



Blue Ribbon Committee Meeting
Tuesday, August 20, 2024 at 6:30 PM
Richard E. Mastrangelo Council Chamber - Second Floor

Agenda

Pursuant to Chapter 2 of the Acts of 2023, the meeting and public hearing will be conducted with remote opportunities for participation. Remote participation and access methods include:

ACCESS INFORMATION:

- A. This meeting will be held on August 20, 2024 at 6:30 P.M. Location: Richard E. Mastrangelo Council Chambers
- B. The meeting will be televised through WCATV (Watertown Cable Access Television): <http://vodwcatv.org/CablecastPublicSite/watch-now?site=3>
- C. Public may comment through email: dnewton@watertown-ma.gov

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- 1. Roll Call
 - 2. Discussion
 - A. Presentation from Municipal Policy Analyst
 - B. Committee Discussion on Council Salary and Benefits
 - 3. Public Comment
 - 4. Adjournment

Blue Ribbon Committee Second Meeting

Doug Newton

Municipal Policy Analyst

dnewton@watertown-ma.gov

857-262-2546

617-972-6486 ext. 12108

Since Last Meeting

- ◆ Research on Council salaries compared to property tax revenue derived from commercial/industrial vs. residential/open space properties
- ◆ Gathering Information on Councilor Benefits
- ◆ Independent research from some Committee members
 - ◆ Any documents mentioned will be included as addendum to the minutes

My Research

- ◆ Examined every city/town with a council form of government and obtained data on the percentage of their property tax revenue derived from residential and open space properties (R/O) vs. commercial and industrial properties (CIP).
- ◆ Manager salaries from Council-Manager cities.
- ◆ History on Councilor salaries from Councilor Piccirilli.
 - ◆ All documents are attached to the agenda.

Outside Input

- ◆ Councilors to be interviewed by the Committee in our next two meetings for 10-15 minutes each.
- ◆ Massachusetts Municipal Association (MMA)

Moving Forward

- ◆ Meetings to be broadcasted on WCATV
- ◆ I will read a Committee report at our next City Council meeting
- ◆ Doodle poll for scheduling next two meetings
- ◆ Public Comment period at end of each agenda

Town of Watertown
Town Council Committee on Personnel and Town Organization
Report of the Meeting of March 23, 2016

A meeting of the Personnel and Town Organization committee was held in the Town Council Office on Wednesday, March 23, 2016 at 7:30pm for the purpose of continuing the discussions on Town Council salaries and preparation of committee meeting minutes.

Members in Attendance: Councilor Susan Falkoff, Chair; Councilor Angeline Kounelis, Secretary, and Councilor Michael Dattoli, Vice-Chair. Also in attendance were Councilors Vincent Piccirilli, Ken Woodland, and Lisa Feltner.

The committee discussed current salaries for elected officials in area municipalities with similar forms of government. It was noted that Cambridge should also be added to the list (see attached). Excluding Cambridge, salaries range from \$14,000 to volunteer (unpaid) positions.

Councilor Falkoff noted that Watertown has not increased Council salaries since 1999. There was a discussion around what current salaries would be if a 2% raise were applied year-over-year (roughly \$7,000).

Members discussed that the scope of the Council's work has changed, as there were not frequent committee meetings occurring at the same level ten to fifteen years ago. Also, in regard to the Council President salary, it was noted that this should include Council pay plus School Committee stipend.

Councilor Dattoli made a motion to refer to the Town Council a recommendation that Councilor salaries be amended to \$7,500 per annum. Councilor Kounelis seconded and the motion carried unanimously.

Councilor Dattoli made a motion to refer to the Town Council a recommendation that the Council President salary be amended to \$10,500 per annum, which includes School Committee compensation. Councilor Kounelis seconded and the motion carried unanimously.

Regarding meeting minutes, there was a discussion around the City of Waltham and City of Newton policies and procedures for preparing committee meeting minutes (see attached). One option for Watertown might be to record audio and have minutes later transcribed by a clerk. It was agreed that not every Councilor has the skills or technology to record meeting minutes and that people should have options available.

Councilor Kounelis made a motion to recommend to the Town Council that an option be available for committee members that choose not to take their own minutes. If the council approves the idea of alternate ways to do minutes, the committee will re-convene and discuss alternatives. Councilor Dattoli seconded and the motion carried unanimously.

The meeting adjourned at 8:20 pm.

Minutes prepared by Councilor Dattoli.

MEMORANDUM

TO: Budget & Fiscal Oversight Committee
FROM: Angeline B. Kounelis, District "A" Councilor
RE: Town Council Committee Minutes
DATE: November 26, 2012

Herein please find my recommendation for implementation of policy and procedure for the following:

The designation of a person(s), other than the three Town Councilors appointed to serve on a Town Council Committee, who shall attend the committee meetings of and prepare the minutes of the standing Town Council Committees.

Below is a survey of how other communities with a city form of government address the issue of minutes. Of the five cities surveyed, City Councilors were not responsible for the preparation of committee minutes. All committees meet after the close of City Hall business hours. Most Councils have structured the committee meetings for a specific day of the week or prior to a City Council meeting.

CITY OF NEWTON 24 Aldermen @ \$9750/ea per yr., pop 85,146
The office of City Clerk/Clerk of Aldermen has been restructured to include non-union personnel who are responsible for the committee minutes. Compensatory (comp) time is used in lieu of monetary compensation.

CITY OF WALTHAM 7 Councilors @ \$16320/ea per yr., pop 60,632
Department Heads receive a stipend between \$3500 - \$7000 to attend and be responsible for the minutes. A union staff member of the City Clerk's/Council Clerk's office also has duties for specific meetings.

CITY OF MEDFORD 7 Councilors @ \$27529.32/ea per yr., inc. exp. pop 56,173
City Clerk/Council Clerk is responsible for all minutes. Union personnel can perform after hours administrative duties by special C.C. ordinance.

CITY OF WOBURN 9 Aldermen @ \$9000/ea per yr., pop 38,120
Minutes are prepared by the Clerk of the Committees who works within the City Clerk's/Council Clerk's office for \$45,245/yr.

CITY OF CHELSEA 11 Councilors @ \$8000/ea per yr., pop 35,177
Two administrative positions, one is half-time to the City Mgr/Council, the second handles all Council minutes at \$461.44/wk for 20 hours.

cc: Honorable Town Council
Michael J. Driscoll, Town Manager
John E. Flynn, Town Clerk
Mark R. Reich, Esq., Kopelman and Paige, P.C.

COMPARISON OF CITIES WITH WATERTOWN'S FORM OF GOVERNMENT

TOWN	POP.	SALARY	MEETINGS PER MONTH	COMMITTEE MINUTES	#MEMBERS
BARNSTABLE	45,193	\$8K, VP \$10K, Pres 12K	2	Council admin	13
CHELSEA	35,177	\$14,000	2	City Clerk	11
FRANKLIN	31,635	Volunteer	2	Yes	9
PALMER	12,140	\$1200	1	Yes	7
RANDOLPH	32,112	Volunteer	2	Yes	9
WATERTOWN	31,195	\$5000	2	Yes	9
SOUTHBRIDGE	16,719	Volunteer	2	Yes	9
WINTHROP	17,497	\$2600 (Pres \$5200)	2	Yes, or record for clerk	9

Form of Government and Population information is taken from this website:

https://en.wikipedia.org/wiki/List_of_municipalities_in_Massachusetts#List_of_municipalities (sgf)

Meetings per month, committee minutes & # members provided by Gayle Shattuck

Cities in **red** have populations most comparable to Watertown

Community	Town Council or Selectmen Salary	FY16	Take own Subcommittee minutes Yes/No	Two Meetings/Month	# of members
Braintree	\$7,500 (President); \$5,000 (Councilors)	Y	No	2 meetings per month (1 in July 1 in August)	9
Weymouth	\$9,500 (President), \$7,500 (Councilors)	Y	No, independent contractor	2 meetings per month	11
Franklin	volunteers		Yes	2 meetings per month (1 in summer)	9
Palmer	\$1,200 stipend	Y	Yes	1 meeting per month on website	7
Arlington	\$3,000 (Selectmen), \$3,500 (BOS Chair)	Y	No, they have staff	2 regularly-scheduled on average	5
Lexington	volunteers		N/A (5 selectmen)	2 regularly-scheduled, more if needed	5
Belmont	\$4,500 (Selectmen), \$5,000 (BOS Chair)	Y	N/A (3 selectmen)	2 regularly-scheduled, more if needed	3
Newton	\$9,750		No, they have staff	2 regularly-scheduled	6
Watertown	\$6,500 (President), \$5,000 (Councilors)	Y	Yes	2 regularly-scheduled	9
Waltham	\$18,038 (President), \$17,538 (Councilors)	Y	No, most subcommittees have clerks	2 regularly-scheduled (1 in summer)	15
Chelsea	\$14,000	Y	No, Clerk to the City Council takes minutes	2 regulary-scheduled except July and August	11
Cambridge	\$77,934	Y	No, City Clerk or Deputy City Clerk	1 meeting per month plus subcommittee meetings	7
Winthrop	\$5,200 (President); \$2,600 (Councilors)	y	Yes or recorded for clerk to type	2 Meetings per Month plus Subcommittee Meetings	9
Randolph	volunteers	Y	Yes	2 meetings per month	9
Barnstable	\$12,000 (President) \$10,000 (Vice President) \$8,000 (Councilors)	y	Council Administrator takes subcommittee minutes. Town Clerk records T.C. meetings	2 regularly-scheduled (1 in summer)	13
Southbridge	volunteers	Y	Yes chair of subcom. Takes minutes	2 regularly-scheduled	9
NOTE:					
Newton City Council meets as a body of 24 twice a month. Each Councilor serves on two committees which meet two or three times a month depending on the committee.					
Each councilor will have four or five official meetings a month.					



Town Council

TOWN OF WATERTOWN

ADMINISTRATION BUILDING • WATERTOWN, MA 02472-4410
(617)972-6470 • FAX (617)972-6485

Ordinance # 28

O-99-28

AN ORDINANCE SETTING THE SALARY OF MEMBERS OF THE TOWN COUNCIL

Now be it ordained that the Ordinances of the City known as the Town of Watertown are hereby amended by adding a new Chapter XXIV as follows:

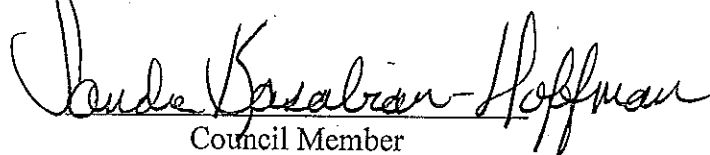
CHAPTER XXIV. TOWN COUNCIL SALARIES.

WHEREAS, Section 2-4 of the Home Rule Charter of the City known as the Town of Watertown permits the provision of an annual salary for members of the Town Council by ordinance;

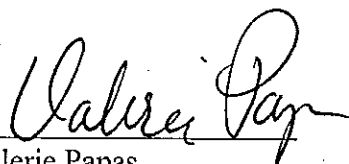
NOW THEREFORE BE IT ORDAINED, that, effective the first secular day of January, 2000, the salary of the members of the Town Council shall be as follows:

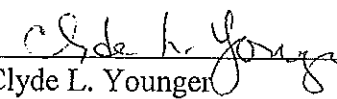
- (1) the salary of Councillors shall be \$5,000.00 per annum;
- (2) the salary of the Council President shall be \$6,500.00 per annum.

BE IT FURTHER ORDAINED, that a copy of this Ordinance shall be forwarded to the Town Treasurer and Town Auditor forthwith.


Council Member

I hereby certify that at a regular meeting of the Town Council for which a quorum was present, the above Ordinance was adopted by a vote of 9 for 0 against and 0 present on April 27, _____, 1999.


Valerie Papas
Council Clerk


Clyde L. Younger
Council President

Calendar Year	Increasing yearly at 2%		Increasing yearly at 2.5%	
	Town Councilor	Town Council President	Town Councilor	Town Council President
2000	\$ 5,000.00	\$ 6,500.00	\$ 5,000.00	\$ 6,500.00
2001	\$ 5,100.00	\$ 6,630.00	\$ 5,125.00	\$ 6,662.50
2002	\$ 5,202.00	\$ 6,762.60	\$ 5,253.13	\$ 6,829.06
2003	\$ 5,306.04	\$ 6,897.85	\$ 5,384.45	\$ 6,999.79
2004	\$ 5,412.16	\$ 7,035.81	\$ 5,519.06	\$ 7,174.78
2005	\$ 5,520.40	\$ 7,176.53	\$ 5,657.04	\$ 7,354.15
2006	\$ 5,630.81	\$ 7,320.06	\$ 5,798.47	\$ 7,538.01
2007	\$ 5,743.43	\$ 7,466.46	\$ 5,943.43	\$ 7,726.46
2008	\$ 5,858.30	\$ 7,615.79	\$ 6,092.01	\$ 7,919.62
2009	\$ 5,975.46	\$ 7,768.10	\$ 6,244.31	\$ 8,117.61
2010	\$ 6,094.97	\$ 7,923.46	\$ 6,400.42	\$ 8,320.55
2011	\$ 6,216.87	\$ 8,081.93	\$ 6,560.43	\$ 8,528.56
2012	\$ 6,341.21	\$ 8,243.57	\$ 6,724.44	\$ 8,741.78
2013	\$ 6,468.03	\$ 8,408.44	\$ 6,892.56	\$ 8,960.32
2014	\$ 6,597.39	\$ 8,576.61	\$ 7,064.87	\$ 9,184.33
2015	\$ 6,729.34	\$ 8,748.14	\$ 7,241.49	\$ 9,413.94
2016	\$ 6,863.93	\$ 8,923.11	\$ 7,422.53	\$ 9,649.29
2017	\$ 7,001.21	\$ 9,101.57	\$ 7,608.09	\$ 9,890.52
2018	\$ 7,141.23	\$ 9,283.60	\$ 7,798.29	\$ 10,137.78

Committee on Personnel and Town Organization Meeting Minutes

Meeting July 30, 2018; Report August 14, 2018

Chairman Bays called the Committee on Personnel and Town Organization to order on Monday, July 30 at 7:15 PM in the Louis P Andrews Conference Room. Present at the meeting were Councilors Caroline Bays (Chair) Susan Falkoff (Vice Chair), Angeline Kounelis (Secretary), Council President Mark Sideris, Councilor Anthony Donato and Councilor Kenneth Woodland.

Town Council Clerk Evaluation and Salary Adjustment

President Sideris presented background information and a copy of the latest Council Clerk evaluation (attached). Ms. Pronovost, the Council Clerk, began work on January 20, 2016 at a salary of \$22.89/hour. She has received no raise since that time. The raise for Town Hall Associates was 2.25% for FY 17 (Ms. Pronovost worked only for half of that FY) and 2.0% for FY 18 and FY 19. He also noted that, in his opinion, she has done a stellar job in her role.

