIMELINE.

ELLIOT WILL GO IN GREATER DETAIL
AND DEPTH.

IN DECEMBER 15, 2017, WE GOT A
DRAFT OF THE REPORT.

ON JANUARY 11 OF THIS YEAR, WE
MET WITH SEAGLE WATERS AGAIN.
THE BOARD VOTED UNANIMOUSLY TO
PASS ALONG THE RECOMMENDATIONS

TO THE ADMINISTRATION.

THE CITY COUNCIL'S REVIEW NOW,
WHICH IS WHY WE'RE HERE TODAY.
UNLESS YOU HAVE QUESTIONS FOR
ME, IF I COULD HAND IT OVER TO
ELLIOT.

>> ONE QUESTION FOR THE BENEFIT
OF THOSE IN THE CHAMBER AND THE
VIEWING PUBLIC.

CAN YOU STATE FOR THE RECORD THE
NAMES OF THE OTHER ADVISORY
BOARD MEMBERS?

>> SURE.

AMY SHERIDAN, JOANNE GOLDSTEIN,
CARROLL FULK.

>> THANK YOU.

>> GOOD MORNING.

I'M ELLIOT.

I'M THE NATIONAL PRACTICE LEADER
FOR SEAGLES WATERS CONSULTING.
WE SPECIALIZE IN H.R. CONSULTING
FOR GOVERNMENTS OF ALL SIZES
ACROSS THE COUNTRY.

BY REFERENCE, OUR CLIENTS
INCLUDED THE COMMONWEALTH OF
MASS.DOT, THE STATE TREASURER.
WE'RE VERY FAMILIAR WITH THE
LABOR MARKET AND THE CHALLENGES
HERE IN BOSTON.

I'M GOING -- I SEE WE HAVE A
TECHNICAL DIFFICULTY -- THERE WE
GO.

THANK YOU.

GREAT.

SO IN JULY OF 2017, WE WERE
ENGAGED TO CONDUCT THE STUDY.
THE STUDY HAS TWO PARTS TO IT.
THERE'S A CLASSIFICATION STUDY
AND A COMPENSATION STUDY.
THE CLASSIFICATION STUDY, JUST
BRIEFLY, HELPS DEFINE THE NATURE
OF THE WORK AND RESPONSIBILITIES
AND MINUTE JOB REQUIREMENTS THAT
FOLKS IN THE SENIOR MANAGEMENT
ROLES HERE IN THE CITY PERFORM.
SO WE HAVE TO UNDERSTAND WHAT
FOLKS WERE DOING IN THEIR JOBS.
IN TERMS OF THE CLASSIFICATION
AND PROCESS, WE STARTED MEETING
WITH THE COMPENSATION ADVISORY
BOARD.

WE GATHERED INFORMATION ON EACH
POSITION'S ROLE IN THE CITY AND
WE GATHERED THAT INFORMATION

THROUGH QUESTIONNAIRES THAT WE ASK EACH EMPLOYEE, SENIOR MANAGER TO COMPLETE AS WELL AS REVIEW OF EXISTING ORGANIZATION CHARTS, JOB DESCRIPTIONS, BUDGET DOCUMENTS, DELIVERY METRIX. WE HAD AN UNDERSTANDING OF THE NATURE OF WORK BEING PERFORMS OR THE NATURE OF WORK FOR WHICH PEOPLE WERE RESPONSIBLE FOR IN THESE POSITIONS.

AFTER WE RECEIVED THE RESPONSES TO THE QUESTIONNAIRES THAT EACH PERSON WAS ASKED TO COMPLETE, WE CONDUCTED ONE-ON-ONE INTERVIEWS WITH FOLKS BOTH TO CLARIFY THE RESPONSES AND TO RESPOND TO ANY QUESTIONS OR CONCERNS THAT WE HAD TO MAKE SURE WE WERE UNDERSTAND THE NATURE OF THE WORK.

THE IMPORTANCE OF UNDERSTANDING THE NATURE OF THE WORK, WHEN WE GET TO THE COMPENSATION PHASE, WE TRY TO GATHER INFORMATION ON SIMILARLY-SITUATED JOBS AND OTHER PEER EMPLOYERS IN OTHER CITIES.

I'LL GET INTO THAT IN A MOMENT. TO DO THE COMPARISON, WE NEED TO MAKE SURE WHAT THE JOB IS ABOUT. JOB DESCRIPTION TO THE EXTENT THAT THEY EXIST HERE.

SOME OF THESE JOBS WERE OLD AND OUT OF DATE.

THIS IS TO GET A REFRESHED UNDERSTANDING OF THE NATURE OF THE WORK AND THE IMPORTANCE OF WHAT PEOPLE WERE DOING IN TERMS OF THEIR RESPONSIBILITIES AND REQUIREMENTS AND SO FORTH.

WITH REGARDS TO THE COMPENSATION ANALYSIS, ONCE WE UNDERSTOOD THE NATURE OF THE WORK, WE CONDUCTED AN INDEPENDENT ASSESSMENT OF THE COMPETITIVENESS OF PAY RANGES AND ACTUAL SALARIES FOR THESE POSITIONS.

THERE WERE 82 OF THEM IN TOTAL.

31 COVERED BY ORDINANCE.

51 NONORDINANCE JOBS.

WHILE IN ALL CASES THEY WERE COMPARED TO PUBLIC SECTOR EMPLOYERS AND IN SOME CASES

ANALOGY FUNCTIONS LIKE WHERE APPROPRIATE.

SO WE GATHERED PUBLIC AND PRIVATE SECTOR DAY OR THE. IN TERMS OF WHO WE COMPARED THE CITY TO, WE WERE LOOKING AT OTHER CITIES WITH A STRONG MAYORAL FORM OF GOVERNMENT WITH SIMILAR POPULATION SIZE. SO THAT GOVERNED THE SELECTION OF THE CITIES.

AND WHEN WE COMPARED PAY INFORMATION FOR EMPLOYERS OUTSIDE OF BOSTON, WE GEOGRAPHICALLY ADJUSTED THAT INFORMATION.

ADJUSTED FOR THE COST OF WHAT PEOPLE MIGHT SAY COST OF LIVING. WE'RE MINDFUL OF THE COMPARATIVELY HIGH COST OF LIVING IN BOSTON AND THE IMPACT THAT MAY HAVE IN RECRUITING AND ATTRACTING PEOPLE FOR THESE JOBS.

IN TERMS OF WHO THOSE PEER EMPLOYERS WERE, WE IDENTIFIED 18 PUBLIC SECTOR EMPLOYERS AS PART OF THAT MARKET.

THOSE THAT ACTUALLY PARTICIPATE IN THE SURVEY, PROVIDED INFORMATION IN THIS SLIDE ARE NOTED IN RED.

BUT OF THE 18, 14 RESPONDED AND THAT WAS PRETTY SIGNIFICANT AMOUNT OF DATA THAT WE HAVE.

>> THERE'S A REASON WHY SOMEONE WOULDN'T RESPOND?

IS IT TIME CONSUMING OR DON'T WANT TO SHARE INFORMATION?

>> REMEMBER, WE'RE LOOKING AT COMPENSATION FOR THAT TOP TIER OF EXECUTIVE MANAGEMENT.

SOMETIMES PEOPLE ARE -- EVEN IN THE PUBLIC SECTOR, PEOPLE ARE PROPRIETARY ABOUT PROVIDING THAT.

IS IT PUBLIC INFORMATION?

YES BUT SOMETIMES NOT THE EASIEST TO GET YOUR HANDS ON.

WE HAVE SIGNIFICANT DATA HERE.

THE DATA SET IS ROBUST AND I FEEL PRETTY COMFORTABLE WITH IT.

WITH REGARD TO PRIVATE SECTOR, FOR THOSE JOBS THAT DO HAVE AN

ANALOGOUS JOB IN THE PRIVATE SECTOR, WE LOOKED AT FOUR DIFFERENT SOURCES FOR POSSIBLE INFORMATION FOR THOSE COSTS APPLICABLE EITHER TO BOSTON SPECIFICALLY OR AS CLOSE TO BOSTON AS YOU CAN GET. HERE'S THE FOUR SOURCES THAT WERE USED, WHERE APPLICABLE. WE PROVIDED ALL THE DATA. SO IF YOU WANT TO DRILL DOWN, YOU'D SEE WHERE THAT IS THERE. WE SELECTED 82 SENIOR MANAGEMENT JOBS. WE DID NOT MARKET PRICE ALL OF THEM. JUST DIDN'T QUITE HAVE COMPLEMENTS ELSEWHERE. SO WE SELECTED 47 OF THOSE 82. THE 47 BREAK OUT TO BE 23 ORDINANCE JOBS AND 24 NONORDINANCE. SO BROKE OUT PRETTY EVENLY. THE BENCHMARK JOBS WERE SELECTED BECAUSE THEY'RE COMMONLY FOUND IN OTHER LARGE MUNICIPALITIES AND THEREFORE BASED ON THE NATURE OF THE WORK, MORE EASY TO MATCH AND FEEL COMFORTABLE THAT THERE'S THIS APPLES TO APPLES PERSPECTIVE IN TERMS OF JOBS MATCH. EVEN THOUGH WE DID THIS FOR ORDINANCE JOBS AND NONORDINANCE JOBS, WE WANTED TO UNDERSCORE THE POINT IT WAS THE MAIN RESPONSIBILITY OF THE ADVISORY BOARD TO FOCUS ON THE COMPETITIVENESS OF POSITIONS COVERED UNDER THE ORDINANCE. THE BENCHMARK -- THE NEXT SLIDE -- PROVIDES INSIGHT INTO THE ORDINANCE JOBS AND THOSE SELECTED WERE BENCHMARKS. SO OF THE 31 ORDINANCE POSITIONS, 23 BECAME BENCHMARKS IN THE STUDY. THAT'S SIGNIFICANT AND COVERS 74% OF THE JOBS COVERED UNDER THE ORDINANCE. IF YOU LOOK AT ALL OF THE DATA THAT WE SELECTED, IF YOU LOOK AT IT WITH RESPECT TO ORDINANCE JOBS, BOSTON SALARIES RANGES IN

AGGREGATE ACROSS ALL THE JOBS
LAGGED THE MARKET BETWEEN 21 AND
43%, DEPENDING UPON WHERE WE'RE
LOOKING IN THE PAY RANGE.

YOU SEE THAT IN THE TABLE, THE
BOTTOM OF THE SLIDE, WHERE IT
SAYS OVERALL.

WE LOOK AT THE PAY RANGE
MINIMUM, WHICH IS THE LOWEST END
PART OF THE PAY RANGE, THE
MAXIMUM, THE TOP OF THE PAY
RANGE AND WE ALSO LOOKED AT
ACTUAL SALARIES.

WHAT THIS TABLE IS TELLING US IS
WHAT ADJUSTMENT WOULD BE
REQUIRED ACROSS ALL OF THOSE
JOBS TO BRING PAY TO THE AVERAGE
OF THE MARKET BASED UPON THOSE
EMPLOYERS THAT WE SURVEYED.

WHAT YOU'LL NOTICE IS YOU'RE
COMPARATIVELY MORE COMPETITIVE
TO THE PUBLIC SECTOR EMPLOYEES,
WHICH IS THE BULK OF THE DATA WE
HAVE, THAN THE PRIVATE SECTOR.
EVEN LOOKING AT THE PUBLIC
SECTOR OVERALL, YOU'RE BETWEEN
11 AND 18% BELOW MARKET.

11 TO 18% ADJUSTMENT TO GET TO
THE AVERAGE.

ACTUAL PAY WOULD NEED A 21%
INCREASE TO EQUAL THE AVERAGE OF
THE MARKET.

TAG PRIVATE SECTOR FOR THOSE
JOBS, IT'S LIKE DRAMATICALLY OFF
THE CHANCE IN TERM OF HOW BELOW
AVERAGE THE CITY IS BELOW
MARKET.

WE WANT THAT REFERENCE.

FOR NONORDINANCE JOBS, YOU SEE
THE SAME THING.

THEY DON'T HAVE PAY RANGES.

WE HAVE RATES THAT WE SEE.

FOR NONORDINANCE JOBS, WE LOOK
AT WHERE THEY ARE AND AS YOU CAN
SEE HERE, YOU'RE BETTER COMPARED
TO THE PUBLIC SECTOR BUT ALSO
THE SAME LEVEL OF ADJUSTMENT
REQUIRED FOR NONORDINANCE JOBS
AT THE MIDPOINT OF THE PAY RANGE
THAN FOR ORDINANCE JOBS.

SIMILARLY IN THE PRIVATE SECTOR
WOULD REQUIRE SUBSTANTIAL PAY
ADJUSTMENT.

FOR ORDINANCE JOBS, WE ARE

PROVIDING YOU HERE THE MARKET INFORMATION, THE CURRENT CITY OF BOSTON PAY RANGE FOR EACH OF THESE JOBS AND THE PUBLIC SECTOR MARKET AVERAGE.

I WANT TO UNDERCORE THE DATA THAT WE COLLECTED WAS EFFECTIVE OCTOBER 1, 2017.

LIFE GOES ON.

THERE MAY HAVE BEEN CHANGES IN CITY SALARIES ALONG THE WAY. IF SOMETHING LOOKS DIFFERENT THAN WHAT YOU'D EXPECT IT TO BE, THAT'S THE REASON A SNAPSHOT AS OF 10-1-17.

YOU'LL NOTICE SO MANY COLOR CODING THERE.

BLUE, RED AND BLACK.

WHAT THE BLUE INDICATES IS WHERE PAY IS ABOVE THE MARKET AVERAGE. RED INDICATES WE'RE BELOW THE MARKET AVERAGE AND BLACK INDICATES WITHIN THE MARKET AVERAGE.

HOW DO WE DEFINE THAT?

WE DEFINE MARKET AVERAGE BEING 95 TO 105% OR PLUS OR MINUS 5% OF THE MARKET AVERAGE.

GREATER THAN 105% IS ABOVE MARKET AND LESS THAN 95 IS BELOW MARKET AVERAGE.

KEEPING THE COLOR CODING IN MIND HERE.

LOOKING AT THE FIRST TWO OF SLIDE 10 FOR FIRE AND POLICE COMMISSIONER.

BOTH OF THOSE WITH ADEQUATELY -- THE PAY RANGES ARE ADEQUATELY COMPENSATED OR SET BASED ON THE MARKET DATA THAT WE HAVE.

AS YOU GO THROUGH THE SUBSEQUENT PAGES, PAGES 10, 11, 12, 13 AND 14 AND I'M HAPPY TO GO THROUGH EACH ONE OF THOSE WITH YOU, YOU'LL SEE LOTS OF RED AND LOTS OF RED IN SUBSTANTIAL AMOUNTS.

>> IF I COULD STOP YOU ON THE CATEGORY 1 A.

>> YES.

>> SO BOTH OF OUR COMMISSIONERS ARE AT THE BACK END OF THEIR RANGE AS IT STANDS NOW.

I WOULD ARGUE IN MANY INSTANCES -- I DON'T KNOW

WHETHER YOU COMPARE THIS TO THE OTHER CITIES, BUT THERE'S RANK AND FILE EMPLOYEES UNDER THEM MAKING MORE THAN THE ACTUAL COMMISSION.

I DON'T KNOW IF YOU SAW THAT, ANY OTHER TRENDS LIKE THAT ACROSS THE COUNTRY WHERE RANK AND FILE MEMBERS OF THE DEPARTMENT WERE MAKING MORE THAN THE LEADER OF THE DEPARTMENT AND WHETHER OR NOT THAT WAS FACTORED INTO YOUR DECISION.

BECAUSE WE HAVE A SITUATION WHERE BOTH OF THOSE COMMISSIONERS RIGHT NOW ARE AT THE BACK END OF THEIR RANGE. ONE WOULD ARGUE THAT WE SHOULD PROBABLY EXTEND THE RANGE TO GIVE THE MAYOR AND THOSE INDIVIDUALS MORE FLEXIBILITY FOR THE FUTURE.

JUST GET YOUR THOUGHTS ON THAT. THE SPITE THE FACT THAT THEY'RE IN BLUE, PROBABLY A COUPLE DOZEN MEMBERS OF THOSE RESPECTED DEPARTMENTS UNDERNEATH THE LEADER, MAKING MORE THAN THE LEADER.

I DON'T KNOW HOW THAT BODES FROM A LEADERSHIP PERSPECTIVE. YOU KNOW, WE HAVE A SIGNIFICANT PAY CUT.

>> YEAH.

LET ME MAKE A TWO-PART COMMENT. WE DIDN'T LOOK AT THE RELATIONSHIP OF THESE TOP POSITIONS TO IMMEDIATELY SUBORDINATE JOBS.

SO I CAN'T COMMENT SPECIFICALLY HERE ON THE CITY OF BOSTON. BUT YOUR BROADER COMMENT IS SO WE SEE PAY COMPRESSION, WHERE PEOPLE ARE SUBORDINATE TO A SENIOR PERSON ARE PAID VERY CLOSE TO OR MAYBE AS YOU'RE CITING ABOVE THAT PAY.

WE HAVE -- YES, WE HAVE SEEN THAT HAPPEN.

IT'S NOT THE PREFERABLE WAY TO DO IT FOR THE REASONS YOU CITE. BUT I CAN'T COMMENT SPECIFICALLY ABOUT THIS.

NOR DID WE LOOK AT WHETHER THOSE

RELATIONSHIPS EXIST WITH THE
PEER CITIES AS WELL.

>> IF THE COUNCIL WAS TO EXTEND
IT FURTHER THAN RECOMMENDED,
THAT WOULDN'T BE OFFENSIVE TO
YOU BASED ON THE TRENDS IN
BOSTON?

>> I WOULDN'T USE THE WORD
"OFFENSIVE."

I'D LIKE TO SAY I'M A
TECHNICIAN.

BASED UPON THE DATA AND THE DATA
FOR THIS LEVEL OF JOB IN SIMILAR
SITUATED CITIES ADJUSTS FOR COST
OF LIVING, I WOULD SAY THE
CURRENT PAY RANGE IS ADEQUATE.
HOW THAT AFFECTS PEOPLE BELOW,
THAT WOULD BE A WHOLE DIFFERENT
ANALYSIS.

>> AND THEN THE OTHER ISSUE IS
AROUND RESIDENTS.

IN THOSE JURISDICTIONS THAT YOU
COMPARED BOSTON TO, DO THEY HAVE
A REQUIREMENT WHERE THE FOLKS
WERE FORCED TO LIVE IN THE CITY
VERSUS FINDING SOMETHING --

>> THAT'S A GOOD POINT.

I CAN'T SAY I RECALL THAT I KNOW
THAT.

BUT WE CAN --

>> SO OBVIOUSLY IN BOSTON YOU'RE
REQUIRED TO LIVE IN THE CITY.
THERE'S A TEN-YEAR EXEMPTION.
FOR DEPARTMENT HEADS, THEY'RE
REQUIRED TO LIVE THERE.
BEING IN BOSTON IS OUTRAGEOUS
QUITE FRANKLY AND PROBABLY IN
THE TOP 3, 4, 5 ACROSS THE
COUNTRY IN TERMS OF EXPENSIVE.
SO I DIDN'T KNOW WHETHER THAT
FACTORED TO ANY OTHER METRICS AS
WELL.

>> ONLY TO THE EXTENT THAT WE
ADJUSTED THE PEER DATA TO
REFLECT THE DIFFERENCES AND COST
OF LIVING SO WE FEEL COMFORTABLE
THAT WE TACKLED THAT ONE.

>> VERY GOOD.

>> CONTINUE ON.

>> SURE.

SO JUST -- I THINK WE WERE ON
SLIDE 11 FOR CATEGORY 2, JOBS.
YOU CAN SEE HERE ON THIS PAGE
THAT IT'S FULL OF RED AND

THEY'RE PRETTY CONSISTENTLY, FOR THE PAY RANGES, PRETTY CONSISTENTLY BELOW MARKET FROM ONE JOB TO THE OTHER.

THERE'S SOME VARIANCE.

TO BE THIS MUCH IN THE RED, FOR EXAMPLE, FOR DIRECTOR OF INNOVATION AND TECHNOLOGY TO REQUIRE -- THE PAY RANGE, I SHOULD SAY, TO REQUIRE A 34% PAY INCREASE, THERE'S ONE WHERE YOU ARE COMPETING AGAINST BOTH THE PUBLIC AND PRIVATE SECTOR.

THAT'S A NOTE WORTHY ONE.

NOT TO SAY THE OTHERS AREN'T NOTE WORTHY BUT WHEN WE TALK ABOUT PUBLIC AND PRIVATE, THAT'S AN OBVIOUS JOB THERE.

AGAIN, I'M FOCUSING ON THE PAY RANGES.

THE CHARTS SHOW WHAT WAS THE CURRENT INCUMBENT SALARY OCTOBER 1, 2017 AGAINST THE AVERAGE SALARY FROM THE MARKET DATA THAT WE RECEIVED.

BUT TURNING YOUR ATTENTION TO SLIDE 12 AND THE CONTINUATION OF CATEGORY TWO.

AGAIN, YOU SEE SIGNIFICANT ADJUSTMENTS REQUIRED.

I'M FOCUSING ON THE MIDPOINT OF THE PAY RANGE.

TO GET TO THE MARKET AVERAGE.

WE'RE NOT TALKING ABOUT, YOU KNOW, BEING IN THE 75th PERCENTILE.

THOSE INCREASES ARE SIGNIFICANT. CATEGORY 3, WHICH STARTS ON THE BOTTOM OF PAGE 12, SIMILARLY AND CONTINUES ON TO PAGE 13.

SIMILARLY SHOWS MARKET POSITION OF SIGNIFICANTLY BELOW MARKET. THEN WHEN WE GET TO CATEGORY 4 A, WHICH IS ON THE BOTTOM OF 13 AND CONTINUES ON 14, AND CATEGORY -- ARE SIGNIFICANTLY BELOW MARKET.

SO WE MADE SOME RECOMMENDATIONS WITH REGARD TO THE ORDINANCE JOBS.

WE SUGGESTED AN INCREASE TO CATEGORY 1 B TO ALIGN THE PAY RANGES WITH THE PUBLIC SECTOR AVERAGE.

THAT IS SIGNIFICANTLY -- IF YOU
LOOKED AT THE 1 B JOBS,
SIGNIFICANTLY BELOW MARKET.
CHIEF INFORMATION OFFICER, WE
MADE A RECOMMENDATION TO CHANGE
THE CATEGORY OF THAT JOB SO THE
PAY RANGE FOR THAT JOB WOULD BE
MORE COMPETITIVE WITH THE
MARKETPLACE.
>> WHAT WAS THAT RECOMMENDATION?
>> REMOVE THAT JOB TITLE FROM
CATEGORY TWO TO CATEGORY ONE B.
MOST WERE INCREASED BY 15%.
WE HAD A RECOMMENDATION TO
ADJUST THE CITY COUNCIL AND
MAYOR BY .2%.
THOSE RECOMMENDATIONS ARE
DIFFERENT THAN THE DATA FOR
EVERYTHING ELSE.
WHERE WE LOOKED AT THE CHANGES
IN THE COST OF LIVING HERE IN
BOSTON BETWEEN 2015 AND 2017.
THAT WAS BASED ON CPI ANALYSIS.
THAT'S THE JUSTIFICATION FOR THE
4.2%.
JUST TO BE CLEAR, IT WAS BASED
ON THE INTERVAL BETWEEN 2015 AND
2017.
SO HERE WE ARE A YEAR LATER.
>> WHAT WOULD THAT MEAN, ELLIOT?
>> I WOULD THINK A YEAR LATER --
I COULD GET THE ACTUAL NUMBER.
OFF THE TOP OF MY HEAD, I WOULD
THINK WE PROBABLY WOULD BE
CLOSER TO 7%.
>> SO BE A YEAR LATER AND THEN I
GUESS THE REQUEST IS THAT IT
DOES NOT TAKE EFFECT FOR ANOTHER
YEAR?
SO TECHNICALLY TWO YEARS.
>> WELL, I WAS JUST KIND OF
DOING THE MENTAL MATH.
2018.
SO MAYBE A LITTLE LESS THAN 7%.
>> OKAY.
>> SOMEWHERE IN THERE.
>> AND BASED ON 7%, WHAT WOULD
THE NUMBER BE IF YOU HAVE YOUR
CALCULATOR OUT.
>> LET'S SEE IF I CAN DO THIS.
I CAN.
IT WOULD BE THE CURRENT MAXIMUM,
FOR EXAMPLE, FOR MAYORS,
\$199,000.