Councilor Falkoff made a motion to ask the council to approve a 2.0 raise for year FY18 and a 2.0 raise for FY 19. Councilor Kounelis seconded and the motion passed unanimously.

Since the proposed raise is not merit-based, it is not necessary to do an evaluation of the clerk at this time.

Town Auditor Evaluation and Salary Adjustment

President Sideris presented the most recent auditor evaluation (attached) and some information about auditor salaries in neighboring towns. Councilor Woodland noted that many Massachusetts towns have auditors who are close to retirement and they have been proving hard to replace. Mr. Tracy's current salary is \$126,862 which includes a \$15,000 stipend for being the Assistant Town Manager for Finance and a \$4000 stipend for being a member of the Retirement Board. President Sideris noted that the retiring and the new School Business Directors are receiving more than this amount. He has not received a raise for years FY 18 or FY 19. Other non-union personnel were granted raises of 2.0-3.53% for FY 18, at the discretion of the Town Manager based on performance measures.

After discussion, Councilor Falkoff made a motion to ask the Council to evaluate the Town Auditor using the most recently-used form. (This form will be voted on by the committee at a brief meeting that will take place before the next Town Council meeting) and decide on an appropriate raise after the evaluations are completed. Councilor Kounelis seconded and the motion carried 3-0.

Town Council Salary

Councilor Kounelis provided the comparative salary information that the Council had reviewed before raising the salary from \$5000 to \$7500 for the current term. President Sideris noted that the job was so much more time-consuming now that it used to be that he has wondered if the current salary, even though recently raised, is fair. Former Councilor Aaron Dushku had written the committee to argue for a

raise. He estimated that he had spent 10-15 hours on Council business and he provided the following table that suggested a fair range of \$13,000-\$19,000/year:

hours/week	10	15
dollars/hour	\$ 25	\$ 25
dollars/week	\$ 250	\$ 375
annual salary	\$ 13,000	\$ 19,500

Councilor Woodland calculated that if we spent 20 hours per week on Council business, at minimum wage, that would give us an annual salary of \$11,400.

Councilor Falkoff made a motion, seconded by Councilor Kounelis, to ask the Town Council to ask the Personnel Director to provide us with updated salary information for

- The 13 communities with our form of government, noting the 4 other cities with demographics similar to ours
- Communities that abut Watertown,

And to include:

- The number of meetings per month
- The number of councilors or selectmen
- The town population
- The town's annual budget

The motion carried unanimously. The committee will reconvene when this information is available.

The meeting adjourned at approximately 8:30 PM.

Note that the three Action Items resulting from this meeting are noted in Boldface.

Respectfully Submitted,

Susan Falkoff, Vice chair

Town of Watertown

EMPLOYEE PERFORMANCE REVIEW – COUNCIL CLERK

EMPLOYEE INFORMATION

Reviewer: _____

Date: _____

GOALS FOR COMING YEAR

1.

2.

3.

EVALUATION

	(1) Unsatisfactory	(2) = Marginal	(3) = Meets Requirements	(4) = Exceeds Expectations	(5) = Exceptional
Demonstrates Required Job Skills And Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has The Ability To Learn And Use New Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses Resources Available In An Effective Manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds Effectively To Assigned Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets Attendance Requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listens To Direction From Councilors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Takes Responsibility For Actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honors Commitments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates Problem Solving Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offers Constructive Suggestions For Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generates Creative Ideas And Solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets Challenges Head On	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates Innovative Thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments:

Town Auditor: Management Performance Evaluation Watertown, MA

Date:

Evaluator:

Rating Scale

- 5 Excellent
- 4 Very good/superior
- 3 Good/Above average
- 2 Satisfactory
- 1 Needs improvement
- N/A Do not have sufficient information to assess

	5	4	3	2	1	N/A
Leadership Consider leadership effectiveness including roles in working with Council and its Subcommittees on financial and budgeting issues, decision-making, and developing and managing the department						
Quality of Work and Service to Town Assess depth and completeness of the Town Auditor's knowledge of work to be done as it relates to the overall Town financial and budget needs and the established standards and policy guidelines. Assess ability to handle issues and resolve problems efficiently and effectively.						
Productivity Consider the contributions of the Auditor's department to the Town as a whole; and the Town Auditor's role in assisting the department and overall Town staff in working more efficiently and productively.						
Initiative and Creativity Consider willingness to carry out unanticipated tasks. Also consider record of developing and implementing successful new ideas, new solutions, new procedures, or new programs designed to meet Town needs. Consider willingness to go "above and beyond" effort on behalf of the Town.						
Adaptability Consider flexibility in responding to changes in Town's priorities, and ability to maintain effective performance under changing conditions. Evaluate ability to oversee multiple responsibilities and activities.						
Communication Evaluate personal interaction with Council and its subcommittees, other Town staff, supervisor, other Town departments. Consider ability to convey ideas persuasively, either informally or in a prepared presentation. Assess timeliness, appropriateness and clarity of communication with Council.						
Cooperation Consider overall working relationships with Council and its Subcommittees. Evaluate cooperation and support offered to the Council.						

Additional comments (Use reverse if necessary):

Goals for the coming year:

Community	Town Council or Selectmen Salary	FY16	Take own Subcommittee minutes Yes/No	Two Meetings/Month	# of members
Braintree	\$7,500 (President); \$5,000 (Councilors)	Y	No	2 meetings per month (1 in July 1 in August)	9
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Randolph	volunteers	Y	Yes	2 meetings per month	9
Barnstable	\$12,000 (President) \$10,000 (Vice President) \$8,000 (Councilors)	y	Council Administrator takes subcommittee minutes. Town Clerk records T.C. meetings	2 regularly-scheduled (1 in summer)	13
Southbridge	volunteers	Y	Yes chair of subcom. Takes minutes	2 regularly-scheduled	9
NOTE:					
Newton City Council meets as a body of 24 twice a month. Each Councilor serves on two committees which meet two or three times a month depending on the committee.					
Each councilor will have four or five official meetings a month.					

Committee on Personnel and Town Organization
Meeting Date: November 26, 2018
Read: January 22, 2019

The Committee met in the Town Council Office on November 26, 2018 at 7:15 pm. Attending were Caroline Bays, Chair, Susan Falkoff, Vice Chair, and Angeline Kounelis, Secretary. Also attending: Town Council President Mark Sideris, Councilors Anthony Donato and Kenneth Woodland, and resident Elodia Thomas.

I. The committee first discussed whether to increase **Town Council salaries**. The committee reviewed data on salaries from other communities and there was a lively discussion of pros and cons that included the following points:

- Other communities are currently considering raising salaries (Bays)
- Former Councilor Dushku sent a memo suggesting that salaries be raised to professional full-time salary levels (Bays)
- Changing the job to full-time would require a charter change (Sideris)
- The Council has voted down a raise on some occasions and the successful vote to raise salaries was recent (Kounelis)
- If the Councilors were paid at minimum wage for 20 hours/week, the salary would be \$11,000. Towns with volunteer government have trouble finding qualified people. (Woodland)
- We have volunteer Boards. If the Councilors get a raise, maybe Board members should too (Kounelis)
- We do have trouble attracting good people for the Boards (Sideris)
- No matter if it is \$5,000 or \$27,000, the pay is still part-time and so an individual needs another source of income. (Kounelis)
- What if the salary went up every year via a Cost of Living Increase instead of setting a fixed amount? (Bays)
- Since the Charter mandates the Town Council set a salary, a COLA-type system would require a charter change but it would save the trouble of repeating this conversation. We are close to the next Charter Review (Sideris)
- It would be hard for me, as a first-time councilor, to vote yes on a raise (Donato)

Councilor Falkoff made a motion, seconded by Councilor Kounelis, to defer the issue of Council compensation until the next Charter Review. The motion carried 3-0.

II. The Committee next took up the issue of the **Town Auditor's salary**. Councilor Kounelis noted that the Committee had voted to discuss this after the Councilors had completed evaluations on the auditor's job performance. President Sideris said there had been miscommunication about the evaluation and the form would go out ASAP. The committee will reconvene once the evaluations have been compiled and presented.

The meeting adjourned at 7:50 pm.
Respectfully submitted, Susan Falkoff

Buys Handout

4/13/22

Cities inside 495	County	Form of Government	Founded	Population	Budget	Salary	Notes			
Winthrop	City[4]	Suffolk	Council-manager	8.3	2	1852	19,316	36 million	\$2,600	
Amesbury	City	Essex	Mayor-council	13.7	12.3	1668	17,366	69 million	3,000	
Framingham	City	Middlesex	Mayor-council	26.5	25	1700	72,362	307 million	5,000	president -7,500
Malden	City	Middlesex	Mayor-council	5.1	5	1649	66,263	188 million	5,000	
Melrose	City	Middlesex	Mayor-council	4.8	4.7	1850	29,817	91 million	5,000	
Randolph	City[4]	Norfolk	Council-manager	10.5	10.1	1793	34,984	33 million	5,000	
Braintree	City[4]	Norfolk	Mayor-council	14.6	13.8	1640	39,143	145 million	7,500	
Watertown	City[4]	Middlesex	Council-manager	4.1	4	1630	35,329	160 million	7,500	
Newburyport	City	Essex	Mayor-council	10.7	8.3	1764	18,289	75 million	9,000	president - 11,000
Methuen	City[4]	Essex	Mayor-council	23	22.2	1725	53,039	170 million	10,000	chair - 15,000
Taunton †	City	Bristol	Mayor-council	48.4	46.7	1639	59,408	162 million	10,000	
Weymouth	City[4]	Norfolk	Mayor-council	21.6	16.8	1635	57,437	183.6 million	10,000	president - 11,000
Marlborough	City	Middlesex	Mayor-council	22.1	20.9	1660	41,793	173 million	10,664	
Peabody	City	Essex	Mayor-council	16.8	16.2	1868	54,481	163 million	11,016	
Woburn	City	Middlesex	Mayor-aldermen	12.9	12.7	1642	40,876	160 million	11,150.00	
Beverly	City	Essex	Mayor-council	22.6	15.1	1668	42,670	144 million	11,733	
Chelsea	City	Suffolk	Council-manager	2.5	2.2	1739	40,787	249 million	14,000	
Salem †	City	Essex	Mayor-council	18.3	8.3	1626	44,480	662 million	14,000	
Revere	City	Suffolk	Mayor-council	10.1	5.7	1846	62,186	241 million	14650	and 5000 stipend
Lawrence †	City	Essex	Mayor-council	7.4	6.9	1847	89,143	103 million	15,000	
Haverhill	City	Essex	Mayor-council	35.7	33	1641	67,787	216 million	15,000	president gets 18,000
Newton	City	Middlesex	Mayor-council[7]	18.2	17.8	1688	88,923	462 million	15,500	
Brockton †	City	Plymouth	Mayor-council	21.5	21.3	1821	105,643	439 million	16,662	
Waltham	City	Middlesex	Mayor-council	13.8	12.7	1738	65,218	299 million	22,554	
Lowell †	City	Middlesex	Mayor-manager-	14.5	13.6	1826	115,554	464 million	25,000	2016
Lynn	City	Essex	Mayor-council	13.5	10.7	1629	101,253	407 million	25,000	
Somerville	City	Middlesex	Mayor-council	4.2	4.1	1842	81,045	286 million	25,000	
Everett	City	Middlesex	Mayor-council	3.7	3.4	1870	49,075	260 million	25,500	has a legislative aid - 54,000
Medford	City	Middlesex	Mayor-council	8.7	8.1	1630	59,659	191 million	29,360	president - 32,000/vp 30,000
Quincy	City	Norfolk	Mayor-council	26.9	16.6	1792	101,636	346 million	35,000	
Cambridge †	City	Middlesex	Mayor-manager-	7.1	6.4	1636	118,403	748 million	83,404	
Boston †	City	Suffolk	Mayor-council	89.6	48.3	1630	675,647	3,760 million	103,500	
Bridgewater	City[4]	Plymouth	Council-manager	28.2	27.5	1656	28,633	66 million	0?	



Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ELECTED OFFICIALS:

Committee on Personnel and City Organization

Monday, February 7, 2022

Mark S. Sideris,
Council President

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor

John M. Airasian
Councilor At Large

Caroline Bays
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Nicole Gardner,
District A Councilor

Lisa J. Feltner,
District B Councilor

Emily Izzo,
District D Councilor

The Committee on Personnel and City Organization held a public meeting on Monday, February 7, 2022, at 6:00pm.

Committee Chair Bays called the meeting to order at 6:05pm. Attendees included John Gannon, Committee Vice Chair, City Council President Mark Sideris, and City Councilors Tony Palomba and Vinnie Piccirilli. The purpose of the meeting was to initiate a discussion on creating the position of City Council analyst.

As part of the City election vote last November, voters adopted changes to the City Charter. Section 2-7(c) of the amended City Charter provides for the appointment of a council analyst.

Section 2-7(c) of the City Charter reads as follows: (c) Analyst – The city council, by the affirmative vote of at least five members, shall appoint a council analyst, who may serve in a full-time or part-time capacity, for a term of three years. The analyst shall provide assistance with legislative oversight and research, and shall not be involved in the day-to-day administrative detail of the operations of the city. The analyst shall make periodic reports to the council, with such frequency as the council by ordinance, by rule, or by other vote may direct, but not less frequently than quarterly. All officials of the city shall cooperate with the analyst in the performance of this oversight function. The analyst shall have such other powers and duties as may be provided by charter, by ordinance, or by vote of the council.

Attendees discussed their individual visions for the duties of the position. Attendees decided that it would be advisable to send out a survey to all councilors seeking each councilor's feedback on job responsibilities they envision for the position, a description of day-to-day work projects to be assigned to the analyst; legislative responsibilities; communication with the council, constituents and city colleagues; involvement with the budget; qualifications; prior work experience; organizational and interpersonal skills needed; the work environment; and supervision and hours worked per week. Chair Bays stated that she would prepare such a survey and send it to councilors. Once the surveys are returned, Chair Bays stated that she would compile and synthesize the results for discussion at a future meeting.

Councilor Gannon made a motion to adjourn,, which was seconded by Chair Bays. The vote was 2-0.

The meeting adjourned at 7:15pm.

Respectfully submitted,
John Gannon, Committee Vice Chair



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Councilor At Large

Caroline Bays
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Nicole Gardner,
District A Councilor

Lisa J. Feltner,
District B Councilor

Emily Izzo,
District D Councilor

Watertown City Council Personnel and City Organization Committee

Report of the Meeting of April 13, 2022

The Committee convened on Thursday, April 13, 2022 at 7:00 pm in the Phillip Paine Lower Hearing Room. Present were Councilors Caroline Bays, Chair, John Gannon, Vice-Chair, and Nicole Gardner, Secretary.

Also in attendance were Councilors Palomba and Piccirilli. Councilor Feltner sent a note as she was unable to attend in person; her comments on both matters were reviewed during the meeting and are attached.

The purpose of the meeting was to continue the discussion regarding the creation of the City Council Municipal Policy Analyst, and to discuss and recommend City Council Compensation.

Chair Bays called the meeting to order at 6:06 pm.

Discussion of the City Council Municipal Policy Analyst position

Chair Bays provided a draft job posting for the role, based on the discussion at the PCO's March 14th meeting. The Councilors present reviewed the draft job posting and, after some minor edits, agreed to bring the job description to the full City Council, with a recommendation that the Council accept it and approve it for posting.

--> ACTION ITEM: Councilor Gannon made a motion, seconded by Councilor Gardner, to recommend that the City Council accept the job posting for the Municipal Policy Analyst position, and agree to have it published. Voted unanimously 3-0.

Assuming the City Council accepts the recommendation to accept and publish the job posting; the Committee proposes the following administrative process:

1. Chair Bays will work with the Personnel Office to post the job
 - a. in all usual places used by the City such as Zip Recruiter or Indeed,
 - b. in The Beacon, The State House News Service, and the Master List,
 - c. in those places identified by Community Paradigm during the City Manager search as effective channels to reach diverse talent pools, and
 - d. At Massachusetts universities with graduate programs in public policy or related fields, including but not limited to Suffolk, Northeastern, BU, Brandeis, and the Kennedy School

2. Applicants will be required to get their cover letters and resumes in by one month from the date of the posting; this will be indicated on the posting
3. The PCO will serve as the Screening Committee, working in Executive Session, and will select finalists to present to the full City Council for interviews
4. The PCO will develop a list of interview questions; all Councilors are invited to submit suggested questions to Councilor Bays by May 30.
5. The finalists will be interviewed in open session

--> ACTION ITEM: Councilor Gannon made a motion, seconded by Councilor Gardner, to recommend that the City Council approve that the PCO Committee serve as the Screening Committee, and agree to the process proposed above. Voted unanimously 3-0.

Discussion of the City Councilor Compensation

Chair Bays began the discussion by handing out benchmarks of compensation for cities located inside of Route 495 and similar to Watertown based on population and annual budget.

After some discussion of the data, it was agreed that further review was required, and that the Committee would then reconvene. In particular:

1. Councilor Gannon volunteered to check the salary data to be sure it is up to date, and to also check on health benefits received, to ensure apples to apples comparisons.
2. Once the data is up to date, Councilor Gardner will graph it.
3. Chair Bays will ask all Councilors to provide her their best estimate of average hours worked per week, in their capacity as a Councilor, including preparing for and attending Council and Committee meetings, preparing for and attending City Board, Commission & Committee meetings, reading to stay current, providing constituent services, preparing communications, and so on.

The Committee began discussing how an appropriate compensation level might be determined. Given the current data, Watertown appears to be behind most other municipalities our size.

Chair Bays proposed as a point of principle that the Councilors should make – at least – the minimum hourly wage in Massachusetts; all agreed that minimum wage should be the floor. There was also a discussion of the fact that the current minimum wage is not considered a living wage. The committee will continue the discussion once we have more certainty on how other municipalities are compensating their Councilors.

Councilor Piccirilli recommended that, as a matter of good governance, the City Council put in place a standing referral to the PCO to review City Council compensation at the start of every new term. The Committee like this proposal and will revisit it at our next meeting.

At 7:51 pm the Committee voted unanimously to adjourn.

Report respectfully prepared by Nicole Gardner

List of Attachments:

1. Email from Councilor Feltner
2. Municipal Policy Analyst Job Posting

Hi Caroline et al,

A quick email to summarize interest in analyst position, and Council compensation, since I can't make it to the meeting tonight in person, for the Personnel & City Organization Committee meeting.

Re: new Analyst position for Council support

-I would advise for flexibility in allowing work to be done remotely as needed, especially given need to attract talent in this position (not usual for most municipalities) and evolving workplace (family work balance), and the requirement to be able to attend evening meetings; it also potentially helps remove some barriers persons with disabilities. There is also the issue of balancing physical space needs. Of course I support local, in person work responsibilities.

-I would support a min. of 1 year related work experience vs. 2 years+.

-To clarify, I don't see this as a "constituent services" position and agree with the draft language under "Explicitly excluded". I do think it's best policy to include, as in current draft "capable of developing collaborative and collegial working relationships across all diverse stakeholders" this advisory position to City Council.

-It's unclear what things made it into the job description based on the minutes, from the preferred skills and other attributes listed in the "combined feedback" and other suggestions, and unanswered questions from last night's Council meeting. But thanks to everyone's efforts on this to date.

Re: Council compensation

-I would hope tonight is a starting point for discussion and that we would be given an opportunity to weigh in on factors other than the "data sheet" that was attached to the Agenda. It could be helpful to hear and learn from some previous-serving councilors' perspectives as well.

-A few reasons for more discussion, beyond say population+budget, and for shared information include ten. of any new implementation being 4 yrs away, realistically probably not going to be re-visited again soon, issues such as growth and impact on town/council business, comparison and level of Council support/s, dynamics of our form of government. Perhaps I'm looking further out than others, while we're at it.

-Of course councilors dedicate varying amounts of time to this service, but I think there should be a more general awareness of bare minimums along with the range of realistic hours and duties that are devoted. And in the spirit of transparency, folks should be aware of what "compensation" means -access to what benefits. I've tracked much of my time and would like to share this in the near future as possible.

I hope this message makes it to you all in time for deliberations tonight, even as I appreciate talking with you a bit earlier today.

Thanks much, Lisa

*Lisa J. Feltner, Watertown Councilor District B
Direct (617) 926-5344; or Council Clerk Office (617) 927-6470*

Job Posting - Municipal Policy Analyst City of Watertown

The City of Watertown is searching for a full-time Municipal Policy Analyst to provide professional research and policy analysis to the City Council.

Responsibilities:

Research - Conduct primary and secondary research in support of City Council Committees or the City Council In Its Entirety, for the purpose of developing ordinances or policies for Watertown, including research on rules and ordinances used by other municipalities, municipal public policy, regulations, best practices and emerging practices.

Analysis - Analyze, document and present findings to the relevant Committee or the full City Council.

Drafting legislation - Prepare draft language for ordinances and resolutions, under the direction of an appropriate Committee Chair as designated by the City Council President.

Communicating with the City Council - Attend City Council and Committee meetings as directed, and keep Committee Chairs up to date on projects they are working on.

Communicating with others - Develop collegial working relationships with City Administration employees and Watertown Boards, Committees & Commissions. They will be expected to develop relationships with relevant professional organizations such Metropolitan Area Planning Council and Massachusetts Municipal Association, and with peer staff in other municipalities.

Budget - Support the Budget & Fiscal Oversight Committee by researching, reviewing, and assisting in drafting the Capital Improvement Program recommendations, and in compiling, researching, and assisting in drafting the Budget Policy Guideline recommendations.

Direct Report - Work collaboratively and closely with the City Council President or designee; report to the City Council President or designee.

Qualifications:

Experience in primary and secondary research, data analysis and interpretation, and data visualization

Strong verbal and written communication skills, including crafting compelling and data driven narratives

Good working knowledge of standard computer programs and productivity tools used in business, i.e. word processing, spreadsheets, slide writing, cloud-based file management

Strong organizational skills and self-management skills; a high degree of initiative

Capable of developing collaborative and collegial working relationships

Must be available to occasionally attend evening Committee or City Council meetings as needed

A Bachelor's degree, a Master's degree a plus

A minimum of 2 years of relevant experience, such as working on legislation, policy and programs at a municipal, state or federal level, familiarity with municipal budgeting processes, or familiarity with municipal, state or federal law

Available to work in office on a daily basis

Benefits:

Full-time position, but with flexible hours and paid vacation.

Confidential non-union position, salary of \$65,000-\$75,000 (commensurate with experience) and with a full benefits package

The analyst will have a six-month probationary period followed by a review, and assuming a full time appointment, will then receive annual reviews

The City of Watertown is an Equal Opportunity / Affirmative Action employer.



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Anthony Palomba,
Councilor At Large

Nicole Gardner,
District A Councilor

Lisa J. Feltner,
District B Councilor

Emily Izzo,
District D Councilor

Committee on Personnel and City Organization Meeting November 15, 2022

The Committee convened at 6:30 pm on Tuesday, November 15, 2022 in the Phillip Pane Lower Conference Room, Ground Floor.

Councilors Caroline Bays, Chair, John Gannon, Vice-Chair, and Nicole Gardner, Secretary. Also in attendance were City Council President Mark Sideris, and Councilors Lisa Feltner and Vinnie Piccirilli.

The purpose of this meeting was to discuss potential amendments to City Council Salaries.

Chair Bays called the meeting to order at 6:35 pm and opened the meeting by reminding all present that this was the second meeting of the PCO on this topic.

For context, the salary history for City Councilors is

- From January 1999 through December 2018, salaries were \$5,000, with no adjustment over 19 years
- In January 2019 salaries were raised to \$7,500, where they have remained until present, with no adjustment over 4 years

Chair Bays referred us to an updated chart of councilor salaries in comparative cities, and a graphic of the data. The councilors discussed the data presented and agreed that there were no specific implications or conclusions that could be drawn from the research. Deeper research and analysis is needed, such as the value of pension and medical benefits, and the number of Council meetings per year. In addition it is hard to draw conclusions based on the different political realities in each municipality.

Councilor Feltner shared that she tracks full council meetings, City Council Committee meetings, and some resident board and commission meetings in her calendar. She estimates that for those meetings alone she averages around 120 meetings per year, and 260 hours per year. This estimate substantially underestimates the true hours worked per year, because it excludes time spent on:

- District development project meetings,
- Time spent on creating minutes/reports,
- Meeting prep and research,

- Constituent services in meetings or communications,
 - Neighbor or community group meetings
 - Time with Watertown staff or other officials,
 - Communications such as newsletter, updating web page, etc.
 - Other public meetings or time devoted to many topics, such as: Comprehensive Plan, RMUD, Arsenal Yards, MassDOT Arsenal Corridor, AOTC-AthenaHealth, iCube, Watertown Square Improvements, School Assessments, Airplane Noise, Charter Review Committee, School Building Committee, Complete Streets, Mount Auburn Street redesign, Community Preservation, Bicycle-Pedestrian Plan, Climate-Energy-Resilient Watertown, our MVP Greening, Mass. Municipal Association, MBTA or other state agencies, our capital improvement projects such as Victory Field, Arsenal Park, Filippello Park and lighting
- Councilor Feltner's write up of her research is attached to these minutes.

Chair Bays presented an analysis, attached, showing what councilor salaries would be if they were paid minimum wage per hour, across three estimates of hours worked per year. The estimated annual salary ranges \$13,800 to \$17,250 per year. Refer to the second ta

Council President Sideris opposed such a big leap in salary, saying it was untenable. Instead, he suggested amending the Councilor Salary Policy to include an automatic annual COLA of 2.5%, to take effect in January 2023.

Councilor Gardner expressed a concern that we need information on what the proper salary should be, in fairness to those who will serve as councilors in the future. She noted that last year the Charter Review Committee was concerned that the Council compensation was too low for two reasons:

- The increased workload, complexity, and scope of the role compared to prior years
- The need to ensure that people are compensated fairly, so that the role can be served for any citizen in Watertown, without undue hardship, not only those with significant savings or high salaries, or who aren't facing expenses such as college for their kids.

Councilor Piccirilli suggested that we could take a first step toward reaching appropriate compensation by applying an annual COLA of 2.5% to the 2018 salary of \$7500 and use that to calculate the salary for January 2024.

The Committee calculated that the 2024 and 2025 salaries that would result from this approach would be:

- For Councilors: \$8,700 in 2024, and \$8,900 in 2025.
- For the Council President: \$12,000 in 2024 and \$12,500 in 2025.

Chair Bays suggested we could use the COLA approach as a stop gap measure for 2024 and 2025, and that we should create a Blue Ribbon Resident Committee to

review this matter in greater depth and come back with a recommendation to the PCO and ultimately the Council. Other councilors liked this approach.

The Councilors discussed whether a Blue-Ribbon Resident Committee could be selected and convened in time for them to be able to do an in-depth review of councilor compensation in comparable municipalities and come back with a recommendation to the Council for deliberation and decision making by June 2023. There was a consensus that time was too tight.

--> **Action Item:** Councilor Gardner made a motion, seconded by Councilor Gannon, to recommend that the City Council amend the salary for City Councilors to \$8,700, effective January 1, 2024, and \$8,900 effective January 1 2025. Approved 3-0

--> **Action Item:** Councilor Gardner made a motion, seconded by Councilor Gannon, to recommend that the City Council amend the salary for the Council President to \$12,000, effective January 1, 2024, and \$12,500 effective January 1, 2025. Approved 3-0

--> **Action Item:** Councilor Gardner made a motion, seconded by Councilor Gannon, that the City Council recommend that the next seated City Council create a Blue-Ribbon Resident Committee whose purpose will be to study compensation and salary structure for the roles of Council and Council President and make recommendations to the City Council. Approved 3-0

At 7:36 p.m. Councilor Gardner made a motion to adjourn, seconded by Councilor Gannon. Approved unanimously.