ROUND IT TO 200,000.
IT WOULD BE SOMETHING LIKE 214.
FOR CITY COUNCIL MEMBERS,
ROUNDING IT TO \$100,000, WOULD
GET TO IT \$107,000.
>> AND THAT TAKES INTO
CONSIDERATION THE COST OF LIVING
ADJUSTMENT FOR THE YEAR 18 AND
19.
>> JUST 18.
JUST THROUGH 18.
I DON'T HAVE A BASIS FOR 19 YET.
>> OKAY.
>> THE NEXT SLIDE, SLIDE 16,
SHOWS YOU WHAT THE CURRENT RANGE
IS FOR EACH OF THE ORDINANCE
JOBS, WHAT WE'RE PROPOSING FOR
EACH OF THOSE JOBS.
THEN IT SHOWS THE PERCENTAGE
INCREASE TO THE MINIMUM AND
MAXIMUM OF THE PAY RANGE.
AS I POINTED OUT EARLIER, YOU
SEE FAIRLY SIGNIFICANT INCREASES
FOR 1 B JOBS AND FOR VIRTUALLY
EVERYTHING ELSE, WE'RE TALKING
ABOUT 15% INCREASES.
WE'RE CREATING PAY RANGES THAT
ARE SYMMETRIC OR MORE CONSISTENT
WITH THE MARKET IN TERMS OF THE
DISTANCE BETWEEN THE MINIMUM AND
THE AVERAGE.
>> I'M LOOKING AT THE RANGES
HERE.
KIND OF --
>> THE RANGES ARE ABOUT --
SOMEWHERE BETWEEN 40,000 AND
50,000.
>> IS THAT CONSISTENT ACROSS THE
COUNTRY THAT CITIES YOU'VE
COMPARED THIS TO OR A
METHODOLOGY BETWEEN WHY THE
CHANGE SHOULD BE HIGHER OR
LOWER?
>> SO WHAT WE DID --
>> BASICALLY A LOT OF WIGGLE
ROOM IN THE MIDDLE THERE.
>> NO QUESTION.
SO IF YOU LOOKED AT THE DETAILED
DATA AND THE FULL REPORT, WE
ACTUALLY HAVE WHAT THE AVERAGE
PAY RANGE FOR EACH OF THESE JOBS
BASED ON THE MARKET DATA.
THEY'RE NOT ALL PERFECTLY
SYMMETRICAL.

SO YOU BUILD A PAY STRUCTURE
THAT MAKES THAT A LITTLE BIT
NEAT BUT IS CONSISTENCE ACROSS
THE MARKET DATA FOR THOSE JOBS.
SO THAT'S HOW THIS IS
CONSTRUCTED.
YOU WOULDN'T SEE PRECISELY THIS
BUT BASED ON THE MARKET DATA FOR
EACH --
>> AND COMPARABLE IN THE PRIVATE
SECTOR FOR THE RANGES?
>> YES.
>> YOU STARTED YOUR
PRESENTATION.
WE'VE BEEN JOINED BY ED FLYNN
AND COUNCILLOR ESSAIBI-GEORGE.
>> SO SLIDES 16 AND 17 AS I
SAID, POINT OUT THE PROPOSED
RANGES AND WHAT THE INCREASES
WERE.
THE ONLY OTHER THING THAT WE DID
WAS, WE SAID WHAT WOULD THE COST
BE TO IMPLEMENT THIS WHERE AN
EMPLOYEE'S CURRENT SALARY IS
BELOW THE NEW PROPOSED MINIMUM.
THAT'S ALL WE DID.
IN DOING THAT CALCULATION AND
YOU SEE THAT IN ACTUALLY IN THE
NEXT TABLE ON SLIDE 19, BUT THE
COST OF THAT WAS \$110,000 TO
BRING JOBS UP.
YOU'LL SEE THAT ON SLIDE 19.
SO FOR EACH ONE OF THESE JOBS
AND BY EXAMPLE, LET'S JUST TAKE
THE FIRST ONE ON 1 B, THE
COLLECTOR TREASURERS.
THE CURRENT SALARY AS OF OCTOBER
1 WAS \$148,179.
THAT'S LESS.
THAT WOULD HAVE BEEN \$1,321
INCREASE.
WE WERE NOT OPINING ON WHAT
THESE PEOPLE SHOULD BE PAID.
WE SAID IF YOU IMPLEMENTED OUR
STRUCTURE, THE PAY RANGES, THAT
THERE WOULD BE A COST IN OUR
OPINION TO BRINGING PEOPLE TO
THE MINIMUM OF THE PAY RANGE.
>> WHEN YOU TOOK AT LOOK AT
BOSTON'S DATA, DID YOU PLUG IN
THE ACTUAL SALARIES OF THOSE
INDIVIDUALS TO I GUESS THAT
METHODOLOGY OR WAS THAT OUTSIDE
OF THAT?

>> CAN YOU REPEAT --
>> FOR EXAMPLE, SAY CATEGORY 3
LIKE SUPERVISOR OF BUDGETS.
THE CURRENT SCALE IS 95 TO 135.
SEGAL RECOMMENDED 109 TO 156.
>> UH-HUH.
>> THE PERSON IS MAKING 125.
I DIDN'T KNOW IF YOU TOOK IN
WHAT THE INDIVIDUALS IN THOSE
POSITIONS WERE MAKING AND
BUTTRESS THAT WITH YOUR DATA AND
RANGE, DOES THAT CHANGE YOUR
OPINION?
>> NO.
THANK YOU FOR THE CLARIFICATION.
WE DIDN'T DO THAT.
WE LOOKED AT THE COMPETITIVENESS
OF PAY RANGES WITH THESE OTHER
CITIES.
WE WEREN'T OPINING SHOULD THE
SUPERVISOR BUDGETS PAY THE
ADJUSTED BECAUSE WE WERE
ADJUSTING THE PAY RANGE.
>> OKAY.
SO SLIDES 19 AND 20 AGAIN JUST
SHOW WHAT THOSE INCREMENTAL
COSTS WOULD BE FOR THOSE FOLKS
THAT WERE BELOW THE PAY RANGE
MINIMUM.
I'M HAPPY TO TAKE ANY ADDITIONAL
QUESTIONS YOU MAY HAVE.
>> THERE'S -- WE HAVE SOME
BOARDS AND COMMISSIONS, WHICH --
YOU DOVE INTO THE BOARDS AND
COMMISSIONS.
ZONING BOARD OF APPEALS, THE
ZONING COMMISSION AND THE BOARD
OF EXAMINERS.
THE COMPENSATION ASSOCIATED WITH
THOSE POSITIONS ARE STIPENDS,
DID YOU SEE WHETHER THE
MUNICIPALITIES HAD ANY OF THAT
AND WHAT RECOMMENDATION --
>> AS YOU'LL KNOW, THE
CATEGORY FIVE JOBS THAT YOU'RE
REFERRING TO, WE HAD A VERY
DIFFICULT TIME FINDING APPLES TO
APPLES COMPARISONS IN TERMS OF
THOSE JOBS OR THOSE FUNCTIONS
AND HOW THEY MIGHT BE FILLED IN
OTHER CITIES.
SO WE ACTUALLY DO NOT HAVE A
RECOMMENDATION FOR THAT.
>> SO WITH THAT, I'M HEARING --

>> YES.
>> ANY QUESTIONS AT THIS TIME?
>> YES.
>> THANK YOU, MR. CHAIRMAN AND
THANK YOU, ELLIOT, FOR A VERY
COMPREHENSIVE LOOK.
I APPRECIATE IT.
YOU KNOW, I -- IT'S ALWAYS
AWKWARD WHEN YOU'RE VOTING ON
YOUR OWN SALARY, OBVIOUSLY.
IT'S DIFFICULT.
I HAD SUGGESTED MY DEAR FRIEND
AND PREDECESSOR SUGGESTED WHEN
HE WAS ON THE BODY TO INDEX FOR
THE COUNCIL POINT OF VIEW INDEX
ANY INCREASE OR DECREASE WITH
AMI AND COST OF LIVING.
YOU HAVE DONE THAT.
>> THAT'S CORRECT.
>> DID YOU LOOK AT ANY OTHER
SORT OF COMPARABLE SIDE CITIES
IN TERMS OF THE ELECTED
OFFICIALS, THE SALARIED
POSITIONS, NOT THE ORDINANCE JOB
POSITIONS?
>> WE LOOKED AT -- WE USED THE
SAME METHODOLOGY, IF I
UNDERSTAND YOUR QUESTION, FOR
ORDINANCE AND NONORDINANCE JOBS.
THAT'S IN THE REPORT.
>> DO YOU KNOW WHERE THE
SALARIED EMPLOYEES CURRENT RANGE
AND PROPOSED RANGE WOULD BE FOR
MAYOR AND COUNCIL WITH
COMPARABLE SIZE CITIES?
IS IT AVERAGE, HIGH, LOW?
>> WE DID NOT GATHER THE
INFORMATION FOR MAYOR AND
COUNCIL, IF THAT'S WHAT YOUR
QUESTION IS.
>> YES.
JUST THE ORDINANCE --
>> I SUGGESTED THE CPI APPROACH.
>> WAS THAT BY DESIGN?
IN OTHER WORDS, WAS THAT TYPICAL
FOR SEGAL WATERS WHEN YOU DO
THESE OVERSIGHTS, RATHER THAN
LOOKING AT DIFFERENT POSITIONS,
APPLY THE SORT OF COST OF
LIVING?
>> I THINK THAT PAY AT THAT
LEVEL FOR MAYOR AND FOR CITY
COUNCIL MEMBERS IS AFFECTED IN
DIFFERENT CITIES FOR DIFFERENT

WAYS.

FREQUENTLY BY STATUTE.

THE HISTORY OF THE STATUTE THAT DRIVES PAY IN ONE CITY MAY NOT BE APPLICABLE IN ANOTHER.

THAT'S WHY WE TOOK A DIFFERENT APPROACH HERE.

>> THAT IS FAIR.

SO THE CHAIRMAN'S QUESTION ABOUT THE ZONING BOARD OF APPEALS AND SORT OF THE OTHER THINGS.

I NOTICED THAT YOU DO HAVE IT ON SLIDE 17 WHERE IT GOES FROM RANGE OF MINIMUM 250 A DAY, RANGE MAXIMUM \$20,000 FOR BOARD OF EXAMINERS, HIGHER FOR ZONING BOARD OF APPEALS AND ZONING COMMISSION.

IS THAT -- IS IT A DAILY STIPEND OR IS IT A SET SALARY FOR THOSE?

>> MY UNDERSTANDING IS IT'S A DAILY STIPEND WITH A MAXIMUM A YEAR.

DEPENDING ON THE NUMBER OF MEETINGS AND SO FORTH.

>> OKAY.

ALL RIGHT.

FANTASTIC.

TYPICALLY HOW OFTEN DO OTHER -- TO SHARE PROPRIETARY INFORMATION.

BUT HOW OFTEN DO YOU MUNICIPALITIES RE-VISIT SALARY RANGES?

>> I THINK SOME OF THE SIMILAR FIRMS RE-VISIT THIS EVERY THREE YEARS, IS A FAIR PERIOD OF TIME. A LOT CAN HAPPEN IN THREE YEARS.

>> THIS IS FOR FOLKS THAT MAY BE OBSERVING THIS, THIS IS SLATED TO TAKE EFFECT AFTER -- THE COUNCIL ADJUSTMENTS SHOULD PASS, IT WOULD TAKE EFFECT AFTER THE NEXT CITY COUNCIL ELECTION, THE MAJORAL ADJUSTMENTS WOULD GO INTO EFFECT TWO YEARS AFTER OUR NEXT ELECTION.

WOULD THE NONSALARIED POSITIONS, THE ORDINANCE JOBS, GO INTO EFFECT UPON PASSAGE SHOULD IT PASS?

MIGHT BE A QUESTION FOR COUNCILLOR TOBIN.

>> I LEFT THE BODY EIGHT YEARS

AGO.

I'M GETTING NODS FROM MY RIGHT.
I THINK YOU'RE CORRECT.
>> DON'T YOU HATE IT --
>> GO BACK TO REFRESHER SCHOOL.
>> REALLY APPRECIATE THIS.
I'LL SAY IN CLOSING, RE-VISIT MY
OPENING, IT'S AWKWARD, BUT IT'S
IMPORTANT.