Report prepared by Nicole Gardner

Attachments:

Comparatives for Council Salaries

Bubble Chart of Salaries for Selected Municipalities

Councilor Feltner Email

Councilor Bays Estimates of Salary at Minimum Wage

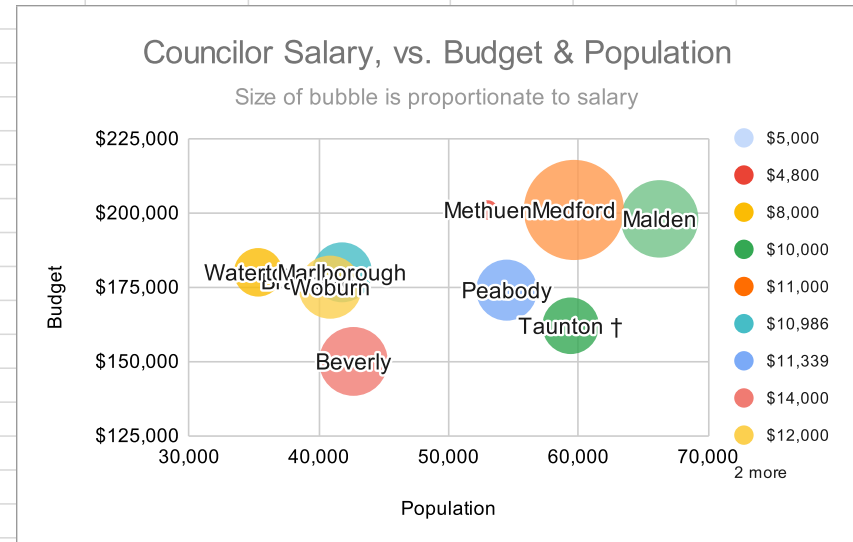
Ordinance setting Town Councilor Salaries Effective January 2, 2018

Compensation Calculations			
These were prepared by Councilor Bays			
20 hours per week for 42 weeks		$20 \times 42 = 840$	20 hours a week except July August
10 hours a week for 8 weeks		$10 \times 8 = 80$	and assumes a 2 week vacation
		\$13,800	assumes \$15/hour effective Jan 1 2023
25 hours per week for 42 weeks		$25 \times 42 = 1050$	25 hours a week except July August
12.5 hours per week for 8 weeks		$12.5 \times 8 = 100$	
		17250	
25 hours per week for 36 weeks		$25 \times 36 = 900$	25 hours a week but has a longer range of times off
10 hours per week for 14 weeks		$10 \times 14 = 140$	
		15600	

City	Population	Budget '23	Salary	Council President	Health Ins option	County	Form of Government	Area in Square miles
Braintree	39,143	\$177,000	\$5,000	\$7,500		City[4] Norfolk	Mayor-council	14.6
Methuen	53,039	\$201,000	\$4,800	\$6,000	y	City[4] Essex	Mayor-council	23
Watertown	35,329	\$180,000	\$8,000	\$2,500	y	City[4] Middlesex	Council-manager	4.1
Taunton †	59,408	\$162,000	\$10,000			City Bristol	Mayor-council	48.4
Weymouth	57,437	\$264,000	\$11,000	\$12,000		City[4] Norfolk	Mayor-council	21.6
Marlborough	41,793	\$180,000	\$10,986			City Middlesex	Mayor-council	22.1
Peabody	54,481	\$174,000	\$11,339			City Essex	Mayor-council	16.8
Beverly	42,670	\$150,000	\$14,000	\$15,000		City Essex	Mayor-council	22.6
Woburn	40,876	\$175,000	\$12,000	\$14,000		City Middlesex	Mayor-aldermen	12.9
Malden	66,263	\$198,000	\$17,500			City Middlesex	Mayor-council	5.1
Medford	59,659	\$201,000	\$29,360	\$32,500.00		City Middlesex	Mayor-council	8.7

Methuen 2020 effort to raise the salary to \$10,000 failed.

Beverly's current salary is \$11,733.



Hi Nicole,

If you would be so kind as to include some of my shared information at PCO committee mtg re: Council compensation. I think it would be helpful to have in the records for future consideration on this matter by others.

Best, and thanks! Lisa

I started logging time devoted to Council, because the topic of having some data along with a better understanding of how much commitment may be required to serve was frequently on residents' minds, along with town council compensation, shortly after I was first elected. Below is a limited snapshot of my individual participation from 2016-2021. I've been averaging over 120 mtgs and 260 hrs/yr, which just includes full council, council committees, and some local board/commissions/committees participation. I assigned 3hrs to full council mtgs, and 2hrs to the council committees and local board mtgs.

Personally, I also wanted to check on our assumed busy vs. quiet periods. FYI, I found that August is the least scheduled in all years, with a rather steady flow of commitments in other months. Of course, this is just my experience, based on assigned committees, issues, level of interest, etc. so I focused on what I consider "basic" and required meetings (I did not count council executive sessions separately).

In terms of basic salary or annual compensation, here's what I found and verbally shared with the PCO committee:

Starting with 1980 salary of \$4626, a yearly 2.5% increase (not including President):
to 1994 would be \$6537, when council was raised to \$4500;
In 2010 it would have equaled \$9,705, when council was raised to \$5000;
In 2018 it would have been \$11,824, when council was raised to \$7500.
In 2024 it would be \$13,713 (2025 \$14,055) based on the original 1980 base compensation.

At the Nov 15 meeting, we calculated that a 2.5% increase on current \$7500 starting from January 2018, would realize \$8698 in 2024 or \$8915 in 2025; and based on the current \$10,500 for Council Pres, a 2.5% increase would come to \$12,177 in 2024 or \$12,481 in 2025.

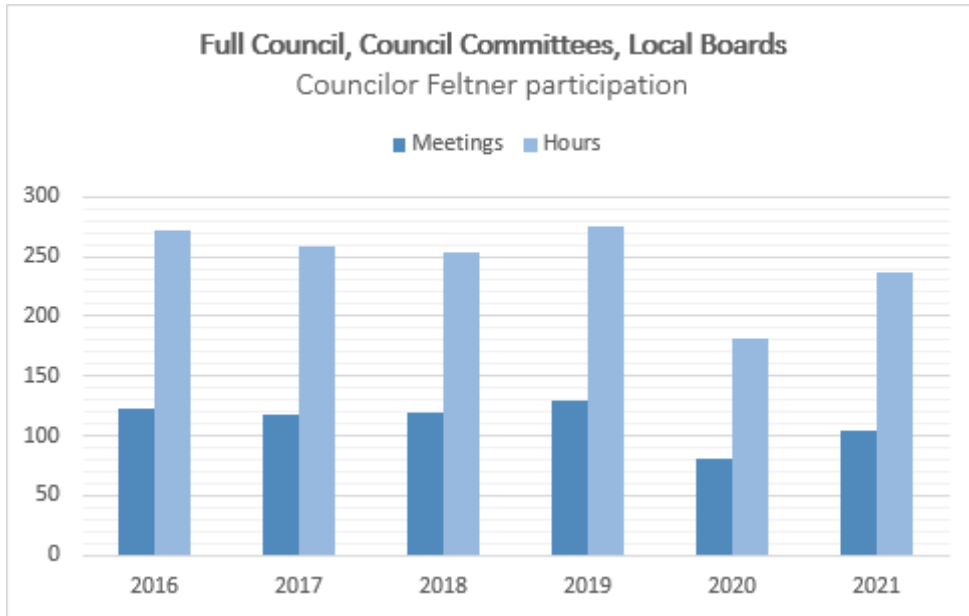
Please note that my tally:

Does not include District development project meetings, or time spent on creating minutes/reports, or meeting prep and research. Does not include constituent services in meetings or communications, nor neighbor or community groups.

Does not include meeting time with Watertown staff or other officials, or evaluations.

Does not include other public meetings or time devoted to many topics, such as: Comp. Plan, RMUD, Arsenal Yards, MassDOT Arsenal Corridor, AOTC-AthenaHealth, iCube, Watertown Square Improvements, School Assessments, Airplane Noise, Charter Review Committee, School Building Committee, Complete Streets, Mount Auburn Street redesign, Community Preservation, Bicycle-Pedestrian Plan, Climate-Energy-Resilient Watertown, our MVP Greening,

Mass. Municipal Association, MBTA or other state agencies, our capital improvement projects such as Victory Field, Arsenal Park, Filippello Park and lighting...



Council Salary	Calendar Year
\$7,500	2018
\$7,688	2019
\$7,880	2020
\$8,077	2021
\$8,279	2022
\$8,486	2023
\$8,698	2024
\$8,915	2025

President Salary	Calendar Year
\$10,500	2018
\$10,763	2019
\$11,032	2020
\$11,307	2021
\$11,590	2022
\$11,880	2023
\$12,177	2024
\$12,481	2025

Comment
Current Council Salary established 1/2/18
2.5% increase
2.5% increase
2.5% increase
2.5% increase
2.5% increase
2.5% increase - Propose \$8,700 effective 1/1/24
2.5% increase - Propose \$8,900 effective 1/1/25

Comment
Current Council Salary established 1/2/18
2.5% increase
2.5% increase
2.5% increase
2.5% increase
2.5% increase
2.5% increase - Propose \$12,000 effective 1/1/24
2.5% increase - Propose \$12,500 effective 1/1/25



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ORDINANCE # 35

O-2016- 35

AN ORDINANCE ESTABLISHING TOWN COUNCIL SALARIES

WHEREAS, Section 2-3 of the Town of Watertown Home Rule Charter provides that the Town Council may, by ordinance, provide an annual salary for its members.

NOW THEREFORE BE IT ORDAINED by the Town Council of the City Known as the Town of Watertown that the Council hereby establishes the Town Council Salary as follows:

Effective January 2, 2018, the salaries of the Town Council shall be established as follows:


Councilor - \$7,500 per annum.

Council President - \$10,500 per annum

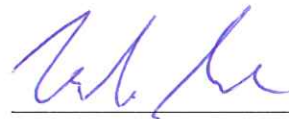


Council Member

I hereby certify that at a regular meeting of the Town Council for which a quorum was present, the above Order was adopted by a vote of 8 for, 0 against and 0 present on June 14, 2016.



Marilyn W. Pronovost, Council Clerk



Mark S. Sideris, Council President

Municipality	Assessed Value Residential	Assessed Value Open Space
Cambridge	37,466,551,809	0
Waltham	11,237,452,744	0
Boston	141,541,579,903	0
West Springfield	2,431,898,824	0
Marlborough	5,642,577,064	0
Everett	5,471,993,242	0
Woburn	7,606,203,283	0
Chelsea	3,886,759,490	0
Watertown	8,100,534,759	0
Greenfield	1,453,804,533	0
Springfield	8,675,183,438	0
Holyoke	1,961,297,316	0
Agawam	2,869,394,132	0
North Adams	743,224,822	0
Taunton	6,398,801,890	0
Worcester	16,078,720,445	0
Chicopee	4,075,733,387	0
Braintree	7,164,371,965	0
Pittsfield	3,582,488,605	0
Southbridge	1,254,021,411	0
Franklin	5,876,670,670	0
Leominster	4,417,580,914	423,200
Fall River	7,044,931,749	0
New Bedford	7,063,590,736	0
Northampton	3,765,181,941	0
Lawrence	5,664,430,302	0
Westfield	3,546,292,707	0
Gardner	1,621,892,966	0
Peabody	8,518,805,217	0
Somerville	18,588,162,698	0
Palmer	1,041,715,559	0
Salem	6,558,258,053	0
Attleboro	5,353,375,023	0
Brockton	9,595,963,298	0
Revere	8,520,077,275	0
Weymouth	9,934,410,954	0
Quincy	17,945,457,731	0
Haverhill	8,435,061,505	0
Lowell	10,324,520,700	0
Beverly	8,280,241,803	840,675
Amesbury	2,816,128,760	0
Easthampton	1,859,041,499	0
Methuen	7,045,243,592	0
Malden	8,672,278,342	0
Barnstable	19,481,851,049	0
Newburyport	5,459,918,769	274,300
Lynn	11,362,360,809	0
Medford	12,518,031,403	0
Newton	33,729,173,360	0

Gloucester	8,423,201,338	0
Winthrop	3,218,397,906	102,600
Melrose	6,513,661,496	0

Assessed Value Commercial	Assessed Value Industrial	Assessed Value Pers Prop
15,848,563,995	15,615,981,117	2,208,815,600
4,497,140,638	830,585,568	645,542,070
60,779,084,089	1,427,978,501	8,468,831,524
636,831,098	116,906,800	246,714,570
1,214,003,964	677,928,334	318,891,520
766,921,381	715,209,600	565,598,700
1,148,119,001	1,100,811,189	591,953,180
885,143,510	255,408,600	259,910,360
1,099,728,370	1,464,436,550	286,186,179
291,952,428	43,570,725	132,637,403
1,443,635,062	294,050,400	861,859,550
441,043,024	75,558,437	60,497,228
254,700,578	222,189,327	344,842,220
118,074,712	24,634,100	58,805,380
1,102,150,588	383,023,525	229,702,870
2,525,072,986	667,907,812	1,042,065,400
460,288,935	267,654,700	319,134,170
1,402,084,909	289,157,600	132,847,700
418,098,525	155,279,207	332,497,570
125,428,573	70,689,575	103,227,810
471,504,398	657,052,300	230,354,400
511,998,824	286,933,415	186,741,300
776,602,834	444,473,600	343,114,610
757,454,232	373,341,650	406,097,440
562,526,846	123,771,498	115,619,100
514,125,079	336,377,951	349,910,790
387,149,878	176,367,149	176,170,382
150,541,334	75,159,200	106,761,040
1,221,095,705	356,421,100	157,683,720
2,830,367,975	433,342,800	450,822,700
71,973,538	50,021,631	83,135,291
641,590,725	375,963,052	265,961,700
471,878,160	237,436,848	248,365,905
1,067,887,956	218,082,840	339,246,320
844,565,294	377,453,912	179,316,826
858,506,326	487,738,500	273,443,510
2,208,622,325	191,922,905	512,037,220
571,169,034	312,047,529	346,592,101
663,727,595	388,028,569	434,348,415
727,209,905	209,159,810	249,534,410
189,286,790	117,885,083	93,910,958
123,786,291	55,905,400	77,529,366
543,095,693	182,585,840	226,702,530
636,670,399	257,734,187	246,313,590
1,879,347,857	105,764,700	403,867,570
363,260,831	223,592,200	68,709,768
714,463,095	206,635,796	385,021,830
1,047,977,797	141,839,500	240,804,280
2,653,977,440	215,141,400	504,991,200

433,267,072	199,147,090	171,333,830
159,216,299	5,475,300	48,292,770
183,546,364	21,730,900	137,891,480