MAYOR WALSH DESERVES CREDIT AND
YOU DESERVE CREDIT FOR TAKING
THIS UP.

IN 1986, THE IDEA OF THIS
COMMITTEE WAS ENPANELED.
I KNOW THERE'S GOOD PEOPLE ON
IT, BUT SEEMS IN MY MEMORY OF
HAVING SERVED ON THIS BODY
FOLLOWING COUNCILLOR TOBIN EIGHT
YEARS AGO, THE FIRST TIME THAT
IT'S DICTATING ADJUSTMENTS IN
SALARY.

THAT IS VERY IMPORTANT.
I APPRECIATE HAVING AN OBJECTIVE
APPROACH TO IT.
THAT'S THE WAY WE OUGHT TO
OPERATE.

THANK YOU, MR. CHAIRMAN.
>> THANK YOU.
>> CHAIR RECOGNIZES MARK CIOMMO.
>> THANK YOU.

I WANT TO ECHO THE COMMENTS OF
COUNCILLOR O'MALLEY.
THIS IS THE WAY WE SHOULD DO IT
AS PRESCRIBED BY AN ORDINANCE.
I CAME ON THE BODY A LITTLE
WHILE BEFORE COUNCILLOR O'MALLEY
IN 08.

TO YOUR POINT ABOUT THREE YEARS,
IN 2006 WE HAD THE VALUATION
BUBBLE.
BY 2009 WE HAD THE RECESSION AND
VALUES WENT DOWN.

QUESTION ON THE CPI, ELLIOT.
IS THAT A TWO-YEAR SNAPSHOT, 16,
17 CPI?

>> IT'S THE BASIS 15.
SO GOING FROM 15 TO 16, A
TWO-YEAR CHANGE.
>> SO IT'S AN AGGREGATE.
SO ONE YEAR MIGHT HAVE BEEN 2.4
AND ONE YEAR 1 POINT.

SO --
>> I DON'T REMEMBER THE EXACT
NUMBERS.

>> OKAY.

>> AND I THINK THAT THAT'S ACTUALLY A GOOD FORMULA TO USE FOR THE MAYOR AND THE COUNCIL PERSONALLY.

I KNOW OTHER COUNCILLORS AT THE TIME THAT VOTED AGAINST THE LAST RAISE BROUGHT THAT UP AS A GOOD MEASURE, THE CPI.

DO YOU HAVE ANY HISTORICAL DATA FROM 2012 TO 2016?

HAS THE CPI GONE UP MORE DRAMATICALLY IN THE PAST COUPLE YEARS THAN THE PAST TWO, THREE, FOUR YEARS?

>> I THINK WE'RE STARTING TO SEE INFLATION PICK UP.

I THINK POST GREAT RECESSION THAT CPI HAS BEEN GROWING RELATIVELY SLOWING YEAR OVER YEAR BASIS.

>> YOU KNOW, AGAIN, WITHOUT DOING THE RESEARCH, TEND TO AGREE THAT THAT IS -- WE SEE INTEREST RATES RISE.

THAT'S USUALLY IN RESPONSE TO INFLATION.

SO I WANT TO THANK MY FORMER COLLEAGUE AND COUNCILLOR JOHN TOBIN FOR YOUR LEADERSHIP AND FOR BRINGING IN AN INDEPENDENT CONSULTANT.

I THINK THAT'S IMPORTANT AS COUNCILLOR O'MALLEY SAYS IT'S VERY UNCOMFORTABLE TO HAVE TO VOTE ON YOUR OWN INCREASES.

BUT THAT IS THE ORDINANCE.

I THINK WE SHOULD FOLLOW THE ORDINANCE.

WE SHOULD GET A REPORT EVERY TWO TO THREE YEARS.

I NEVER KNEW THIS ORDINANCE EXISTED.

AFTER I GOT ELECTED, THE BOTTOM FELL OUT OF THE ECONOMY.

WE WERE ASKING UNIONS TO TAKE ZERO RAISES AND TO HELP US FILL THE GAP IN THAT TROUBLING TIME. APPRECIATE THE WORK.

THANK YOU.

>> MR. CHAIRMAN, I WANT TO THANK YOU.

COUNCILLOR CIOMMO, I WANT TO SAY THE THANKS GOES TO THE THREE

MEMBERS OF THE COMMITTEE THAT
PREDATE MY COMING ON AS CHAIR SO
COLLECTIVELY AS A GROUP, WE MADE
THAT DECISION ALONG WITH THE
STAFF AND ADMINISTRATION TO
REALLY PUT THIS OUT TO COMPANIES
THAT REALLY PUT A GOOD LENS ON
THIS, PLACES ALL AROUND THE
COUNTRY.

WE MADE THE RIGHT CHOICE.

>> THANK YOU.

>> CHAIR ORGANIZES COUNCILLOR
ESSAIBI-GEORGE.

>> THANKS FOR BEING HERE AND THE
WORK THAT YOU DID PUTTING THIS
TOGETHER.

I HAVE A FEW QUESTIONS.

WHY ARE SOME COMMISSIONERS -- I
KNOW I CAME IN LATE.

MAYBE I MISSED THIS.

BUT WE HAVE SOME IN 1 A, SOME IN
2 AND SOME IN 4 A.

SOME COMMISSIONER POSITIONS.

WHY ARE THEY CATEGORIZED AS
SUCH?

>> I DO NOT.

>> ALSO, THE COMMISSIONER
POSITIONS WITH DIFFERENT PAY
RANGES.

>> OH, HISTORICALLY I DO NOT
KNOW HOW THOSE OCCURRED.

I CAN ONLY SPEAK TO THE RESEARCH
THAT WE DID THAT THERE SHOULD BE
DIFFERENT PAY RANGES FOR
DIFFERENT JOBS.

>> ONE REASON IT STOOD OUT TO
ME, THE TWO COMMISSIONERS AT THE
LOWEST END, ELDERLY AFFAIRS AND
INVESTMENT SERVICES, ARE ALSO
TIED IN WITH ASSISTANT
COMMISSIONER AND DEPUTY
COMMISSIONER ROLES.

THOSE POSITIONS ARE WOMEN

HOLDING THOSE POSITIONS.

I WANT TO MAKE SURE THAT WE
RECOMMEND PAY.

I UNDERSTAND THAT IT'S ABOUT THE
POSITION, NOT THE INDIVIDUAL,
BUT THAT THEY SORT OF JUMP OFF
THE PAPER AT ME.

I ALSO WONDER IF THERE'S A WAY
TO SEPARATE THE ELECTED
POSITIONS, MEANING MAYOR AND
CITY COUNCIL, FROM THE APPOINTED

OR HIRED POSITION, EVERYTHING
ELSE.

>> I'M NOT SURE WHAT YOU MEAN,
"SELECTED."

WE SELECTED THEM IN TERMS OF THE
BASIS FOR THE RECOMMENDATION.

>> IF WE COULD SEPARATE THEM
OUT.

WHY THOSE TWO ELECTED POSITIONS,
MAYOR AND CITY COUNCIL, ARE SORT
OF BUNDLED WITH ALL OF THESE
OTHER APPOINTED AND HIRED
POSITIONS.

WE DISCUSS PAY INCREASES FOR
ELECTED POSITIONS AS OPPOSED TO
HIRED OR APPOINTED POSITIONS.

>> I'M NOT THE PERSON TO ANSWER
THAT QUESTION.

>> WAS THAT A TOPIC OF
CONVERSATION IN THE
COMMISSIONER'S MEET SOMETHING.

>> THAT DID NOT COME UP IN TERMS
OF SEPARATION, NO.

WE LOOKED AT THAT IN TOTALITY.

>> WHEN WE TAKE A POSITION AND
VOTE ON THIS, WE VOTE ON THIS AS
A BUNDLE OR GROUP.

ONE PRESENTATION BEFORE US.
MAYBE THAT'S A QUESTION FOR THE
CHAIR.

>> ONE ORDINANCE.

YES.

YES.

ALL CHAPTERS, CHAPTERS 5,
SECTION 2-7-11.

>> I APPRECIATE THE PRESENTATION
TODAY.

HELPS WITH THE SHIFTS AND
INCREASES IN PAY ACROSS ALL
DEPARTMENTS OR THE DEPARTMENTS
HIGHLIGHTED HERE TODAY.

THANK YOU, CHAIR.

THANK YOU BOTH.

>> THANK YOU.

>> THANK YOU.

COUNCILLOR FLYNN?

ANY QUESTIONS?

>> THANK YOU, COUNCILLOR
FLAHERTY.

I APOLOGIZE FOR BEING LATE THIS
MORNING.

I WAS AT THE PERKINS SCHOOL IN
SOUTH BOSTON.

TALKING TO SOME STUDENTS.

I JUST WANT TO SAY THANK YOU TO
MAYOR WALSH FOR FILING THE
ORDER, FOR COUNCILLOR CHARITY
FOR CHAIRING THE HEARING AND
COUNCILLOR CIOMMO FOR YOUR
LEADERSHIP.

I'VE BEEN HERE ONLY SIX MONTHS,
BUT SINCE THAT TIME I HAVE
GAINED A GREAT APPRECIATION AT
BETTER UNDERSTANDING OF THE WORK
OF THE CITY GOVERNMENT, OF OUR
MAYOR, MY FELLOW CITY
COUNCILLORS, OUR CITY WORKERS,
WHAT THEY DO EVERY DAY.

I THOUGHT I KNEW POLITICS BUT I
DIDN'T UNTIL I BECAME A CITY
COUNCILLOR.

IT'S BASED ON CONSTITUENT
SERVICES.

YOU KNOW, TALKING TO DEPARTMENT
HEADS EVERY DAY, EVERY NIGHT, ON
THE WEEKENDS.

I'M NOT AFRAID TO CALL A
DEPARTMENT HEAD ON A SATURDAY IF
THERE'S AN ISSUE IMPACTING MY
DISTRICT.

I TAKE MY JOB SERIOUSLY.
AND I KNOW DEPARTMENT HEADS TAKE
THEIR DEPARTMENTS SERIOUSLY,
TOO.

IT'S THE MANDATE FROM A MAYOR.
ANY TIME WE NEED TO ENGAGE
DEPARTMENT HEADS AND SENIOR
ADMINISTRATIVE OFFICIALS, THAT'S
WHAT WE NEED TO DO TO MAKE SURE
THAT CONSTITUENT SERVICES ARE
ADDRESSED.

SO OUR CITY ADMINISTRATION, YOU
KNOW, THEIR WORK DIRECTLY
AFFECTS THE QUALITY OF LIFE OF
OUR CITY.

AS I SAID, THEY WORK LATE
NIGHTS, EARLY MORNINGS,
WEEKENDS, SNOWSTORMS.

MANY OF OUR CITY ADMINISTRATORS
ARE ALWAYS ON CALL.

I HAVE LIVED IN THE CITY MY
WHOLE LIFE AND I'VE SEEN OUR
DEDICATED CITY WORKERS, THE ROLE
THEY PLAY IN OUR CITY.

OFTENTIMES WITHOUT MUCH CREDIT
BUT THEY WORK HARD DAY IN AND
NIGHT OUT AND THEY REPRESENT OUR
CITY WELL.

AS DO OUR COUNCILLORS AND MAYOR.
I WANT TO THANK YOU, ELLIOT, FOR
THE WORK YOU'VE DONE ON THIS
PROJECT, COUNCILLOR COUNCILLOR
TOBIN AND I LOOK FORWARD TO
LEARNING MORE ABOUT THIS.

>> THANK YOU.

>> THANK YOU.

SO UNLESS THERE'S ADDITIONAL
QUESTIONS, I'LL EXCUSE YOU GUYS
TO TAKE ON THE THE SECOND PANEL
WE HAVE AND THE CHIEF FINANCIAL
OFFICER.

MAYBE STICK AROUND IF YOU CAN.
IF YOU HAVE TO CATCH A FLIGHT, I
UNDERSTAND.

WE'LL TAKE ADDITIONAL TESTIMONY
FROM THE SECOND AND THIRD PANEL.

>> THANK YOU.

>> AT THIS TIME WE COME DOWN THE
CHIEF FINANCIAL OFFICER AND
DIRECTOR OF HUMAN RESOURCES.

GOOD MORNING.

>> GOOD MORNING.

YOU'VE HAD A CHANCE TO OBSERVE
AND HEAR THE TESTIMONY FROM THE
FIRST PANEL TO SPEAK.

SO IF YOU HAVE ANY ADDITIONAL OR
INTRODUCTORY REMARKS OUR
COMMENTS, YOU HAVE THE FLOOR.

>> GREAT.

GOOD MORNING.

WE ARE PRIMARILY HERE TODAY TO
ANSWERS YOUR QUESTIONS ABOUT THE
MAYOR'S RECOMMENDATION BASED ON
THE COMPENSATION ADVISORY BOARD
FINDINGS.

I WILL TAKE A FEW MINUTES TO
PROVIDE SOME OPENING REMARKS TO
EXPLAIN THE PROCESS AND
RECOMMENDATIONS.

I WOULD LIKE TO TAKE A MINUTE TO
THANK ELLIOT FROM SEGAL WATERS
AND HIS TEAM.

THEY SPENT A GREAT DEAL OFCT.I WOULD LIKE TO THANK JOHN
TOBACCOEN THE CHAIR OF THE
ADVISORY BOARD AND MEMBERS OF
THE BOARD WHO PUT IN A TON OF
WORK AND I THINK YOU SAW THAT IN
OUR PRESENTATION EARLIER TODAY.
AS YOU ARE AWARE AS PART OF THE
RESPONSIBILITIES THE
COMPENSATION ADVISORY BOARD
MAKES RECOMMENDATION TO THE

BOARD AND MAYOR ABOUT THE ORDINANCE AND THAT IS BUY AN ANNUAL -- BI-ANNUAL. FOR NON-ELECTED SENIOR MANAGEMENT POSITIONS IN OVER A DECADE. NO CHANGES HAVE BEEN MADE TO DEPARTMENT HEADS SALARY RANGES IN ORDINANCE SINCE 2006 WITH THE EXCEPTION OF CATEGORY 1A WHICH INCLUDES THE POLICE COMMISSION AND FIRE [INDISCERNIBLE] THESE WERE CHANGED IN 2014. THE LAST TIME THE COMPENSATION ADVISORY BOARD CONDUCTED A REVIEW ON NON-ELECTED POSITION SALARIES WAS 2013 BUT THERE WAS NO ACTION TAKING. IN PARTNERSHIP THE CITY COMMISSIONED THE STUDY TO REVIEW THE SENIOR MANAGEMENT POSSES AND ADMINISTRATION. WE FELT IT WAS IMPORTANT TO HAVE AN INDEPENDENT REVIEW THAT WOULD USE DATA-DRIVEN ANALYSIS TO DETERMINE THE CITY'S MARKET COMPETITIVENESS. THE PROCESS BEGAN ALMOST TWO YEARS AGO AND AGAIN YOU CAN SEE THE RESULTS OF THAT PROCESS IN THE CONVERSATION EARLIER TODAY WITH SIEGAL WATERS. THE CITY AND THE CAB HIRED SIEGAL WARTS COMPARED TO THE PUBLIC AND PRIVATE SECTORS TO PAYING RECOMMENDATIONS HOW TO IMPLEMENT CHANGES SO WE CAN ACHIEVE THAT MARKET COMPETITIVENESS OBJECTIVE. ONE OF THE MOST IMPORTANT OBJECTIVES OF THE STUDY WAS TO BE ABLE TO ATTRACT AND COMPENSATE QUALITY TALENT FOR SENIOR MANAGEMENT POSITIONS. AS WE PREVIOUS E HIGHLIGHTED IN THE SIEGAL WATERS PRESENTATION, IT HAS BEEN FOUND THE POSITION THAT THE ORDINANCE LIES BEHIND BOTH THE PUBLIC AND PRIVATE SECTOR MARKETS. THEY ARE BEHIND THE PUBLIC SECTOR MARKET BY BETWEEN 11% AND 18% DEPENDING WHERE THEY ARE WITHIN THE RANCH AND HER 21 TO

43% HIBLED THE OVERALL MARKET WHEN COMPARED TO PUBLIC AND PRIVATE TOGETHER.

AS A RESULT OF THE FINDINGS ON THE RECOMMENDATIONS MADE BY THE CAB, THE MAYOR HAS RECOMMENDED FIRST AWE YOU JUSTING THE SALARY REGION MAXIMUM FOR CATEGORIES 1 BVMENT THROUGH 4 SO THEY MORE CLOSELY ALIGN WITH PUBLIC SECTOR MARKET AVERAGES.

MOVING THE CIO POSITION FROM CATEGORY TWO INTO CATEGORY ONE B TO BETTER ALIGN IT WITH THE MARKET POSITION.

THE CIO RANGES CURRENTLY CAPPED AT \$150,000 WHILE THE PUBLIC MARKET AVERAGE IS 185 ON THE PRIVATE SECTOR WHICH WE CAN CERTAINLY COMPETE FOR A POSITION IS \$295,000.

THE LAST RECOMMENDATION IS AN INCREASE TO CITY COUNCIL AND MAYORAL SALARIES BY FOUR THOUSAND AND EIGHT THOUSAND DOLLARS RESPECTIVELY TO GIVE A COST OF LIVING FOR BOTH.

WE FEEL THESE ARE JUSTIFIED BASED ON THE ANALYSIS BY THE SIEGAL WATERS STUDY AND SUSTAINABLE CHANGES THAT WILL ALLOW THE CITY TO CONTINUE TO ATTRACT QUALITY CANDIDATES FOR SENIOR POSITIONS WITHIN THE ADMINISTRATION.

WE'RE COMMITTED TO CONTINUING TO WORK WITH THE CAB TO EVALUATE COMPENSATION IN THE YEARS AHEAD AND THANK YOU VERY MUCH FOR THE CONSIDERATION OF THIS ORDER.

I WANT TO PAUSE JUST TO ANSWER I THINK A COUPLE QUESTIONS THAT CAME UP IN THE PRIOR PRESENTATION THAT MAYBE ARE BETTER ANSWERED BY EITHER VIVIAN OR I.

COUNSELOR ESSAIBI GEORGE ASKED WHY THESE POSITIONS TOGETHER IN ONE ORDER AND IT'S REALLY BECAUSE THEY ARE POSITIONS WHERE SALARY IS ASSESSED BY THE ORDINANCE SO WE TOOK A COMPREHENSIVE LOOK WHAT THOSE POSITIONS WERE AND MADE A

RECOMMENDATION AND THAT HAPPENS TO BE IN THE SINGLE ORDER. AND I THINK THE ANSWER ON WHY THEY ARE CATEGORIZED DIFFERENCE DIFFERENCELY IS BECAUSE THIS RESPECT THE CURRENT CATEGORIES THAT ARE IN THE CITY ORDINANCE TODAY.

THEY ARE ALREADY BROKEN OUT INTO THESE VARIOUS CATEGORIES. IT IS SOMETHING THAT CERTAINLY CAN BE LOOKED AT IN FUTURE CONSIDERATIONS IN TERMS OF HOW THESE ARE CATEGORIZED.

I THINK BASED ON THE JOB DESCRIPTION REVIEW THAT SIEGAL WATERS UNDERTOOK FOR THIS PARTICULAR CAB ANALYSIS. THERE WERE NOT AN IMMEDIATE RECOMMENDATIONS TO THE CHANGE AND POSITIONS WITHIN THE ORDINANCE WITHOUT, SORRY, WITH A THE EXCEPTION OF THE CIO POSITION WHICH THEY DID RECOMMEND RECLASSIFYING INTO A DIFFERENT ORDINANCE POSITION. SO WITH THAT, I WILL TAKE ANY QUESTIONS YOU HAVE AM JOINED BY VIVIAN WHO CAN ALSO HELP ANSWER ANY QUESTIONS.

>> IF YOU COULD JUST THE BOARD EXAMINERS AND ZONING COMMISSION WHEN WAS THE LAST TIME THEY RECEIVED AN ADJUSTMENT.

>> I BELIEVE THE ANSWER IS 2006.

>> SO THIS IS CONSISTENT WITH THE OTHER CATEGORIES AS WELL, 2006.

IS THERE ANY RECOMMENDATION POTENTIALLY FROM THE ADMINISTRATION ON THOSE ANNUAL EARS BOARD OF COMMISSION.

>> BECAUSE WE DIDN'T HAVE THE BENCHMARK INFORMATION FROM SIEGAL WATERS, WE DON'T HAVE A GOOD BASIS TO MAKE RECOMMENDATIONS.

WE WANT TO HAVE MORE CONVERSATION AND TRY TO FIND A WAY TO COME UP WITH A BENCHMARK FOR THOSE BECAUSE THEY WEREN'T REVIEW IN THE SAME WAY.

WE DON'T HAVE THE DATA TO MAKE A LIKE ANALYSIS.

>> AS A MATTER OF BASIC WE NEED TO GIVE THAT SOME THOUGHT AND SOME CONSIDERATION TO SOME ADJUSTMENT THERE IN TIME FOR A COUPLE POTENTIAL SCENARIOS.

I WOULD LIKE TO HAVE THAT CONSIDERED.

AND THEN THE CATEGORY 1A IS THE QUESTION I ASKED ELLIOTT FROM THE PREVIOUS PANEL BOTH OUR COMMISSION'S LITERALLY ON THE BACK END OF THEIR RANGE.

ONE WOULD ARGUE IT MIGHT MAKE SENSE TO HAVE A LITTLE BIT OF FLEXIBILITY PUT INTO THAT.

SOMETHING I WAS THINKING TO THE 225-27 5 AS A BACK STOP AS OPPOSED TO BASICALLY OUT THERE AS A BACK STOP NOW.

BY THE TIME WE REVISIT THIS, IT WILL BE A FEW YEARS DOWN CAN THE ROAD.

YOU MAY WANT TO GIVE SOME THOUGHT PUTTING SOME FLEXIBILITY INTO THAT RANGE JUST IN CASE.

AND THEN THERE WAS ANOTHER ONE.

WE SAW SOME OF THE RANGES RECOMMENDED FROM SIEGAL'S IN SOME INSTANCES WERE REDUCED BY THE ADMINISTRATION WITH A COUPLE FOLKS KIND OF ALMOST BACKING UP RIGHT AGAINST THOSE TWO.

AND THE CITY CLERK OBVIOUSLY WAS A CATEGORY THREE AND ALSO CAT CATEGORY FOUR.

YOU ARE RIGHT UP AGAINST THE RANGE DIDN'T KNOW WHETHER THERE WAS CAPACITY THERE TO ADJUST THOUGH AS WELL.

ALMOST VERY SIMILAR TO SIEGAL TO THEIR RECOMMENDED PAY SCALE.

JUST TO GIVE YOU THOUGHTS ON THAT.

>> YES.

I THINK AS IT PERTAINS TO CATEGORY FOUR BECAUSE THERE'S THE UPSIDE IN WHAT THE MAYOR FILED AND THERE'S SOME FLEXIBILITY THERE I BELIEVE ALSO IN PARTICULAR AS IT PERTAINS TO THE CHAIRMAN OF THE LICENSING BOARD THAT IS NOW A DUAL POSITION SO IT IS SORT OF HALF CONTROLLED BY THE ORDINANCE AND

HALF CONTROLLED BY THE SALARY ASSOCIATED WITH THE OTHER HALF OF THE RESPONSIBILITIES WHICH IS NON-ORDINANCE AND THERE'S FLEXIBILITY WITH REGARD TO THAT AS WELL.

I'M SORRY, I FORGET YOUR FIRST QUESTION.

>> THE POLICE AND FIRE.

THEY ARE RIGHT UP AGAINST THE BACK END SO ONE WOULD ARGUE PROBABLY JUST MAKES SENSE TO JUST TO KIND OF GIVE SOME FLEXIBILITY TO THAT, GIVE THE MAYOR SO FLEXIBILITY BECAUSE THEY ARE ALREADY AT THE BACK END OF THEIR RANGE AND WE MAY NOT REVISIT THAT AGAIN.

THE ADVISORY BOARD MEETS EVERY TWO TO THREE YEARS.

DO YOU KNOW WHETHER THAT'S A BIG ISSUE WITH THAT THAT MIGHT MAKE SOME SENSE TO PUT MORE FLEXIBILITY IN THAT AND I WAS SORT OF THINKING 225 DASH 275 WHICH IS SORT OF A CAP.