Total Assessed Value	R/O % of Total Value	CIP % of Total Value	Form of Government
71,139,912,521	52.67	47.33	COUNCIL AND ALDERMAN
17,210,721,020	65.29	34.71	COUNCIL AND ALDERMAN
212,217,474,017	66.70	33.30	MAYOR
3,432,351,292	70.85	29.15	COUNCIL AND ALDERMAN
7,853,400,882	71.85	28.15	COUNCIL AND ALDERMAN
7,519,722,923	72.77	27.23	COUNCIL AND ALDERMAN
10,447,086,653	72.81	27.19	COUNCIL AND ALDERMAN
5,287,221,960	73.51	26.49	COUNCIL AND ALDERMAN
10,950,885,858	73.97	26.03	COUNCIL AND ALDERMAN
1,921,965,089	75.64	24.36	COUNCIL AND ALDERMAN
11,274,728,450	76.94	23.06	COUNCIL AND ALDERMAN
2,538,396,005	77.27	22.73	COUNCIL AND ALDERMAN
3,691,126,257	77.74	22.26	COUNCIL AND ALDERMAN
944,739,014	78.67	21.33	COUNCIL AND ALDERMAN
8,113,678,873	78.86	21.14	COUNCIL AND ALDERMAN
20,313,766,643	79.15	20.85	COUNCIL AND ALDERMAN
5,122,811,192	79.56	20.44	COUNCIL AND ALDERMAN
8,988,462,174	79.71	20.29	MAYOR
4,488,363,907	79.82	20.18	COUNCIL AND ALDERMAN
1,553,367,369	80.73	19.27	COUNCIL AND ALDERMAN
7,235,581,768	81.22	18.78	COUNCIL AND ALDERMAN
5,403,677,653	81.76	18.24	COUNCIL AND ALDERMAN
8,609,122,793	81.83	18.17	COUNCIL AND ALDERMAN
8,600,484,058	82.13	17.87	COUNCIL AND ALDERMAN
4,567,099,385	82.44	17.56	COUNCIL AND ALDERMAN
6,864,844,122	82.51	17.49	COUNCIL AND ALDERMAN
4,285,980,116	82.74	17.26	COUNCIL AND ALDERMAN
1,954,354,540	82.99	17.01	COUNCIL AND ALDERMAN
10,254,005,742	83.08	16.92	COUNCIL AND ALDERMAN
22,302,696,173	83.34	16.66	COUNCIL AND ALDERMAN
1,246,846,019	83.55	16.45	COUNCIL AND ALDERMAN
7,841,773,530	83.63	16.37	COUNCIL AND ALDERMAN
6,311,055,936	84.83	15.17	COUNCIL AND ALDERMAN
11,221,180,414	85.52	14.48	COUNCIL AND ALDERMAN
9,921,413,307	85.88	14.12	COUNCIL AND ALDERMAN
11,554,099,290	85.98	14.02	COUNCIL AND ALDERMAN
20,858,040,181	86.04	13.96	COUNCIL AND ALDERMAN
9,664,870,169	87.28	12.72	COUNCIL AND ALDERMAN
11,810,625,279	87.42	12.58	COUNCIL AND ALDERMAN
9,466,986,603	87.47	12.53	COUNCIL AND ALDERMAN
3,217,211,591	87.53	12.47	COUNCIL AND ALDERMAN
2,116,262,556	87.85	12.15	COUNCIL AND ALDERMAN
7,997,627,655	88.09	11.91	COUNCIL AND ALDERMAN
9,812,996,518	88.38	11.62	COUNCIL AND ALDERMAN
21,870,831,176	89.08	10.92	COUNCIL AND ALDERMAN
6,115,755,868	89.28	10.72	COUNCIL AND ALDERMAN
12,668,481,530	89.69	10.31	COUNCIL AND ALDERMAN
13,948,652,980	89.74	10.26	COUNCIL AND ALDERMAN
37,103,283,400	90.91	9.09	COUNCIL AND ALDERMAN

9,226,949,330	91.29	8.71	COUNCIL AND ALDERMAN
3,431,484,875	93.79	6.21	COUNCIL AND ALDERMAN
6,856,830,240	95.00	5.00	COUNCIL AND ALDERMAN

Council Salary

\$22,554
\$115,000
\$10,000
\$11,205
\$25,000
\$10,000
\$28,000
\$8,900

\$28,000
\$10,000
\$500
\$3,000
\$16,631
\$32,875
\$14,000
\$5,000
\$8,182

\$0
\$12,308
\$16,000
\$22,298
\$9,000; \$9,500 for At-Large

\$14,500
\$7,000
\$11,339
\$43,000

\$12,000
\$13,727
\$2,500

\$10,000

\$47,500
to be
voted on
this year

\$30,000
\$15,000
\$12,486
\$14,000
\$5,000
\$6,000
\$4,800
\$25,000
\$10,200
\$9,000
\$25,182
\$29,359.76
\$15,500

\$14,000
\$2,952
\$4,000

To: Watertown staff whose positions are included in the Classification & Compensation Study
From: Emily Monea, Deputy City Manager
Date: April 13, 2023
Re: Comparable communities methodology and results

A key component of the Classification & Compensation Study is establishing a list of comparable communities to gather salary data from so that the City's consultant, GovHR, can ensure that our Classification and Compensation Plan is externally equitable (i.e., that Watertown's salaries are in line with our peer communities).

GovHR's methodology for selecting comparable communities relies on evaluating how similar other Massachusetts communities are to Watertown on seven criteria: population, income per capita, equalized valuations (EQV) per capita, total assessed value, tax levy, total budget, and state aid. The Community Comparison Report from the Division of Local Services (DLS) of the Department of Revenue (DOR) is the data source for all of these criteria:

https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=Community_Comparison_Report.

GovHR also considers distance from Watertown as a criterion.

The City Manager's Office added two additional criteria to the comparable community analysis – population density and commercial, industrial, and personal property (CIP) assessed value – since we feel both capture the complexity of our work in Watertown.

To get to a list of comparable communities using these criteria, we applied a factor of 4, meaning we allowed for communities that are ¼ of the size of Watertown's number on the relevant criteria up to communities that are 4 times the size of Watertown's number. For example: according to the DLS Community Comparison Report, Watertown's 2021 population was 35,149, so our methodology allowed for a community that had a population between 35,149/4 and 35,149*4, or between 8,787 and 140,596.

To be considered a comparable community, a community needed to 1) fall within the relevant range on all nine criteria and 2) be within 20 miles from Watertown.

This methodology produced the following list of comparable communities:

1. Arlington
2. Braintree
3. Brookline
4. Burlington
5. Dedham
6. Medford
7. Natick
8. Needham
9. Newton
10. Norwood
11. Saugus
12. Somerville
13. Wakefield
14. Waltham
15. Woburn

Watertown:

Watertown: \$226,200

Amherst: \$192,801

Barnstable: \$231,537.34

Bridgewater: \$194,061

Chelsea: \$247,500

East Longmeadow: \$129,615

Franklin: \$205,791

North Attleboro: \$191,375

Palmer: \$121,925

Randolph: \$204,206

Southbridge: \$162,500

Winthrop: \$205,000



GovHR USA

GovTEMPS USA

City of Watertown

Employee Classification and Compensation Study

Draft Report Presentation

October 2023

630 Dundee Road, Suite 225, Northbrook, IL 60062
847.380.3240 info@govhrusa.com GovHRUSA.com

Outline

- ▶ Scope of Work
- ▶ Job Evaluation
- ▶ Proposed Classification Plan
- ▶ Compensation Survey
- ▶ Proposed Compensation Plan
- ▶ Future Administration of the System
- ▶ Implementation of Classification and Compensation Plan
- ▶ Questions

Scope of Work and Process

- ▶ Job Evaluation Analysis and Job Classification System
 - ▶ Study preparation and project meetings
 - ▶ Determination of comparable municipalities by Watertown
 - ▶ Distribution of materials and employee meetings
 - ▶ Job evaluation analysis and establishment of job classification system
- ▶ Compensation Analysis
- ▶ Draft and Final Report Preparation
 - ▶ Presentation to City regarding Draft Report
 - ▶ Finalize report

Job Evaluation

- ▶ 148 ^{EMO} Positions were reviewed using the following nine job factors to establish Internal Equity:
 - ▶ Education – Required Preparation and Training
 - ▶ Work Experience – Years of Experience Needed to Perform Job
 - ▶ Decision Making and Independent Judgment
 - ▶ Responsibility for Policy Development
 - ▶ Planning of Work
 - ▶ Contact with Others
 - ▶ Work of Others (Supervision Exercised)
 - ▶ Working Conditions
 - ▶ Use of Technology/Specialized Equipment

Slide 4

EMO

I removed 2 positions from the spreadsheet: 1) Human Resources Systems Administrator (I should've taken this off earlier - it doesn't exist yet); and 2) Principal Department Assistant - Treasurer/Collector (George raised this last week, and after some thought, I think it's best to negotiate an upgrade of one of the Financial Assistant - T/C positions to the PDA.

Emily Monea, 2023-10-16T17:53:05.414

Job Evaluation

- ▶ Positions were evaluated based on the information received by the City and as a result of virtual interviews with at least one employee in each position. EM0
- ▶ The Classification Plan was developed based on Internal Equity – meaning how positions relate to one another in Watertown.
- ▶ New position titles are recommended in some instances.
- ▶ Table 1 – Classification Plan – 17 Grades

Slide 5

EMO

I think we should reference the JAQs specifically here.

Emily Monea, 2023-10-16T17:24:41.140

Comparable Communities

- ▶ Arlington
- ▶ Braintree
- ▶ Brookline
- ▶ Burlington
- ▶ Dedham
- ▶ Medford
- ▶ Natick
- ▶ Needham
- ▶ Newton
- ▶ Norwood
- ▶ Saugus
- ▶ Somerville
- ▶ Wakefield
- ▶ Waltham
- ▶ Woburn

Salary Survey

- ▶ Data is collected through the use of a survey
 - ▶ Each position is defined to assist in gathering accurate data.
 - ▶ Salary data are reviewed to determine if information gathered is appropriate for the position surveyed.
 - ▶ Salary ranges are the preferred method to gather salary data.
 - ▶ Salary data gathered is the current market for the positions.
 - ▶ Union contracts were also gathered to supplement the data set.

Proposed Compensation Plan

- ▶ Compensation rates are calculated based on the 75th percentile of the salaries of the communities surveyed – Table 2.
- ▶ Pay ranges and pay plans have been calculated based on the 75th percentile – Table 3.
- ▶ Seventeen compensation grades/ranges established across three bands:
 - ▶ Grades 1 – 5: Administrative and Technical
 - ▶ Grades 6 – 11: Supervisors and Advanced Technical
 - ▶ Grades 12 – 17: Directors and Senior Managers

Proposed Compensation Plan

- ▶ All grades have a 7.25% gradation.
- ▶ A defined increment (step) plan is recommended.
 - ▶ Grades 1 – 5 have fifteen 2% increments.
 - ▶ Grades 6 – 11 have fifteen 2% increments.
 - ▶ Grades 12 – 17 have seventeen 2% increments.

Future Administration of System Classification/Compensation

▶ Classification

- ▶ Review classifications each year to respond to changing conditions (tools provided)
 - ▶ Create, adjust and/or abolish classifications as needed

▶ Compensation

- ▶ Survey communities for salary changes; look at CPI
- ▶ Adjust pay ranges
- ▶ Consider pay adjustments for employees

Implementation Recommendations

- ▶ Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- ▶ The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan to the closest increment (step) at their current pay rate, without losing pay.
- ▶ The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace.



GovHR USA

GovTEMPS USA

City of Watertown

Employee Classification and Compensation Study

Questions?

630 Dundee Road, Suite 225, Northbrook, IL 60062
847.380.3240 info@govhrusa.com GovHRUSA.com

Position:	Proposed Title	Dept	Division	Skill Level	Current Grade	New Grade	Salary Survey Data 75th Percentile		Current Salary Range		Proposed Salary Range	
Directors and Senior Managers				770 - 795		17						
Assistant City Manager for CDP		CDP			M5	17	110,977	177,301	118,193	161,576	153,224	210,344
Deputy City Manager		City Manager			M5	17	144,192	184,279	118,193	161,576		
				740 - 765		16						
Chief Financial Officer		Finance			M5	16	136,373	203,114	118,193	161,576	142,866	196,125
Chief Information Officer		IT			M5	16	120,818	160,150	118,193	161,576		
Director of Public Buildings		Public Buildings			M4	16	109,610	159,933	102,776	140,501		
Superintendent of Public Works		DPW			M5	16	132,816	169,815	118,193	161,576		
				710 - 735		15						
Assistant Superintendent - Utilities		DPW	Utilities		THA 15	15	102,422	131,175	82,298	101,219	133,209	182,867
Building Commissioner		CDP	Building		M4	15	115,483	147,039	102,776	140,501		
City Engineer		DPW	Engineering		M4	15	119,656	156,174	102,776	140,501		
Human Resources Director		HR			M4	15			102,776	140,501		
Library Director		Library			M4	15	114,302	151,696	102,776	140,501		
				680 - 705		14						
City Clerk		City Clerk			M3	14	114,302	145,489	89,761	122,709	124,204	170,505
Director of Public Health		Health			M4	14	110,682	148,410	102,776	140,501		
Recreation Director		Recreation			M3	14	99,077	138,288	89,761	122,709		
				650 - 675		13						
Assistant Director for Operations		Public Buildings			M3	13			89,761	122,709	115,808	158,979
Assistant Library Director		Library			M3	13			89,761	122,709		
Chief Procurement Officer		Finance	Procurement		M3	13	97,285	133,559	89,761	122,709		
City Assessor/Chair of the Board of Assessors		Finance	Assessing		M4	13	101,088	153,349	102,776	140,501		
Director of Administration & Finance		DPW	Admin		M4	13	89,793	116,587	102,776	140,501		
DPW Supervisor - Forestry / Tree Warden		DPW	Forestry		THA 14	13	94,223	131,175	78,755	96,861		
DPW Supervisor - Highway		DPW	Highway		THA 14	13	94,223	131,175	78,755	96,861		
DPW Supervisor - Parks & Cemeteries		DPW	Parks & Cemeteries		THA 14	13	94,223	131,175	78,755	96,861		
DPW Supervisor - Sewer		DPW	Utilities - Sewer		THA 13	13	94,223	131,175	75,362	92,688		
DPW Supervisor - Water		DPW	Utilities - Water		THA 13	13	94,223	131,175	75,362	92,688		
Senior Services Director		Senior Services			M2	13	90,861	133,559	77,380	105,783		
Treasurer/Collector		Treasurer/Collector			M4	13	114,230	146,727	102,776	140,501		
				620 - 645		12						
Assistant Auditor		Auditing			M2	12			77,380	105,783	107,979	148,232
Director of Constituent Services		Constituent Services			M3	12	87,819	134,388	89,761	122,709		
DPW Supervisor - Central Motors	DPW Supervisor - Fleet	DPW	Central Motors		THA 14	12	94,223	131,175	78,755	96,861		
DPW Supervisor - Street Lighting & Wiring		DPW	Street Lighting & Wiring		THA 14	12	94,223	131,175	78,755	96,861		
DPW Supervisor - Traffic Control		DPW	Traffic Control		THA 14	12	94,223	131,175	78,755	96,861		
Skating Rink Manager		Skating Rink			M2	12			77,380	105,783		
Supervisor of Project Literacy	Director of Project Literacy	Library			L4	12			68,215	81,523		
Supervisors and Advanced Technical				590 - 615		11						
Assistant Planning Director		CDP	Planning		THA 14	11			78,755	96,861	100,680	132,845
CEHO/Assistant Health Director		Health			M2	11			77,380	105,783		
Project Engineer	Assistant City Engineer	DPW	Engineering		M3	11	86,736	120,091	89,761	122,709		
Supervisor of Access Services		Library			L4	11	72,906	96,704	68,215	81,523		
Supervisor of Adult Services	Supervisor of Reference Services	Library			L4	11	72,906	96,704	68,215	81,523		
Supervisor of Children's Services		Library			L4	11	72,906	96,704	68,215	81,523		
Supervisor of Teen Services		Library			L4	11	72,906	96,704	68,215	81,523		
Veterans Service Officer		Veterans Services			M2	11	86,595	118,876	77,380	105,783		
				560 - 585		10						
Assistant City Clerk		City Clerk			M2	10	80,157	118,032	77,380	105,783	93,874	123,865
Assistant Recreation Director		Recreation			THA 9	10	92,874	111,101	63,196	77,726		
Energy Manager		Public Buildings			M3	10			89,761	122,709		
Financial Systems Administrator		IT			M2	10			77,380	105,783		
Network Manager		IT			THA 13	10	84,722	119,477	75,362	92,688		
				530 - 555		9						
Assistant Assessor		Finance	Assessing		M2	9	77,878	120,903	77,380	105,783	87,528	115,492
Assistant Building Inspector	Local Building Inspector	CDP	Building		THA 13	9			75,362	92,688		
Assistant Procurement Director		Finance	Procurement		M2	9			77,380	105,783		
Assistant Treasurer/Collector		Finance	Treasurer/Collector		M2	9	93,497	120,177	77,380	105,783		
Community Wellness Program Manager		CDP			THA 10	9			66,041	81,224		
Function Facility Manager	Events Manager	CDP	Events		THA 7	9			57,870	71,175		
Hatch Coordinator		Library			L3	9			57,673	68,925		
Plumbing and Gas Inspector		CDP	Building		THA 13	9	80,422	98,262	75,362	92,688		
Project Manager - Public Buildings		Public Buildings			M3	9			89,761	122,709		
Senior Planner		CDP	Planning		THA 10	9	82,294	115,500	66,041	81,224		
Systems Administrator		IT			THA 11	9	94,791	128,429	69,012	84,879		
Wiring Inspector		CDP	Building		THA 13	9			75,362	92,688		
Zoning Enforcement Officer		CDP	Planning		THA 13	9	84,356	115,463	75,362	92,688		

				500 - 525		8								
Assistant Director for Administration & Finance		Public Buildings				M2	8				77,380	105,783	81,611	107,685
Assistant Director of Administration & Finance		DPW	Admin			M2	8				77,380	105,783		
Electrician		Public Buildings				ELEC	8				62,088	75,504		
HVAC Technician		Public Buildings				ELEC	8				62,088	75,504		
Plumber		Public Buildings				PLUMB	8				62,088	75,504		
Project Manager - Engineering		DPW	Engineering			THA 15	8	87,496	121,736		82,298	101,219		
Public Arts and Culture Planner		CDP	Planning			THA 7	8	78,178	112,460		57,870	71,175		
Public Health Nurse		Health				THA 10	8	76,285	99,347		66,041	81,224		
Recycling Coordinator		DPW	Admin			M1	8				58,400	79,836		
Social Media and Web Coordinator	Digital Media Manager	City Manager				THA 5	8	76,550	102,038		52,994	65,178		
Staff Engineer		DPW	Engineering			THA 14	8	87,496	121,736		78,755	96,861		
Working Foreman	Crew Leader	DPW	Multiple			DPW 5	8	64,813	82,930		58,793	69,546		
				470 - 495			7							
Community Engagement Specialist		City Manager				M1	7				58,400	79,836	76,095	100,405
Confidential Administrative Assistant	Assistant to the City Manager	City Manager				THA 5	7	69,395	94,822		52,994	65,178		
Conservation Agent/Environmental Planner		CDP	Planning			THA 7	7				57,870	71,175		
Construction Permit Inspector		DPW	Engineering			M2	7				77,380	105,783		
Dispatcher		Police				THA 5	7	62,556	71,526		52,994	65,178		
Linesman	Junior Electrician	DPW	Street Lighting & Wiring			THA 5	7				52,994	65,178		
Payroll Specialist	Payroll Manager	Auditing				THA 5	7	65,209	88,000		52,994	65,178		
Police Building/Vehicle Maintenance		Police				THA 5	7				52,994	65,178		
Print and Digital Promotion Specialist	Communications and Design Specialist	Library				L2	7				47,276	56,499		
Working Foreman - Water Quality Division	Water Quality Specialist	DPW	Utilities - Water			DPW 5	7	64,813	82,930		58,793	69,546		
				440 - 465			6							
Assistant Skating Rink Manager		Skating Rink				THA 6	6				55,378	68,110	70,951	93,618
Confidential Administrative Assistant	Executive Assistant	City Manager				THA 5	6	69,395	94,822		52,994	65,178		
Head Clerk - IT	Office Manager - IT	IT				THA 4	6				50,712	62,371		
Head Clerk - Police	Office Manager - Police	Police				THA 4	6				50,712	62,371		
Heavy Equipment Operator		DPW	Multiple			DPW 4	6	55,312	71,100		54,947	64,996		
Library Technology Operations Assistant	Library Technology Specialist	Library				L1	6				42,437	51,786		
Recreation Supervisor	Recreation Program Coordinator	Recreation				THA 5	6	70,087	91,907		52,994	65,178		
Senior Services Case Worker		Senior Services				THA 7	6	64,946	88,000		57,870	71,175		
Administrative and Technical				405 - 435			5							
Adult Services Librarian	Reference Services Librarian	Library				L3	5	62,886	82,900		57,673	68,925	66,154	87,289
Adult Services Librarian - Digital Services	Reference Services Librarian - Digital Services	Library				L3	5	62,886	82,900		57,673	68,925		
Adult Services Librarian - Programming	Reference Services Librarian - Programming	Library				L3	5	62,886	82,900		57,673	68,925		
Animal Control Officer		Health				THA 7	5	62,506	84,147		57,870	71,175		
Associate Assessor		Finance	Assessing			THA 9	5				63,196	77,726		
Associate Auditor		Auditing				THA 9	5				63,196	77,726		
Carpenter		Public Buildings				CARP	5				56,285	68,474		
Children's Librarian		Library				L3	5	64,487	87,068		57,673	68,925		
Code Enforcement Officer		CDP	Planning			THA 10	5				66,041	81,224		
Community Preservation Coordinator		CDP				THA 10	5				66,041	81,224		
Food Pantry Coordinator		Senior Services				THA 6	5				55,378	68,110		
Function Facility Assistant	Events Coordinator	CDP	Events			THA 5	5				52,994	65,178		
Health Officer		Health				THA 10	5	64,487	93,330		66,041	81,224		
Help Desk Technician		IT				THA 10	5	70,353	90,584		66,041	81,224		
Local History Librarian		Library				L3	5				57,673	68,925		
Outreach Librarian		Library				L3	5				57,673	68,925		
Preventative Maintenance Technician		Public Buildings				MECHANIC	5				55,474	67,496		
Principal Account Clerk - Building	Permit Technician	CDP	Building			THA 3	5				48,528	59,685		
Principal Account Clerk - Elections	Elections Coordinator	City Clerk				THA 3	5				48,528	59,685		
Senior Services Program Coordinator		Senior Services				THA 7	5	55,314	82,336		57,870	71,175		
Teen Librarian		Library				L3	5				57,673	68,925		
Weights & Measures/Meter Collection & Repair		Finance & DPW	Treasurer-Collector & Traffic Control			THA 7	5				57,870	71,175		
				370 - 400			4							
Head Clerk - CDP	Principal Department Assistant - CDP	CDP				THA 4	4	58,393	77,176		50,712	62,371	61,682	81,389
Head Clerk - City Clerk	Principal Department Assistant - City Clerk	City Clerk				THA 4	4				50,712	62,371		
Head Clerk - DPW	Principal Department Assistant - DPW	DPW	Admin			THA 4	4				50,712	62,371		
Head Clerk - Fire	Principal Department Assistant - Fire	Fire				THA 4	4	57,130	77,603		50,712	62,371		
Head Clerk - Health	Principal Department Assistant - Health	Health				THA 4	4				50,712	62,371		
Head Clerk - Library	Principal Department Assistant - Library	Library				THA 4	4				50,712	62,371		
Head Clerk - Recreation	Principal Department Assistant - Recreation	Recreation				THA 4	4				50,712	62,371		
Motor Equipment Operator	Equipment Operator	DPW	Multiple			DPW 2	4	52,582	64,064		47,993	56,770		
Parking Control Officer		Finance	Treasurer/Collector			THA 1	4	48,916	67,056		44,438	54,655		
Principal Account Clerk - Senior Services	Principal Department Assistant - Senior Services	Senior Services				THA 3	4				48,528	59,685		
Project Literacy Tutor Coordinator		Library				L1	4				42,437	51,786		
Skilled Craftsman		DPW	Multiple			DPW 3	4	55,338	74,166		51,352	60,744		
Technical Services Assistant		Library				L1	4	48,804	60,336		42,437	51,786		

		335 - 365			3									
Administrative Assistant - Commanders Mansion	Administrative Specialist - Events	CDP	Events		3							57,513	75,887	
Principal Account Clerk - Accounts Payable	Financial Specialist - Accounts Payable	Auditing		THA 3	3			48,528	59,685					
Principal Account Clerk - Assessing	Financial Specialist - Assessing	Finance	Assessing		3			48,528	59,685					
Principal Account Clerk - Benefits	Administrative Specialist - Benefits	Auditing		THA 3	3			48,528	59,685					
Principal Account Clerk - Building	Administrative Specialist - Permit Administration	CDP	Building		3			48,528	59,685					
Principal Account Clerk - CDP	Administrative Specialist - Zoning & Code Enforcement	CDP	Zoning		3			48,528	59,685					
Principal Account Clerk - CDP	Administrative Specialist - Conservation & Preservation	CDP	Planning		3			48,528	59,685					
Principal Account Clerk - Licensing	Administrative Specialist - Licensing	City Clerk		THA 3	3	59,546	76,427	48,528	59,685					
Principal Account Clerk - Parking	Financial Specialist - Treasurer/Collector	Finance	Treasurer/Collector		3			48,528	59,685					
Principal Account Clerk - Procurement	Financial Specialist - Procurement	Finance	Procurement		3			48,528	59,685					
Principal Account Clerk - Treasurer/Collector	Financial Specialist - Treasurer/Collector	Finance	Treasurer/Collector		3			48,528	59,685					
Principal Account Clerk - Water Billing	Financial Specialist - Utility Billing	DPW	Admin		3			48,528	59,685					
Principal Clerk - Fire	Administrative Specialist - Fire Prevention	Fire		THA 1	3			44,438	54,655					
Senior Services Program Services Assistant		Senior Services		THA 1	3			44,438	54,655					
		300 - 330			2									
Circulation Assistant		Library		L1	2	51,475	69,469	42,437	51,786		53,625	70,757		
Constituent Services Representative		Constituent Services		n/a	2	50,351	64,666	n/a	n/a					
General Maintenance Helper - Craftsman	Trades Helper	Public Buildings		HLPR	2	59,989	74,571	45,906	55,827					
Principal Account Clerk - DPW	Administrative Assistant - DPW	DPW	Admin	THA 3	2			48,528	59,685					
Principal Account Clerk - DPW	Financial Assistant - DPW	DPW	Admin	THA 3	2			48,528	59,685					
Principal Account Clerk - Police	Financial Assistant - Police	Police		THA 3	2	54,284	68,781	48,528	59,685					
Principal Account Clerk - Police CSD	Administrative Assistant - Police CSD	Police		THA 3	2	54,284	68,781	48,528	59,685					
Principal Clerk - Police Records	Administrative Assistant - Police Records	Police		THA 1	2	54,284	68,781	44,438	54,655					
		Up to 295			1									
Crew Member/Laborer		DPW		DPW 1	1			44,853	53,056	50,000	65,974			
Custodian		Public Buildings		THA 4	1	48,489	60,627	50,712	62,371					



**CITY OF WATERTOWN, MASSACHUSETTS
TECHNICAL PROPOSAL FOR A CLASSIFICATION AND COMPENSATION STUDY
November 16, 2022**

INTRODUCTION

The City of Watertown is interested in a thorough review of its current classification and compensation plan for approximately 150 positions. The goal is to have a clearly defined compensation plan that will allow for efficient and effective classification processes, offer fair and competitive wages, comply with state and federal laws and conform to accepted practices, and ensures the recruitment and retention of qualified workers. It is a pleasure for GovHR to provide the City of Watertown with a proposal for these services.

PROFILE OF THE COMPANY AND KEY PERSONNEL

GovHR, LLC ("GovHR") is a public-sector management consulting firm specializing in executive recruitment and management consulting. Our headquarters are in Northbrook, Illinois, and we are a certified Female Business Enterprise in the State of Illinois. GovHR provides service to jurisdictions and agencies in a variety of contemporary issues, providing management, financial, and human resources assistance. We work exclusively in the public sector, and all services are provided solely for public jurisdictions and not-for-profit entities. The company was formed as Voorhees Associates in 2009 and changed its name to GovHR USA in December 2013. Our organization currently has a staff of thirty-five project consultants.

If selected to conduct this Study for the City of Watertown, Ms. Joellen Cademartori, Chief Executive Officer and Co-Owner of GovHR, will serve as Project Manager. Ms. Cademartori has many years of experience in local government administration in Massachusetts, with most of her time spent on Cape Cod, in Yarmouth and Barnstable. She is currently managing several Classification and Compensation Studies that are in various stages of completion, including several in Massachusetts. A complete list of clients is available on our website at www.govhrusa.com.

Ms. Cademartori will be assisted by GovHR Senior Vice President Rachel Skaggs, Vice Presidents Susan Brennan and Joan Walko, Associate Vice President Alice Bieszczat and HR Generalist Mysi Hall in study preparation, data gathering and employee interviews. Biographies for the Consultant Team are attached to this Proposal. Ms. Cademartori's contact information is:

Joellen Cademartori, Chief Executive Officer
GovHR USA LLC
jcademartori@govhrusa.com
Telephone 847-380-3238

630 Dundee Road, Suite 130, Northbrook, IL 60062
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT INTERIM STAFFING MANAGEMENT AND HUMAN RESOURCE CONSULTING

FIRM EXPERIENCE AND QUALIFICATIONS

GovHR has conducted more than 100 classification and compensation studies since the firm's inception in 2009, many of which included both represented and non-represented employees. Without fail, every pay plan recommended by GovHR has been successfully implemented by the client. All of these studies included the use of public-sector salary data. All studies included the following recommendations:

- New classification and compensation plans, assuring internal equity.
- Recommendations for job title changes where appropriate.
- Recommendations on how to deal with specific problems that arose during the course of the study (i.e., compression issues, internal equity issues, market discrepancy issues, etc.)
- Pay plans that were tied to performance.

METHODOLOGY, TIMELINE and DELIVERABLES

To accomplish the City's objectives, GovHR will perform the following steps (listed in the order that the work will be performed). Please note, we have specified those areas where we will need the City's input/assistance.

Meetings, Salary and Benefits Survey, Job Analysis.