>> THE REASON WE DID NOT INCLUDE CHANGES IN THE SALARY RANGE AS PART OF THE MAYOR'S RECOMMENDATION JUST BECAUSE THEY ARE ABOVE THE MARKET AVERAGE AND WE'RE THE ONLY CATEGORY THAT THAT WAS THE CASE WHEN WE REVIEWED THE SALARY CITY WIDE. I THINK THE OTHER CHALLENGE AS YOU RAISED BEFORE IS THE ISSUE ABOUT MEMBERS OF THE DEN THAT EXCEED THE COMMISSIONER'S SALARY AND I THINK GIVEN THE NATURE OF THE VARIETY OF OTHER WAYS IN WHICH NON-COMMISSIONER POSITIONS CAN INCREASE THEIR SALARY OVERTIME IN DETAIL WOULD BE DIFFICULT TO INCREASE THE ACTUAL BASE SALARY OF A COMMISSIONER TO REACH SOME OF THOSE.

>> INELIGIBLE THEY CAN'T PARTICIPATE IN DETAILS IN OVERTIME APPARENTLY. AND THEY ARE BOTH 24/7 SO I'M GOING TO GIVE SOME THOUGHT TO THAT CATEGORY.

MY COLLEAGUES, ANY QUESTIONS?
CHAIR RECOGNIZES COUNCILOR

O'MALLEY.

>> THANK YOU MR. CHAIR JUST TO FOLLOW UP ON THAT.

THANK YOU BOTH FOR YOUR GOOD WORK.

I THINK YOU MAY HAVE REFERENCED THIS, WE DID ADJUST FIRE AND PRIEST COMMISSIONER TWO OR THREE YEARS AGO MAYBE FOUR YEARS AGO. SO TO KEEP SORT OF THE RECOMMENDATIONS OF THIS INDEPENDENT AUDITING IN MY OPINION MAKES SENSE AND THEN THERE IS AN OPPORTUNITY AS IT RELATES TO THOSE TWO POSITIONS. SO REVISIT THAT SEPARATELY. IN TERMS OF THE CATEGORY FIVE AS WELL, ARE THERE ANY OTHER BOARDS, SORT OF NON-FULL TIME POSITIONS THAT RECEIVE COMPENSATION.

>> NOT THAT I KNOW OFF THE TOP OF MY HEAD BUT WE COULD FIND OUT.

>> I KNOW THE SCHOOL COMMITTEE MEMBERS DO BUT IS THAT BY THE SCHOOL DEPARTMENT BUDGET IS THAT WHY IT'S NOT INCLUDED IN THIS.

>> I THINK THAT'S A STIPEND.

>> THAT'S A STIPEND WHERE THESE ARE SALARIED POSITIONS.

>> RIGHT.

>> OKAY.

AND THEN MY I THINK THE ANSWER IS YES SO I'LL ASK THE QUESTION. MY QUERY OF THE PRIOR BOARDS SHOULD THIS PASS IT WILL GO INTO EFFECT AFTER THE NEW COUNCIL IS ELECTED AND SEATED THEN THE NEW MAYOR RETURNING US OR RETURNING MAYOR OR A NEW MAYOR IS SEATED AND THEN IT WOULD GO INTO EFFECT IMMEDIATELY SHOULD IT PASS.

>> CORRECT, APPOINTED POSITIONS GO INTO EFFECT IMMEDIATELY.

>> THANK YOU BOTH, THANK YOU MR. CHAIRMAN.

>> ONE CLARIFYING PIECE WHICH IS THAT CHANGE FOR THE SALARY RANK GOES INTO EFFECT IMMEDIATELY. THERE IS NO PLAN TO CHANGE SALARIES BASED ON THAT QUESTION OF THE RANGES PER THE MAYOR'S FILING.

>> THIS WILL HAPPEN PRESUMABLY
WHEN THE EVALUATION IS UP.
ARE ALL THESE POSITIONS I WOULD
SAY THAT OUR EVALUATION HAPPENS
EVERY TWO YEARS, MAYOR WALSH'S
EVALUATION HAPPENS EVERY FOUR
YEARS WITH THE VOTERS BUT ARE
ALL THESE POSITIONS DO THEY
RECEIVE ANNUAL EVALUATIONS.
>> NOT ANNUAL EVALUATIONS BUT
MOST CERTAINLY THERE'S ONGOING
DIALOGUE ABOUT PERFORMANCE
CABINET CHIEFS ARE HAVING WHERE
THE DIRECTORS AND I'M SURE THE
MAYOR'S HAVING WITH THE CABINET
CHIEFS AND DIRECTORS.
IT'S NOT A FORMALIZED PROCESS.
>> BUT THE MAYOR AND SORT OF
CHIEF OF STAFF WOULD OVERSEE THE
CHIEFS OF DEPARTMENTS.
>> CORRECT.
>> AND THEN THE CHIEFS WOULD
OVER SEE THE COMMISSIONERS UNDER
THEM.
>> CORRECT.
>> THEN THE COMMISSIONERS AS
WELL.
ALL RIGHT, THANK YOU.
>> VIVIAN, JUST BASED ON YOUR
ANALYSIS OF THE RECOMMENDED SALE
FROM YOUR PERSPECTIVE IS THIS
GOING TO BE HELPFUL TO YOU IN
TERMS OF RETENTION, HELPFUL IN
RECRUITING MINIMUM TO COMMIT TO
COME TO THE CITY AND WORK FOR
THE CITY OR DO YOU SEE NO
CORRELATION.
>> IT'S GOING TO BE VERY
HELPFUL.
I THINK YOU KNOW BOSTON
CONTINUES TO BE A DRIVING CITY
WHICH IS GREAT.
BUT IT ALSO IS A CITY WHERE WE
ARE FACING COMPETITION WITH
RESPECT TO THE COMPANIES THAT
ARE MOVING HERE AND WE'RE
FIGHTING FOR THE SAME POOL OF
APPLICANTS IN TERMS OF
LEADERSHIP.
SO THIS IS GOING TO BE VERY
HELPFUL.
I MEAN, WE WANT TO CONTINUE TO
THRIVE AND WE WILL DO THAT BUT
WE ALSO NEED LEADERSHIP.

CITIES DON'T RUN THEMSELVES.
DEPENDS UPON GOOD LEADERSHIP AND
WE NEED THE TOOLS TO RECRUIT
GOOD LEADERSHIP AND RETAIN THEM.
>> YOU AND I, WE WORK CLOSELY
ON RESIDENCY PIECE FOR FIVE
YEARS PARTICULARLY AROUND THE
CHIEF INFORMATION OFFICER AND
ALL THAT SORT OF THE TECHNOLOGY
POSITIONS BECAUSE WE'RE
COMPETING IN THE PRIVATE SECTOR.
>> CORRECT.
>> AND WITH TALENTED INDIVIDUALS
AND TO BE ABLE TO RECRUIT AND
RETAIN YOU KNOW FOLKS OF COLOR
TO PARTICIPATE IN THOSE
POSITIONS BECAUSE THE PRIVATE
TECTOR IS PAYING SO MUCH MORE
AND WE ALSO MISS OUT ON THAT
ENRICHMENT AS WELL.
SO I REINSURE YOUR TIME AND -- APPRECIATE
YOUR TIME AND ATTENTION TO THIS.
COUNCILOR CIOMMO.
>> THANK YOU.
GOOD AFTERNOON A.
I WAS JUST WONDERING THE SCHOOL
COMMITTEE TYPE END, WE SHOULD
LOOK AT THAT TOO SEPARATELY BUT
THE SUPERINTENDENT OF COOLS -- SCHOOLS IS
NOT INCLUDED IN THIS ORDINANCE
EITHER AND THAT IS BECAUSE OF
WHY?
>> THERE'S A SEPARATE PROCESS
FOR THE SUPERINTENDENT.
>> THROUGH THE SCHOOL COMMITTEE.
>> THROUGH THE SCHOOL COMMITTEE.
>> RIGHT, GOT YOU.
OKAY.
I WOULD ALSO WANT TO ADVOCATE TO
RAISE THE CATEGORY ONE LIMITS AS
WELL.
AND I'M JUST LOOKING AT SOME OF
CITIES THAT WERE STUDIED.
TWO, MAYBE THREE OF THE CITIES
THAT DIDN'T RESPOND ARE PROBABLY
MORE LIKE US THAN ANY OTHER THAT
DID RESPOND, NAMELY BALTIMORE,
SAN FRANCISCO AND WASHINGTON
D.C.
AND WHEN YOU THINK OF WHAT WE
HAVE FOR PUBLIC SAFETY OFFICIALS
AND THE SUCCESS WE'VE HAD AS A
CITY AND THE FACT THAT THEY ARE
UP AGAINST THEIR MAXIMUM, I

THINK WE REALLY SHOULD LOOK AT CREATING MORE FLEXIBILITY IN THAT CATEGORY IF THAT'S SOMETHING WE CAN CONSIDER GOING FORWARD.

IF NOT TODAY IN THIS ORDINANCE, MAYBE SOON AS ANOTHER POINT IN TIME.

BUT I THINK THE FACT THAT THOSE THREE CITIES DIDN'T RESPOND ESPECIALLY WHEN IT COMES TO PUBLIC SAFETY I THINK MIGHT INFLUENCE UPWARD I WOULD THINK.

SO THANK YOU, MR. CHAIR.

>> COUNCILOR FLYNN.

>> THANK YOU COUNCILOR FLAHERTY.

I JUST WANT TO FOLLOW UP ON A QUESTION YOU HAD, COUNCILOR FLAHERTY, AND BOTH OF YOU TALKED ABOUT IT IN YOUR ANSWER BUT THE POSITIONS OF COLLECTED TREASURER, SUPERVISOR OF REBUDGET LABORS NEED AN ADVANCEMENT IN BOTH OF THOSE JOBS AND WE'RE COMPETING WITH THE PRIVATE INDUSTRY AND PROBABLY COMPETING WITH STATE GOVERNMENT AS WELL.

GENERALLY SPEAKING, HAVE WE LOST PEOPLE OR COULD WE LOSE PEOPLE BECAUSE OF THE SALARY RANGES.

IF SOMEONE IS NOT ABLE TO ACCEPT A SALARY, THEY GO ON TO A PRIVATE DIFFERENT COMPANY.

HAS THAT HAPPENED IN THE PAST WHERE SALARY'S A BIG ISSUE FOR PEOPLE WHO DON'T WANT TO RECRUIT AND WE WANT TO MAKE IT HAPPEN.

>> I'LL LET HER ANSWER THAT QUESTION.

>> I THINK AT THIS LEFL WHEN WE'RE RECRUITING PEOPLE, PEOPLE CERTAINLY CONSIDER THE SALARY. AND IT BECOMES AN IMPORTANT PART OF THE EQUATION.

I THINK ONCE PEOPLE ARE HERE IT'S CRITICAL WE CONTINUE TO EVALUATE THE SALARY OF THE POSITIONS IN ORDER TO RETAIN KEY PEOPLE IN THE POSITIONS.

I THINK THAT'S WHAT'S IMPORTANT THAT IF FOLKS SEE THERE'S NO MOVEMENT WITH RESPECT TO REVIEWING A SALARY, I THINK

THAT'S WHEN PEOPLE CONSIDER DEPARTURE VERSUS I THINK WHEN THERE'S A REVIEW PROCESS IN PLACE I THINK THEN PEOPLE FEEL LIKE THEY CAN STAY.

PEOPLE ARE GETTING RECRUITED. WE HAVE REALLY GOOD PEOPLE THAT WORK HERE AT THE CITY OF BOSTON, WORK VERY HARD, VERY TALENTED AND PEOPLE ARE BEING RECRUITED.

>> I NOTICE THAT PEOPLE ARE BEING RECRUITED.

THERE'S A LOT OF GREAT COMPANIES HERE IN BOSTON, A LOT OF HIGH TECH COMPANIES HERE IN BOSTON AND PEOPLE THAT WORK FOR THE CITY, GREAT EDGE INDICATIONS AND GREAT SKILLS -- GREAT EDUCATIONS AND GREAT SKILLS THEY DEVELOPED AND THOSE ARE THE PEOPLE WE WANT TO RETAIN AND NOT LOSE TO THE PRIVATE SECTOR BUT I THINK WHAT YOU'RE WORKING ON IS GREAT FOR THE CITY, GREAT FOR THE FUTURE OF THE CITY.

AND THE BOTTOM LINE I THINK IT REALLY HELPS RESIDENTS THE MOST THAT OUR RESIDENTS CAN ARE ABLE TO RETAIN THE BEST WORK AS POSSIBLE AND THAT HAS A BIG IMPACT ON QUALITY OF LIFE ISSUES.

IN DELIVERING BASIC CITY SERVICES.

WHEN YOU HAVE A DEPARTMENT HEAD THAT KNOWS THE CITY THAT'S BEEN AROUND FOR A LONG PERIOD OF TIME THAT KNOWS HOW TO GET THINGS DONE, WE NEED TO RETAIN THOSE PEOPLE, KEEP THEM HERE, PAY THEM A DECENT SALARY BUT THE BOTTOM LINE FOR ME IS WE NEED THOSE PEOPLE IN THOSE JOBS BECAUSE THEY'RE DELIVERING GOOD BASIC CITY SERVICES TO OUR RESIDENTS. RESIDENTS.

THANK YOU FOR TAKE MIEG QUESTION.

>> THANK YOU, COUNCILOR.

THAT CONCLUDES ANY QUESTION AT THIS TIME OF PANEL TWO.

I SEE SAM TOWER IS HERE, PANEL THREE ATTEMPTING TO MAKE HIS WAY DOWN.

IF YOU GUYS ARE WILLING TO STICK
AROUND FOR A LITTLE BIT.
FOLKS HERE FROM THE PUBLIC, IF
YOU WISH TO OFFER ANY PUBLIC
TESTIMONY THERE'S A SIGN-IN
SHEET OFF TO MY LEFT.
JUST INDICATE WHETHER YOU'RE
WILLING TO TESTIFY OR NOT.
AND WE'LL CALL YOU DOWN.
CHAIR AT THIS TIME RECOGNIZES
SAM TYLER PRESIDENT OF THE
BOSTON RESEARCH BOARD.
STATE YOUR NAME AND AFFILIATION
FOR THE RECORD AND I WOULD LOVE
TO HAVE YOUR OPINION ON THE
PROCESS AND THE RECOMMENDATIONS.
>> SO MR. CHAIRMAN, FOR THE
RECORD MY NAME IS SAM TYLER
PRESIDENT OF THE BOSTON RESEARCH
BUREAU.
AND AFTER HEARING ALL THIS
TESTIMONY AS PAUL HARVEY USED TO
SAY NOW LET ME TELL YOU THE REST
OF THE STORY.
ACTUALLY, FIRST THING I WANT TO
SAY IS IT'S NICE TO BE BACK TO
HOW THE PROCESS SHOULD BE
WORKING ALL ALONG AND INCREASES
FOR ELECTED SENIOR-APPOINTED
OFFICIALS.
I'M HERE BECAUSE THE ADVISORY
BOARD WAS A REPRESENTATION OF
THE RESEARCH BUREAU BACK IN 1986
WHEN WE HAD ISSUED A FEW REPORTS
OVER THE PRIOR COUPLE YEARS
ABOUT HOW LONG THE SEQUENCE WAS
BETWEEN CHANGES IN SALARIES.
AND THAT THERE WAS NO SYSTEM IN
PLACE.
AND SO THIS WAS ADOPTED.
AND SO WE'VE BEEN SORT OF
MONITORING AND HAVE BEEN FOR THE
LAST FEW YEARS BASICALLY SITTING
IN EVEN ON THE CONVERSATIONS
ADVISORY BOARD MEETINGS AS A
RESOURCE AT THE REQUEST OF THE
MAYOR.
SO I DO HAVE SOME THOUGHTS HERE.
FIRST OF ALL PUTTING IT IN
PERSPECTIVE IN TERMS OF THE CITY
OF BOSTON BUDGET AS RECOMMENDED
BY THE MAYOR FOR FIST ACTUAL 19
IS A \$3.3 BILLION OPERATION.
AND SO YOU NEED TALENTED

PROFESSIONALS WHO MANAGE AND SUPERVISE AND ATTRACT AND ALSO RETAIN THESE INDIVIDUALS TO MANAGE THE CITY.

OBVIOUSLY THE CITY 'S BEEN DOING WELL BUT THIS WHOLE PROCESS HASN'T BEEN DOING WELL OVER THE LAST FEW YEARS.

THIS IS A PROCESS ISSUED BACK IN THE 80'S AND HAS BEEN FOLLOWED IN THE YEARS FINALLY AFTER IT GOES THROUGH SEPARATE ADVISORY REPORTS YOU HAVE A PROFESSIONAL FIRM DO THE COMPENSATION OF HUMAN RESOURCES AND A COMPREHENSIVE REVIEW OF THE POSITIONS IN THE ORDINANCE BUT ALSO THOSE SENIOR LEVEL POSITIONS THAT ARE OUTSIDE OF THE ORDINANCE T WITH EXTENSIVE WORK IT MADE A RECOMMENDATION. SO I THINK THAT'S IMPORTANT. ALSO TO HAVE A SEQUENCE AS WAS NOTED, THE LAST TIME THAT THE COMPENSATION ADVISORY BOARD ACTED OR THE CITY ACTED ON RECOMMENDATIONS BY THE BOARD REGARDING THE SALARY RANGES IS 2006.

THEN THERE'S A GREAT RECESSION AND A COME YEARS THERE WAS CONVERSATION WITH THE ADVISORY BOARD.

I THINK IT WAS IN 2013 THAT THE MAYOR MADE RECOMMENDATIONS JUST FOR THE POLICE COMMISSIONER AND FIRE COMMISSIONER.

USUALLY THE MAYOR WAITS FOR THE COMPENSATION ADVISORY BOARD TO MAKE A REPORT AND THEN SUBMITS HIS OWN RECOMMENDATION.

THE CONVERSATION ADVISORY BOARD DID ISSUE A FULL REPORT AND MADE RECOMMENDATIONS FOR SALARY INCREASES BEFORE THE ELECTED OFFICIALS AND SALARY RANGE INCREASES, INCREASING THE HIGHER END OF THE RANGE BY 10%.

NO ACTION TAKEN ON THAT RECOMMENDATION.

SO AS A RESULT, THE RANGES HASN'T CHANGED OR HAVEN'T CHANGED SINCE 2006.

WHILE THERE'S BEEN SOME WITHIN

THOSE CURRENT RANGES SO THE
MAYOR COULD HAVE MADE
RECOMMENDATIONS FOR INCREASING
OFFICIALS SALARIES THAT
GENERALLY WASN'T DONE.
WHEN THE MAYOR AND THE COUNCIL
ACTED ON THE POLICE AND FIRE
COMMISSIONER'S RAISES, THAT WAS
THE I GUESS FOR THE CITY COUNCIL
TO INITIATE SOME DISCUSSIONS
ABOUT RAISES FOR ITSELF.
BUT AGAIN NOT ALSO INCLUDING THE
SALARY RANGES FOR SENIOR LEVEL
OFFICIALS.
A COUPLE YEARS AGO THE SO RUIZ
FROM THE CITY COUNCIL WERE
INCREASED BUT NOT FOR THE
RANGES.
ONE OF THE ISSUES RAISED ALSO
WAS COMPRESSION WHICH IS A
PROBLEM.
THE PROBLEM IS THEY HAVEN'T
REALLY RECEIVED A RAISE IN
SOMETIME, MOST HAVEN'T AND YET
THE MIDDLE MANAGERS AND SENIOR
HAVE BEEN RECEIVING RAISES ON A
REGULAR BASIS.
SO THERE ARE DEPARTMENTS YOU
WILL FIND WHERE THOSE
INDIVIDUALS THAT ARE BELOW THE
DEPARTMENT HEAD MAKING MORE OF
THE DEPARTMENT HEAD AND THAT'S A
POLICY THAT REALLY IS NOT
APPROPRIATE FOR ANY ORGANIZATION
BUT FOR THE CITY OF BOSTON.
SO THE REASON WHY THERE SHOULD
BE INCREASES IN THE RANGES.
I ALSO REPEAT WHAT HAS BEEN
SAID.
THAT'S BEING DONE HERE IS ASKING
THE CITY COUNCIL FOR APPROVE
INCREASE IN THE SALARY RANGES.
NO SALARY OF ANY DEPARTMENT HEAD
OR OTHER SENIOR LEVEL OFFICIAL
WILL INCREASE AS A RESULT OF ON
YOUR ACTIONS.
THAT REALLY DEPENDS ON THE
DISCRETION OF THE MAYOR AS TO
WHAT THE SALARY OUGHT TO BE.
>> SAM, BASED ON THAT, SO
CATEGORY 1A IS SOMETHING YOU
THINK WILL BE APPROPRIATE TO
MAKE AN ADJUSTMENT WHERE THOSE
COMMISSIONERS ARE ON THE BACK

END OF THE CELERY NOT THAT
THEY'RE GOING TO GET IT BUT AT
LEAST YOU HAVE THE FLEXIBILITY
BUILT IN IN THE EVENT WE NEED TO
DO THAT.

>> WHEN HE MADE THE
RECOMMENDATION FOR THE ADVISORY
BOARD IN 1986, IT WAS WITH THE
IDEA AND IN THE ORDINANCE
REQUIREMENT THAT THE
COMPENSATION ADVISORY BOARD MAKE
RECOMMENDATIONS EVERY EVEN
NUMBER OF YEARS.

SO EVERY TWO YEARS.
NOW OBVIOUSLY AFTER THE
RECESSION, THAT CALENDAR IS ALL
SKEWED BUT TO BE BACK TO THE WAY
IT'S SUPPOSED TO BE IN MARCH OF
2000, THERE WILL BE ANOTHER
COMPENSATION ADVISORY BOARD
REPORT.

HAVING THE FACT THAT YOU HAVE A
PROFESSIONAL FIRM THAT WAS
MAKING THE RECOMMENDATIONS, IT'S
OUR OPINION THAT THAT'S WHAT THE
COUNCILOR, I THINK YOU'VE MADE
YOUR POINT.

I DON'T KNOW IF THERE'S A POLICE
COMMISSIONER OR FIRE
COMMISSIONER IN THE COUNTRY THAT
IS MAKING MORE THAN ANY OTHER
POLICE OFFICER OR FIREFIGHTER.
I MEAN IT'S JUST THE NATURE OF
THE JOB WHERE PAIN DETAIL,
OVERTIME, ALL THE OTHER FACTORS
THAT ARE BUILT INTO OFFICERS
MAKING OVER \$300,000 I DON'T
THINK YOU'LL HAVE A COMMISSIONER
MAKING MORE THAN THAT.

IT WAS BROUGHT UP A COUPLE YEARS
AGO AND IT'S STILL THE
INDUSTRIAL STANDARDS BASED ON
THE SIEGAL WATERS REPORT.

I THINK CERTAINLY THAT WILL BE
AN ISSUE THAT WILL BE LOOKED AT
CAREFULLY IN THE NEXT ROUND.
BUT THE FACT, IF THIS CONTINUES
TO BE A PERIODIC REVIEW, WITH
RECOMMENDATIONS, THEN I THINK
THAT'S APPROPRIATE.

>> FOLLOW THAT SAME THEORY SO
CATEGORY ONE D ALL THE WAY DOWN
FROM THE PROFESSIONAL SIEGAL'S
RECOMMENDATION THAT WAS ADJUSTED

DOWN FROM THE ADMINISTRATION'S
RECOMMENDATION.

DO YOU HAVE ANY THOUGHTS ON
THAT.

>> YES.

I WAS INTERPRETING THAT BECAUSE
OTHER THAN THE 1B WHERE IT WAS
RECOMMENDED IN FULL, IN CATEGORY
TWO, THE MAYOR'S MAXIMUM IS
\$5,000 LESS THAN THE SIEGAL
WATERS RECOMMENDATION.

CATEGORY THREE IS \$15,000 LESS
AND IN CATEGORY 4A IT'S \$10,000
LESS.

FRANKLY I HAVEN'T TALKED TO
ANYBODY IN THE ADMINISTRATION
ABOUT THIS BUT MY ASSUMPTION IS
THIS IS AN EFFORT TO PHASE IN
THE RECOMMENDATIONS BUT IT'S
STILL A POTENTIAL INCREASE
GIVING FLEXIBILITY TO I GUESS IN
TERMS OF SECTION OR GROUP TWO
IT'S A \$5,000 INCREASE FROM THE
MAXIMUM.