DELIVERABLE: Start Up Documents

DELIVERABLE: Job Analysis Questionnaire Form

- **Study preparation and project meeting (Project Manager).** Meet with City representatives to discuss study methods, review organization charts, personnel rules and regulations, and the current classification and pay plans. We will seek to determine problem areas, answer questions, and review the scope and schedule of work, and the data and assistance GovHR will need from the City. Prior to the meeting, GovHR will require copies of the organization charts for each department, all pay plans, the current personnel manual, and any other relevant information related to salaries to make for a more productive initial meeting.
- **Establishing comparables – public and private sector**
DELIVERABLE: Group of Comparable Communities and Private Sector Companies

Public Sector

Working with City staff and using our broad-based cohort methodology, we will determine a logical survey sample of "like" municipalities that impact the compensation market for the City. In selecting public employers, we normally use criteria such as number of employees, population served, EAV, budget size, proximity, etc., the purpose of which is to select jurisdictions that are most comparable to Watertown.

Private Sector

The Consultant understands that the City would also like to survey private employers for salary comparison purposes. While GovHR is happy to accommodate the Client, it is our experience that there are three potential problems with this request. First, there are few "like" positions in both the public and private sectors. Second, we have found that obtaining salary data from private employers is extremely difficult to secure. Unlike public employers, a private employer's salary information is not part of the public record and they are under no obligation to share this with others. We have found that even after many attempts to get the data, we may be unsuccessful. And finally, private sector salary data may not be accurate if the respondent does not include bonuses, commissions or stock

options as part of the base salary. Because of this, GovHR cannot guarantee successful results in obtaining the data. (It should also be noted that in GovHR's experience, private sector data may only be available as aggregate data and not employer or job description specific. Additionally, the data may not be current.) Our methodology for surveying private sector employers would be, with the assistance of City representatives, to select four (4) to six (6) major employers in the Watertown area that would have some "like" positions (up to 10) for comparability purposes (e.g., clerical, human resources, accountants). We would then design and send out a separate survey for this group and make one follow up contact to secure salary data. In addition, we would check another survey source (e.g., the Bureau of Labor Statistics) to gather regional salary data on select classifications, if desired by the City.

- **Employee Kickoff Meeting**

Shortly after the initial project meeting with the Watertown representatives, the Consultant will meet virtually with employees to explain the scope of the project and distribute Job Analysis Questionnaire (JAQ) forms. GovHR understands that many employees have not participated in this type of process before, and we take the time to carefully explain the purpose of the project to the employees and to answer any questions they may have. If any of the employees are not available when these first meetings are held, they can view a video presentation of the meeting. Employees will then be allowed two (2) weeks to complete the questionnaire. The questionnaires will also be reviewed by each employee's supervisor and returned to GovHR within three (3) weeks of distribution.

- **Prepare and send out salary and benefits surveys.**

GovHR will design and send out the salary and benefits surveys (under City letterhead) to gather salary data for benchmark classifications in the comparable communities. To accomplish this, the Project Manager will work with City representatives to select approximately 40 - 45 benchmark classifications from the City's 150 classifications covered in the Study. These classifications will be chosen on the criteria of those that are most common in all communities and that cover all the various pay grades in Watertown. In addition to job titles, brief position descriptions are included in the salary survey to make sure we are receiving salary data for "like" positions in the comparable communities.

Note: While GovHR will prepare all the materials to be sent out for the salary and benefit surveys, we have found that sending out the survey under the client's letterhead generates a better/faster response from the survey respondents than when it is sent out under our letterhead/name. In addition, the City *may* be asked to make one follow up contact to those municipalities and private sector companies that do not initially respond to the survey request.

- **Job evaluation analysis and establishment of job classification system (Consultant Team).** Upon return of the JAQs by the Town, GovHR will perform the following:

- Read each JAQ and corresponding Job Description (up to 150), in their entirety.
- Personally interview at least one (1) employee from each job classification to further understand the scope of their job.
- Apply a measurement system of job evaluation factors, using nine (9) main factors used in our job evaluation instrument in order to evaluate the internal/comparable worth of each job classification. Upon completion of the job evaluation measurements, a new Classification Plan will be developed. It is important to emphasize that the job, not the qualifications or performance of the incumbents, is being evaluated. Part of this process will include the evaluation of current job titles and the recommendation for any changes to same, assuring that the job title and related recommended pay range matches what the employee is actually doing.

Note: A formal job evaluation system, such as the one utilized by GovHR, is an attempt to objectify the reasons that jobs are compensated differently. Most compensation practitioners agree that three (3) basic factors are important in determining compensation. These are: (1) skills required; (2) responsibility; and (3) working conditions. The Equal Employment Opportunity Commission recognizes these three (3) basic factors, along with seniority and performance, as valid determinants of compensation. The nine (9) factors used by GovHR are essentially subdivisions of the first three (3) factors mentioned above. In addition, it is GovHR’s practice that, under Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and the Age Discrimination of Employment Act (ADEA), it is illegal to discriminate in any aspect of employment. GovHR will not use discriminatory practices on the basis of race, color, religion, sex, national origin, disability, or age when performing a classification analysis. Decisions and recommendations will not be based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities.

➤ Based on the results of the job evaluation process outlined above, assign all classifications to skill levels.

Note: Logical breaks in the continuum of points determine the skill levels used for determining the classification system. For example, skill level 1 might contain jobs that scored between 185 and 200 points, skill level 2 between 205 and 220 points, and so on.

➤ Review the results of the job evaluation exercise with City representatives and revise as necessary.

II. Salary and Benefit Survey Analysis.

DELIVERABLE: Salary Survey Data

DELIVERABLE: Benefit Survey Data

DELIVERABLE: New Salary Schedules

The following steps will be included in this component of the Study:

- Tabulate, summarize, and analyze comparative compensation information obtained through the surveys. Our pay tabulations compare the City’s salaries for the surveyed positions, with the average minimum and the average maximum of the survey data for each surveyed class, when possible. Data is displayed for each jurisdiction in each class and summarized in an overall table. This data is analyzed to determine the percentage difference between the City’s present pay for each class and the survey data.
- The Consultants will work with the City at the initial meeting to determine the City’s policy with respect to compensation (i.e., 50th percentile; 75th percentile, etc.). Once this is determined, the Consultants will use the salary survey data to develop and recommend new salary schedules for the City’s 150 classifications. This process will include a recommendation regarding how employees are inserted into the new plan and how they move through the proposed pay plan (either via a merit system or defined merit increment plan), with recommendations for a specific performance-oriented program with respect to salary advancement through the new salary ranges. The salary schedules will outline what the specific percentages are between ranges and grades.

Note: GovHR always recommends that there be a merit component associated with the granting of wage adjustments and a recommendation for this will be included in the City’s report.

- Tabulate, summarize, and analyze comparative benefit information obtained through the survey. Make suggestions and recommendations where City benefits are inconsistent with the survey group. (Note: Regarding health benefits, GovHR typically requests respondents to provide information regarding employee and employer contribution amounts and for a copy of their health summary, which

is provided to the Client. If a more detailed analysis is desired, GovHR can provide this for an additional cost at our hourly rate.)

III. Progress Reports

GovHR prides itself on our attention to and communication with our clients as the project proceeds. As such, GovHR will strive to maintain regular contact with the City's representative and to be available to address the Client's questions, concern and needs.

GovHR will make regular progress reports to the City as requested, particularly at critical points in the Study. Additionally, the Project Manager will meet with the City representative, and, if requested, other key City staff such as department heads, to review the results of the job evaluation exercise and the proposed new salary schedules.

IV. Draft and Final Report Preparation

DELIVERABLE: Draft and Final Report

A draft report will be prepared by the Consultants and sent electronically to the City that includes:

- an Executive Summary highlighting the overall scope of the Study and the general observations, outcomes and recommendations contained within the Report;
 - a summary of all aspects of the Study, including recommendations, methods and guidelines for achieving the overall aspects of the Study as well as recommendations for annual maintenance and review of the new plans;
 - pay range options that are consistent with the City's pay policy, outlining the pros and cons of each option;
 - assignment of each position to an appropriate classification and pay grade based on internal equity and marketplace considerations;
 - a maintenance plan with recommendations on keeping the plan current, equitable and up to date over the next ten years, and recommendations on review of position descriptions as vacancies arise, evaluation of new position requests, etc.
 - An implementation plan and cost estimates of implementing the Study's findings and recommendations.
- Once the City representatives return review comments, a final report will be prepared and sent to the City.

V. Presentation of Findings

The Project Manager will make a presentation of findings the City Council and City management detailing the final results of the Study. The final report will include a procedure manual and appropriate forms for Human Resources staff and/or supervisors to maintain the recommended classification and pay plan(s).

VI. Training

GovHR will train the appropriate City representatives on the use of the system so that the City can insert new positions into the plan and keep it up to date for years to come. Additionally, GovHR will provide support services at no additional cost to the City for one (1) year from the date of an executed contract. This will include any telephone communication necessary by the staff with regard to any questions concerning the report.

PROPOSED PROJECT SCHEDULE

GovHR is available to start this project within four weeks of acceptance of the proposal. A project of this size would normally take between 90 and 120 days. The schedule is contingent, however, upon the timely response from the comparable entities supplying the salary data, and the employees and supervisors in returning the completed JAQs. Any delays in receipt of this information are beyond the control of GovHR and will lengthen the completion of the report.

The following is a detailed breakdown of the proposed work schedule:

- Week 1: Meet with City Representative to discuss Study methodology and expectations.
- Week 2: Prepare and surveys to comparable communities and private sector companies.
- Week 3: Conduct employee meetings; hand out JAQs and explain the purpose of the Study and the process.
- Week 4 to 6: Return of JAQs and salary and benefits surveys.
- Week 7: Reading of JAQs and job descriptions.
- Week 8: Conduct employee interviews.
- Week 9 to 11: Analyze data; prepare new classification and compensation plans; send draft findings to Watertown,
- Week 12: Receive return comments from the City.
- Week 13: Meet with key City representatives to review preliminary findings.
- Week 14: Prepare Draft Report and send to Watertown; receive return comments.
- Week 15: Prepare Final Report.
- Week 16: Present Final Report to City Council Board and other City personnel.

GovHR prides itself in adhering to this time frame. Our past clients will confirm our diligence in delivering our report and other deliverables on time.

REFERENCES

Town of Dedham, Massachusetts

Classification and Compensation Study, including Benefits (2021/22)

Contact: Gayle McCracken, Director of Human Resources

781-751-9142

Gmccracken@dedham-ma.gov

Town of Milford, Massachusetts

Classification and Compensation Study (2021/22)

Contact: Kristin Melpignano, HR Director

774-462-3308

KMalpignano@Milfordma.gov

Town of Falmouth, Massachusetts

Classification and Compensation Study (2020/21)

Contact: Denise Coleman, Human Resources Director

508-495-7330

dcoleman@falmouthmass.us

Town of Hingham, Massachusetts

Classification and Compensation Study (2020/21)

Contact: Lisa Campbell, Human Resources Director

781-804-2479

campbelll@hingham-ma.gov

Town of North Andover, Massachusetts

Classification and Compensation Study and Job Description Updates (2020)

Contact: Denise Casey, Deputy Town Manager


978-688-9516

dcasey@northandoverma.gov

CONCLUDING REMARKS

In closing, GovHR is a public-sector management consulting firm devoted to assisting only public-sector entities. We believe that the team assembled for conducting the proposed study for the City of Watertown is of the highest caliber and qualifications. GovHR appreciates your consideration of this Proposal and looks forward to the opportunity to work with the City on this important project.

Sincerely,



Judith M. Schmittgens

Corporate Secretary and Compliance Manager

Attachments: Consultant Biographies

RFP Form



Joellen Cademartori



Joellen Cademartori is the chief executive officer and co-owner of GovHR USA and has nearly 30 years of cumulative experience working in the public sector as a municipal leader, and in human resources and management consulting. Joellen’s exceptional communication style has enabled her to develop and maintain strong relationships with her peers, elected and appointed officials, and related local government partners.

The public sector human resources and management projects Joellen has worked on have earned her respect in local governments across the country. Due to her commitment and dedication to local government, she is known an industry leader in executive recruiting, interim staffing, in addition to human resources and management consulting work.

Throughout her career, Joellen has been privileged to serve on numerous local, state and national committees. A personal and professional highlight for her was being on the International City/County Management Association (ICMA) Executive Board as a representative from the Northeast Region. Joellen regularly speaks in front of groups, and writes about a variety of local government topics, which include organizational analysis, generational diversity, succession planning, performance management, resume development and interviewing skills and techniques. She is dedicated to developing the next generation of managers and remains passionate about excellence in local government.

PROFESSIONAL EDUCATION

- Master of Public Administration, Northeastern University, Boston, MA
- Bachelor of Economics, Worcester State College, MA
- Senior Executive institute, Leading, Education & Developing (LEAD) Program, University of Virginia, Weldon Cooper Center for Public Service

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Executive Recruiter Panel – Investing in the Next Generation of Leaders, NFBPA – Emerge 2020
- Re-Evaluating Your Employee Evaluation, MMA 2020
- Succession Planning for the Public Sector Webinar, NPELRA 2020
- What Does it Take – Landing Leadership Positions, ICMA 2019
- Achieving Your Leadership Potential Thinking Strategically About the Next Steps in Your Career, NFBPA 2019
- Succession Planning tips to Achieve Unity Through Diversity, MMA 2019
- Putting Your Best Foot Forward – Interview Skills for Women, including Posture, Presence and Bias, WCMA Women’s Leadership Seminar 2018
- Tips for a Successful Recruitment Process – MMA 2018
- Hire Hard, Manage Easy – Tips for Getting the Best Employees, IPELRA 2018
- Achieving Your Leadership Potential: Thinking Strategically About the Next Steps in Your Career, LGHN 2018

MEMBERSHIPS AND AFFILIATIONS

- International City and County Management Association (ICMA), Member
- ICMA – Task Force on Deputy/Assistant Managers 2017-2018, Current Member
- Illinois City and County Management Association (ILCMA), Current Member
- ICMA - Task Force on Women in the Profession 2012 – 2014, Member
- ICMA - Conference Planning Committee 2010 – 2011, Chair

PROFESSIONAL BACKGROUND

24 Years of Local Government Leadership and Management

- Evanston, IL
 - Director of Administrative Services 2009-2011
 - Director of Human Resources 2007-2009
- Catawba County, NC
 - Assistant County Manager 2004-2007
- Barnstable, MA
 - Assistant Town Manager 2000-2003
- Yarmouth, MA
 - Assistant Town Administrator 1993-2000
- Northborough, MA
 - Assistant Town Administrator 1992-1993
 - Acting Town Administrator 1991
 - Administrative Asst. to the Town Admin 1988-1990
- Holden, MA
 - Intern 1987

[Click here to view full biography at GovHRusa.com](http://www.govhrusa.com)



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www.govhrusa.com



RACHEL SKAGGS



Rachel Skaggs is a Senior Vice President with GovHR USA and has over 10 years of experience in local government management. She has managed substantial capital and general budgets, developed utility policies, improved economic development initiatives, and handled multiple human resources functions.

Rachel Skaggs has over 10 years of experience in local government management in Illinois, including the Village of Montgomery, Village of Schaumburg and the City of Princeton. She has managed substantial capital and general budgets, developed utility policies, improved economic development initiatives, and handled all human resources tasks.

Rachel is a native of Walnut, Illinois and a graduate of Bureau Valley High School. She possesses a Master’s Degree in Public Administration from Northern Illinois University in DeKalb, Illinois.

Rachel served as the City Manager for Princeton from 2015 – 2019. Princeton is an active City located two hours west of Chicago on Interstate 80. Princeton is unique in that it provides all their own city services including electric, water, sewer, garbage, cemeteries, and a city-owned hospital (one of two left in the State of Illinois). For a town of 7,800 people the City has a budget of over \$25 million. The community is known for its significant historic buildings, with two downtown districts placed on the National Register of Historic Places. During Rachel’s tenure for the City of Princeton she completed numerous projects, including creating utility policies, developing operating and capital budgets, streamlining human resource operations, consolidating utility billing, refinancing debt and successfully negotiating multiple union contracts.

Prior to her time with the City of Princeton, Rachel served as the management analyst for the Village of Schaumburg and for the Village of Montgomery. During her time as management analyst she was responsible for human resources tasks, capital improvement planning, budgets, special events, and community outreach.

Rachel is passionate about community engagement, diversity inclusion and volunteerism. Rachel has co-authored two articles that focus on women in government and the history behind the low number of women in executive level positions in local government. Throughout her tenure as a City Manager, Rachel developed committees and commissions to help lead the City forward and to increase community engagement and volunteerism. Rachel believes that cities and towns all over can succeed with community interaction, citizen involvement, diversity inclusion and trust.

PROFESSIONAL EDUCATION

- Master of Public Administration, Northern Illinois University
- Bachelor of Arts - English and Political Science, Northern Illinois University

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Presentation on Females in Local Government, ICMA Conference, Phoenix, Arizona (2012)
The Legacy Project
ILCMA
- Public Management Magazine article “Women Leading Government” co-authored with Heidi Voorhees
- Public Voices XIII No. 2. article “Advancing Women in Local Government: The Case in Illinois” co-authored with Dr. Kimberly Nelson

MEMBERSHIPS AND AFFILIATIONS

- International City and County Management Association
- Illinois City/County Management Association
- Illinois Public Employer Labor Relations Association
- The Legacy Project
- Princeton Rotary Club

PROFESSIONAL BACKGROUND

- City Manager, Princeton, IL 2015 - 2019
- Management Analyst, Village of Schaumburg, IL 2012 - 2015
- Management Analyst/HR Manager, Village of Montgomery, IL 2009 - 2012



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www.govhrusa.com



JOAN WALKO



Joan Walko is a Senior Vice President with GovHR USA focusing on recruitment and human resources consulting. She most recently served as Director of Interim Services and Consulting with Strategic Government Resources.

Prior to SGR, Joan was the Senior Human Resources Business Partner for the City of Largo, FL. She also has experience in human resources with school systems, utilities, and in the private sector. Joan is based in Safety Harbor, Florida.

Joan has broad experience in administration, operational, and financial aspects of municipal government and all disciplines of human resources including talent acquisition and retention, executive recruitment, on-boarding, ERP (implementation, setup and maintenance), employee relations, compensation and classification, performance management/improvement, risk management, coaching, and benefits and wellness programs.

Joan holds a bachelor of science in Mass Communications and a master's degree in Human Resources Development. A lifelong learner, she has advanced certifications from both HRCI (SPHR) and SHRM (SHRM-SCP) and obtained her 620 Adjuster – All Lines License. She recently completed a Diversity, Equity, and Inclusion in the Workplace Certificate from USF Muma College of Business.

PROFESSIONAL EDUCATION

- Master of Science in Human Resources Development, Towson University
- Bachelor of Science in Mass Communication/Media, Towson University

TRAINING AND INSTRUCTION

- SPHR, Senior Professional Human Resources (HRCI)
- SHRM-SCP, Senior Certified Professional (SHRM)
- 620 Adjuster – All Lines License

MEMBERSHIPS AND AFFILIATIONS

- Suncoast Human Resources – Member
- Director, College Relations
- Howard County Human Resource Association Member
- Safety Harbor Citizen's Academy
- Largo Citizen's Academy
- First Evangelical Lutheran Church– HR Committee Member
- St. Johns Lane Community Association- Special Events Member
- Baltimore Buzz Brigade -Social Media Volunteer
- Certified Tourism Ambassador™ (CTA) Program

PROFESSIONAL BACKGROUND

- Senior HR Business Partner, City of Largo, FL 2014 - 2021
- Compensation & Staffing Generalist, Howard County Public School System 2005 - 2014
- Sr. Compensation & Benefits Consultant, Digex Inc. 2001-2002
- Principal, Harbor Consulting Partners 1995- 2001
- Manager, Compensation , University of Maryland 1992-1995
- Compensation Specialist, John Hopkins Health System 1990-1992



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ALICE BIESZCZAT



Alice Bieszczat is a Human Resources Specialist with GovHR USA, and brings over 20 years of experience spanning the private, non-profit and public sectors to the organization.

Ms. Bieszczat has provided human resources consulting services for both Voorhees Associates and the PAR Group, as well as non-profit consulting services for clients including the Ann & Robert H. Lurie Children’s Hospital of Chicago, the North Shore Senior Center, Aurora Healthcare and the Archdiocese of Milwaukee. Her most recent consulting assignments for GovHR USA have included Classification and Compensation Studies in Wisconsin, Indiana, Iowa, Illinois, Massachusetts and Michigan.

Ms. Bieszczat also worked for the Chaddick Institute of Metropolitan Development at DePaul University. During her tenure there she helped implement programs advancing the field of urban planning and design review for municipalities in metropolitan Chicago. Her research on transportation innovations was published in the Transportation Research Journal and featured in national media such as the New York Times, Atlantic Cities and Planning Magazine. She has lectured on transportation innovations in conference, seminar and university settings. At Lurie Children’s Hospital of Chicago, Ms. Bieszczat led the Foundation Gifts team in securing leadership gifts to support its community-based outreach programs and the construction of its new facility in downtown Chicago. Ms. Bieszczat began her career in telephony. As a Radio Frequency Engineer for Sprint Cellular and Alltel, she partnered with local maintenance technician teams to plan, design, implement and optimize cellular phone networks nationwide.

PROFESSIONAL EDUCATION

- Master’s in Public Service Management, DePaul University, IL
- Bachelor of Science in Mathematics, DePaul University, IL

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Published research on transportation innovations in Transportation Research Journal and Transport Policy
- Lecturer on Transportation Innovations

PROFESSIONAL CONSULTING

- Aurora Healthcare and the Archdiocese of Milwaukee
- Ann & Robert H. Lurie Children’s Hospital of Chicago
- North Shore Senior Center
- Logan Square Neighborhood Association

PROFESSIONAL BACKGROUND

More Than 20 Years of Experience in Private, Non-Profit and Public Sectors

- | | | |
|---|-------|----------------|
| • GovHR USA/Voorhees Associates | 2008; | 2012 – Present |
| • Chaddick Institute of Metropolitan Development at DePaul University, IL | | 2009 – 2012 |
| • Lurie Children’s Hospital of Chicago | | 2005 – 2008 |
| • American Diabetes Association | | 2004 – 2005 |
| • Accelerated Fundraising Solutions | | 2000 – 2003 |
| • Sprint Cellular/Alltel | | 1996 – 2000 |



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Mysi Hall



Mysi Hall, MPA, PHR is the Communications and Human Resources Manager of GovHR USA. She joined in 2013 and has served a key role in internal human resources policies and procedures, benefits administration, risk management, payroll processing, interim staff placement and on-boarding, development of social media outreach, utilization of web-based tools, website maintenance, administrative assistance, event management, research and reporting.

Through her government and non-profit administration career, Mysi has acquired varied experience in coordination of public efforts, public policy, marketing, grant writing, fundraising, event planning, research, program evaluation and community development. She has extensive technical skills and knowledge in web based programs, database administration, html, desktop publishing, and reporting.

Mysi received her Bachelor's in Psychology with double minors in Urban Studies and Management from Wittenberg University (2003) and Master's in Public Administration (2005) from Northern Illinois University. As a graduate student, she served as an Administrative Intern for the Evanston City Management Office and as the Finance Graduate Intern for the City of Aurora, Illinois. Mysi is currently studying the Juris Doctorate program at Chicago-Kent Law School with a concentration in Employment and Labor Law.

After graduating from NIU, Mysi accepted a position with the Village of Huntley as a Management Assistant, where she worked in Public Information, Planning and Transportation, Project Management, and Special Events. After leaving the Village of Huntley in early 2007, Mysi served as a Development Associate for Family Alliance, Inc., a non-profit day center for seniors. From 2008-2011, Mysi served as the Continuing Medical Education Manager for the AADEP, a non-profit professional association for disability evaluating physicians. In 2011, Mysi co-founded CitySquare Solutions, a public administration and technology consulting services firm. Additionally, Mysi achieved Professional Human Resources (PHR) Certification in April 2017.

Mysi is currently President for the Legacy Project, an organization dedicated to the advancement of women in local government.

PROFESSIONAL EDUCATION

- Master's degree in Public Administration, Northern Illinois University, IL
- Bachelor of Arts degree in Psychology with double minor in Urban Studies and Management, Wittenberg University, OH
- Professional Human Resources (PHR) Certification

- Illinois Search and Staffing Association, Member
- SHRM, Member
- Former, IAMMA Member
- Former, ILCMA Member

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Succession Planning, Panelist – IAMMA, 2017
- Recruiting in the Digital Age, HR Association of Oakbrook, 2017
- Girl Power: Empowering Women in Leadership, Panelist - IAPD, 2019

PROFESSIONAL BACKGROUND

24 Years of Local Government Leadership and Management

- Public Admin and Technology Consultant, Founder CitySquare Solutions, 2011-2016
- Education Manager, American Academy of Disability Evaluating Physicians 2008-2010
- Development Associate, Family Alliance, Inc, Senior Services Center, 2007-2008
- Management Assistant, Village of Huntley, IL 2006-2007
- Graduate Finance Intern, City of Aurora, IL 2004-2005
- Manager's Office Intern, City of Evanston, IL 2003-2004
- Manager's Office Intern, City of Springfield, OH 2000-2003

MEMBERSHIPS AND AFFILIATIONS

- Legacy Project, Board Member (2018-Present)
- Legacy Project, Communications Committee Chair (2015-2020)
- Legacy Project, Professional Development Committee Chair (2021-Present)

[Click here to view full biography at GovHRusa.com](#)



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PROPOSAL CERTIFICATIONS

The undersigned assures that this proposal is made in good faith, without fraud, collusion, or connection of any kind with any other bidder for the same work; that he has informed himself fully in regard to the specifications and forms attached. Also, he has made his own examinations and estimates and from them makes this proposal.

The undersigned understands that the CITY reserves the right to waive any formalities in or to reject any and all bids or any part thereof, and/or accept any bid or part thereof, or to select a bidder whose bid is not the lowest, which it considers to be in the best interests of the CITY.

All bidders must certify to the following by signing this page in the space indicated below:

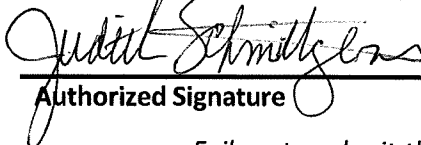
- A. The undersigned certifies under the penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.
- B. Pursuant to M.G.L. Chapter 62C, section 49A, I certify under the penalties of perjury that the company named below, to my best knowledge and belief, is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.
- C. The undersigned hereby certifies that he is able to furnish labor that can work in harmony with all other elements of labor employed or to be employed on the work and that he will comply fully with all laws and regulations applicable to awards made subject to Chapter 30, Section 39M of the Massachusetts General Laws.
- D. The undersigned further certifies under penalty of perjury that the said undersigned is not presently debarred from doing public construction work in the commonwealth under the provisions of Chapter 29, Section 29F of the General Laws, or any other applicable debarment provisions of any other chapter of the General Laws or any rule or regulation promulgated hereunder.

Social Security Number or Federal I.D. Number of Proposer: 27-0598897

COMPANY NAME:

GovHR USA

NAME & TITLE OF PERSON AUTHORIZED TO SIGN THIS FORM

	Judith Schmittgens, Corporate Secretary	11/15/22
Authorized Signature	Printed Name-Title	Date

Failure to submit this sheet properly signed may be reason to reject the bid.



Watertown Town Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ORDINANCE # 35

O-2016- 35

AN ORDINANCE ESTABLISHING TOWN COUNCIL SALARIES

WHEREAS, Section 2-3 of the Town of Watertown Home Rule Charter provides that the Town Council may, by ordinance, provide an annual salary for its members.

NOW THEREFORE BE IT ORDAINED by the Town Council of the City Known as the Town of Watertown that the Council hereby establishes the Town Council Salary as follows:

Effective January 2, 2018, the salaries of the Town Council shall be established as follows:


Councilor - \$7,500 per annum.

Council President - \$10,500 per annum

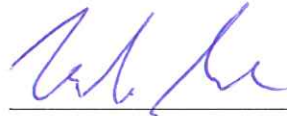


Council Member

I hereby certify that at a regular meeting of the Town Council for which a quorum was present, the above Order was adopted by a vote of 8 for, 0 against and 0 present on June 14, 2016.



Marilyn W. Pronovost, Council Clerk



Mark S. Sideris, Council President



Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ELECTED OFFICIALS:

Mark S. Sideris,
Council President

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor

John M. Airasian
Councilor At Large

Caroline Bays
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Nicole Gardner,
District A Councilor

Lisa J. Feltner,
District B Councilor

Emily Izzo,
District D Councilor

ORDINANCE # 26

O-2023- 26

AN ORDINANCE ESTABLISHING CITY COUNCIL SALARIES

WHEREAS, Section 2-3(a) of the City of Watertown Home Rule Charter provides that the City Council may, by ordinance, provide an annual salary for its members.

NOW THEREFORE BE IT ORDAINED by the City Council of the City of Watertown that the Council hereby establishes the City Council Salaries as follows:

Effective January 1, 2024, the salaries of the City Council shall be established as follows:

Councilor - \$8,700 per annum.

Council President - \$12,000 per annum

AND BE IT FURTHER ORDAINED as follows:


Effective January 1, 2025, the salaries of the City Council shall be established as follows:

Councilor - \$8,900 per annum.

Council President - \$12,500 per annum


Council Member

I hereby certify that at a regular meeting of the City Council for which a quorum was present, the above Order was adopted by a vote of 9 for, 0 against and 0 present on May 23, 2023.


Brendan T. McCarthy, Council Clerk


Mark S. Sideris, Council President