IN GROUP THREE IT'S \$15,000
INCREASE IN THE MAXIMUM AND 4A
IT'S A \$10,000 INCREASE IN THE
MAXIMUM.

SO THERE IS MORE FLEXIBILITY.
AS I SAID BEFORE THERE'S SOME
FLEXIBILITY IN THE EXISTING
RANGES BUT THIS GIVES THE MAYOR
MORE FLEX BILL TEE BUT ALSO
ALLOWS THE MAYOR THAT DOES THIS
FOR TWO YEARS TO BRING BACK OR
COME BACK WITH FURTHER RECOMMEND
AGENTS BASED ON THE SIEGAL
WATERS REPORT AND OTHER
RECOMMENDATIONS COME OUT AS A
RESULT OF QUESTIONS THAT CAME UP
WITH THE COUNCILOR TODAY.

SO THEN WE'VE ALREADY HAD THE
INFORMATION IN TERMS OF MAYOR
AND COUNCIL.

>> MAYBE YOU CAN TALK ABOUT THE
BOARD AND ZONING COMMISSION, DO
YOU HAVE ANY THOUGHTS ON THAT?
>> IF THERE HASN'T BEEN CHANGES
SINCE 2006, I THINK THAT WILL BE
WORTHWHILE LOOKING AT BUT I ALSO
SAY THAT SHOULD BE THE ISSUE
THAT COMES UP IN TWO YEARS FROM
NOW.

UNLESS THE MAYOR'S PREPARED TO

COME BACK WITH A RECOMMENDATION,
THIS IS COULD BE CONSIDERED A
MONEY ITEM IN THE SENSE OF THE
ACTIONS THAT TAKE PLACE AS A
RESULT OF YOUR VOTE WILL
INCREASE SPENDING.

AND WHETHER THIS WILL BE A
QUESTION FOR THE CITY COUNCIL TO
MODIFY THIS ORDINANCE, IN TERMS
OF THE MAYOR'S RECOMMENDATION.
I DON'T KNOW THE ANSWER TO THAT,
BUT IT WOULD BE A QUESTION I
WOULD HAVE.

I WANT TO ALSO NOTE THAT THE
CONVERSATION ADVISORY BOARD'S
REPORT ALSO NOTED THAT IT WAS A
CHALLENGE IN BEING ABLE TO
RECRUIT.

I THINK IN TERMS OF THE PRIOR
QUESTION, MY EXPERIENCE IS THAT
ITS RESIDENCY IS MORE OF A
FACTOR IN BEING A ABLE TO
RECRUIT THAT THAN SALARIES.

OBVIOUSLY A COMBINATION.
I DON'T KNOW, I'VE HEARD STORIES
ABOUT THE CITY HAVING TO SELECT
ITS SECOND OR THIRD OR FOURTH
CANDIDATE BECAUSE OF THE REASON
THEIR TOP CANDIDATE DECIDED NOT
TO ACCEPT.

SO I THINK THIS WILL ADDRESS THE
SALARY ISSUE.

BUT RESIDENCY IS AN ISSUE T I
ALSO QUESTION IN TERMS OF THE
SUPERINTENDENT SALARY.

SUPERINTENDENT'S SALARY IS THE
RESPONSIBILITY OF THE COMMITTEE
BASED ON HOME RULE PETITION BY
THE CITY.

PETITIONS TAKE IT OUT OF
DISCOUNTED CONSIDERATION AND
MAKE IT THE RESPONSIBILITY OF
THE SCHOOL COMMITTEE.

SO THAT WOULD BE, THAT'S
STIPULATING THE STATE LAW THAT
AS TO THE SUPERINTENDENT'S
SALARY.

IN TERMS OF THE FIVE LEVELS THAT
ARE IN THIS ORDINANCE, THEY'RE
BASICALLY ESTABLISHED BASED ON
THE DEGREE OF DIFFICULTY OR
DEGREE OF RESPONSIBILITY OF THE
POSITION.

SO CONCEIVABLY TOP TIERS OF THE

POSITIONS THAT HAVE THE MOST TEA RESPONSIBILITY AND DEMANDING RESPONSIBILITIES AND WORKING ITS WAY DOWN.

SO AT EACH LEVEL THERE'S A DIFFERENT SALARY RANGE REFLECTING THE LEVEL OF RESPONSIBILITY.

SO, IN THE END, I THINK THAT IT'S BEEN A GOOD PROCESS. CERTAINLY WHAT WE ENVISIONED FROM THE BEGINNING AND EVEN BEFORE WHEN THE EXPERT SUPPORT IT WAS REALLY IT WAS MAINLY THE HEY GROUP THAT WAS DOING IT ON A PRO BONO BASIS.

THIS IS WORTH THE EXPENSE OF HAVING PROFESSIONAL FIRM ON CONTRACT TO REVIEW THE POSITIONS.

I ALSO WOULD NOTE THAT AS HAS BEEN STATED THAT TOO MANY OF THE JOB DESCRIPTIONS WERE OUT OF DATE AND HAD TO BE REVISED. AND SO THAT'S REALLY THE ONLY THE ADMINISTRATION HAS TO DO IS LOOKING AT THEIR RESOURCE MANAGEMENT.

ONE LAST THING, WHICH IS YOU'RE DEALING WITH THE SALARY RANGES. THE MAYOR HAS TO ADDRESS THE ISSUE OF SALARY INCREASES. WE HAVE RECOMMENDED FROM THE BEGINNING THAT THE MAYOR OUGHT TO USE PERFORMANCE BASE MEASURES IN HOW HE DETERMINES THE SALARY INCREASE.

WE'VE HAD EVERY DEPARTMENT HEAD A 3% INCREASE.

THIS IS AN OPPORTUNITY FOR THE ADMINISTRATION TO EVALUATE THE TOP SENIOR OFFICIALS AS TO THERE PERFORMANCE AND AWARD THOSE WHO PERFORM WELL AND FRANKLY SEND A MESSAGE TO THOSE WHO DON'T.

SO I BELIEVE THE PAST ADMINISTRATION EVENTUALLY GOT AROUND TO THE SYSTEM AND I WOULD HOPE THE WALSH ADMINISTRATION WILL PROVIDE AN EVALUATION STRUCTURE AND THAT THE MAYOR WOULD USE THAT IN MAKING HIS DECISIONS AS TO THE EXACT SALARY THAT WOULD BE AWARDED TO

DEPARTMENT HEAD'S CABINET
OFFICERS AND OTHER SENIOR
MANAGEMENT OFFICIALS T.
>> SAM WHO IS HERE ON BEHALF OF
THE BUREAU.
ANY QUESTIONS OF SAM TYLER.
CHAIR, NICE COUNCILOR O'MALLEY.
>> THANK YOU.
I APPRECIATE YOUR TESTIMONY AND
YOUR PERSPECTIVE.
I DON'T KNOW IF YOU KNOW THE
ANSWER TO THIS AND I PROBABLY
SHOULD HAVE ASKED THE FIRST
PANEL.
I AGREE WITH YOU COMPLETELY IT
MAKES ENORMOUS SENSE TO PUT OUT
SOME SORT OF RFP AND HIRE A FIRM
AN INDEPENDENT FIRM.
DO YOU KNOW WHAT THE CITY PAID
FOR THAT.
>> I DON'T.
>> WE'LL FIND THAT OUT AFTER THE
FACT, I'M MORE CURIOUS THAN
ANYTHING ELSE.
>> HI.
THE CITY RECEIVED \$120,000 TO
PAY FOR THEIR WORK.
>> GREAT.
IS THAT, WHEN YOU SAID TO DATE
IS THERE GOING TO BE SORT OF A
BALANCE AFTER THE FACT.
>> NOTHING THAT IS SIGNIFICANT.
ALL SAID AND DONE SHOULD BE
AROUND \$150,000.
>> DID WE DO AN RFP OR RFI.
>> YES.
>> OKAY, PERFECT.
>> WAS IT A ONE TIME RFP AS TO
SAM'S POINT WILL IT BE THE
ADMINISTRATION'S PRACTICE TO
CONTINUE DOWN THIS ROAD WHICH IS
WHERE THE BOSTON RESEARCH BUREAU
IS RENDING THAT THIS BE THE
APPROPRIATE COURSE OF ACTION OR
LEAVING IT UP TO HAVE AN OUTSIDE
SORT OF INDEPENDENT EYES AND
EARS AND RECOMMENDATION IS HUGE.
IS THE INTENTION TO KIND OF
CONTINUE DOWN THIS ROAD.
>> SO THE MAYOR'S CERTAINLY
COMMITTED TO A RECOMMENDATION
AND I THINK THE QUESTION BEFORE
US EACH TIME WOULD BE WHAT IS
THE RIGHT FORMAT FOR THAT.

DO WE HAVE ENOUGH SUBSTANTIVE
WORK TO BRING WHY AN OUTSIDE
CONSULTANT AND IF THE ANSWER IS
YES THAT IS CERTAINLY SOMETHING
WE WANT TO DO.

>> THANK YOU.

STAY COUNCILOR MARK CIOMMO.

>> I WANT TO THANK YOU SAM FOR
YEARS OF PARTNERSHIP WITH THE
CITY COUNCIL AND FOR YOUR
THOUGHTFUL INPUT AND FOR YOU
KNOW PARTICIPATING IN THIS
PROCESS.

THANK YOU.

>> THANK YOU.

>> COUNCILOR FLYNN, ANY
QUESTIONS OF SAM?

>> I DON'T HAVE ANY QUESTIONS.
I JUST WANT TO SAY THANK YOU TO
SAM FOR YOUR LEADERSHIP AND
EXPERTISE ON THIS ISSUE.
IN PROVIDING GOOD ADVICE TO THE
CITY FOR MANY YEARS.

>> THANK YOU.

I DIDN'T MENTION ONE THING WHICH
IS IT'S NOT AS IF THE CITY
DIDN'T HAVE ANY MEASURE OR
INFORMATION TO MAKE
RECOMMENDATIONS FROM THE
CONVERSATION OR BY THE
COMPENSATION ADVISORY BOARDS
THAT HAVE I SUBMITTED REPORTS.
GENERALLY AS FAR BACK AS 2002,
BUT GENERALLY IT WAS DONE IN
HOUSE WITH CITY OFFICIALS FROM
HUMAN RESOURCES AND
INTERGOVERNMENTAL RELATIONS,
PREPARING A SURVEY, LOOKING AT
THE RESPONSES, MAKING, PROVIDING
INFORMATION TO THE COMPENSATION
ADVISORY BOARD.

SO IT WAS WORK THAT WAS BEING
DONE THAT IT'S THE FACT THAT YOU
HAVE A PROFESSIONAL FIRM THAT IS
IN THE BUSINESS AND HAS THE
WEALTH OF INFORMATION AT ITS
DISPOSAL AS WELL, I THINK MAKES
A DIFFERENCE.

THAT WILL BE CONTINUED.

NOW, AS I SAID THE MAYOR'S
RECOMMENDATIONS DON'T
NECESSARILY GO TO THE FULL
MAXIMUM OF THE RANGES
RECOMMENDED BY SIEGAL WATERS SO

WHETHER THERE'S ANOTHER CONTRACT
OF TWO YEARS OR WHETHER IT'S
GOING TO BE FOUR YEARS I DON'T
KNOW BUT THAT I THINK, IT GIVES
JET MA SEE TO THE WHOLE --
>> ANYONE WISHING TO OFFER
PUBLIC TESTIMONY MAY DO SO NOW
OR FOREVER HOLD YOUR PEACE.
SEEING AND HEARING NO DESIRE TO
ADD ANY ADDITIONAL PUBLIC
TESTIMONY.
ANY CLOSING REMARKS FROM MY
COLLEAGUES AT ALL?
PERFECT.
THAT WILL CONCLUDE THE HEARING
ON DOCKET 0913 MESSAGE AND
ORDINANCE AMENDING CBC
ORDINANCES CHAPTER 5 SECTION
5-510 REGARDING SALARY
CATEGORIES FOR CERTAIN OFFICERS.
CBC SALARY OF COUNCILORS AND
SALARY OF THE MAYOR.
THE COMMITTEE ON GOVERNMENT
OPERATIONS IS ADJOURNED.