

# Non-Union Compensation Study

Presented to Finance Committee of the Whole  
Thursday, January 30th, 2025



# Agenda

1. Core Principles & Methodology
2. Proposed Classification Plan
3. Proposed Compensation Plan
4. Boards, Commissions & Elected Officials
5. Timeline & Rollout
6. Question & Answer



# **Within the City-Wide Classification & Compensation Study...**

**9 bargaining units**  
**575+ unique positions**



# Five contracts settled in the past year

**SEIU School Custodians ✓**

**Local 76 Fire Alarm ✓**

**Local 888 e911 ✓**

**Local 76 Firefighters ✓**

**SPEA Patrol Officers**

**SPSOA Police Superiors**

**SMEU (B unit) ✓**

**SMEU (A & D units)**

**Non-Union**

**Boards, Commissions, & Elected Officials**



# Section 1: Core Principles & Methodology



# EQUITY

Comparable positions analyzed  
across and within departments



# CLARITY

Position grading is simpler and easier for individuals and managers to understand and communicate



# Consultant Review Process





# Map of comparable communities

## Full List

- Arlington
- Boston (Water & Sewer)
- Brookline
- Brockton (not pictured)
- Cambridge
- Framingham
- Malden
- Melrose
- MWRA (not pictured)
- Newton
- Quincy
- Waltham
- Weymouth
- Worcester (not pictured)



# Classification

In compliance with the Massachusetts Pay Equity Law (M.G.L. Chapter 149, Section 105A), a point factor evaluation system is used to measure the “comparable value” of a position. Point factor analysis (PFA) is a systemic approach used to objectively evaluate in a consistent manner a position’s “comparable worth” that requires substantially similar “**skill, effort, and responsibility**” performed under similar working conditions.”



# 13 Grading Criteria based on Job Duties

## Skill

The knowledge, ability and skill requirements of a job, rather than an employee's personal skillset

- Education/Knowledge
- Experience

## Effort

Job factors which cause mental fatigue and stress, as well as those which alleviate fatigue

- Physical Demands
- Motor Skills
- Occupational Risk
- Work Environment

## Responsibility

The degree of discretion or independence as well as supervisory responsibility and the degree to which the employee is involved in decision-making

- Accountability
- Judgement
- Confidentiality
- Complexity
- Supervision Required
- Personal Contacts
- Supervisory Responsibility



# Section 2: Proposed Classification Plan



# Similar to Old Scale

- Established minimum and maximum salaries
- Starting step for new hires will increase over time
- Number of steps increased each FY subject to economic conditions
- Standard set of metrics to grade and approve any new positions



# Classification Plan is easily understandable for staff and managers

Pay Band	Non-Union Classification Plan
<b>I</b>	<b>Individual Contributor I</b>
	Under general supervision; duties governed by rules, instructions or procedures
<b>II</b>	<b>Individual Contributor II</b>
	Independent judgment and discretion, work leader
<b>III</b>	<b>Work Group Supervisor/Specialist</b>
	Advanced knowledge required of a specific trade/field & may supervise others
<b>IV</b>	<b>Manager</b>
	Under general direction of Dept Head, high level of independence, judgment, supervisory
<b>V</b>	<b>Department Leadership</b>
	Reports into VI or to Executive; authority over Department
<b>VI</b>	<b>Executive Leadership</b>
	Major Dept Heads; City-wide accountability and authority



# New Structure - S Track

Positions requiring **specific** degrees or credentials, or a combination of high **scope**, risk and responsibility

## Specific Degrees or Credentials

- Positions that require a specific degree **as part of the Job Description**, such as a Masters in Library Science or degree in Data Science
- Positions that require **as part of the Job Description** professional licensing specific to the field, usually in addition to specific degrees, such as Certified Public Accountants (CPA) or Licensed Independent Clinical Social Worker (LICSW)

## High Levels of Scope, Risk & Responsibility

Positions that take on some combination of:

- Authority to oversee projects with substantial scope
- High degree of financial and/or legal risk to the city
- Organizational responsibilities that impact multi-departmental or citywide operations and service provision



# Addition of S Track recognizes roles with additional requirements

Pay Band	Non-Union Classification Plan	
<b>I</b>	<b>Individual Contributor I</b>	
	Under general supervision; duties governed by rules, instructions or procedures	
<b>II</b>	<b>Individual Contributor II</b>	
	Independent judgment and discretion, work leader	<b><u>S Track</u></b>
		specific degree/credential or high risk/scope/responsibility
<b>III</b>	<b>Work Group Supervisor/Specialist</b>	
	Advanced knowledge of a specific trade/field & may supervise others	<b><u>S Track</u></b>
		specific degree/credential or high risk/scope/responsibility
<b>IV</b>	<b>Manager</b>	
	Under general direction of Dept Head, high level of independence, judgment, supervisory	
<b>V</b>	<b>Department Leadership</b>	
	Reports into VI or to Executive; authority over Department	<b><u>S Track</u></b>
		specific degree/credential or high risk/scope/responsibility
<b>VI</b>	<b>Executive Leadership</b>	
	Major Dept Heads; City-wide accountability and authority	





# New Structure - M Track

Fields that qualify under S Track **and** that are *not necessarily in-house departments for a municipality*, but require expertise from credentialing such as a Juris Doctorate degree or Professional Engineer licensing, are classified as a 'market' track.

*Comparable data from municipalities is minimal because this work is typically outsourced to consultants & law firms*

**These additional pay bands are added for:**

**III M: Specialist**

**V M: Department Leadership**

**VI M: Executive Leadership**



# Proposed Non-Union Classification Grading

Pay Band	Non-Union Classification Plan	
<b>I</b>	<b>Individual Contributor I</b>	
	Under general supervision; duties governed by rules, instructions or procedures	
<b>II</b>	<b>Individual Contributor II</b>	
	Independent judgment and discretion, work leader	<b>S Track</b>
		specific degree/credential or high risk/scope/responsibility
<b>III</b>	<b>Work Group Supervisor/Specialist</b>	
	Advanced knowledge of a specific trade/field & may supervise others	<b>S Track</b>
		specific degree/credential or high risk/scope/responsibility
<b>IV</b>	<b>Manager</b>	
	Under general direction of Dept Head, high level of independence, judgment, supervisory	
<b>V</b>	<b>Department Leadership</b>	
	Reports into VI or to Executive; authority over Department	<b>S Track</b>
		specific degree/credential or high risk/scope/responsibility
<b>VI</b>	<b>Executive Leadership</b>	
	Major Dept Heads; City-wide accountability and authority	

Professional Field Classification Plan	
IIIM	Fields that qualify under S Track and that are not typically in-house departments for a municipality, but required expertise from credentialing such as Juris Doctorates and Professional Engineer licensing
VM	
VIM	



# Section 3: Proposed Compensation Plan



# Proposed Non-Union Compensation Ranges

Pay Band	Non-Union Classification Plan	
<b>I</b>	<b>Individual Contributor I</b>	
	Under general supervision; duties governed by rules, instructions or procedures	
<b>II</b>	<b>Individual Contributor II</b>	
	Independent judgment and discretion, work leader	<b>S Track</b>
		specific degree/credential or high risk/scope/responsibility
<b>III</b>	<b>Work Group Supervisor/Specialist</b>	
	Advanced knowledge of a specific trade/field & may supervise others	<b>S Track</b>
		specific degree/credential or high risk/scope/responsibility
<b>IV</b>	<b>Manager</b>	
	Under general direction of Dept Head, high level of independence, judgment, supervisory	
<b>V</b>	<b>Department Leadership</b>	
	Reports into VI or to Executive; authority over Department	<b>S Track</b>
		specific degree/credential or high risk/scope/responsibility
<b>VI</b>	<b>Executive Leadership</b>	
	Major Dept Heads; City-wide accountability and authority	

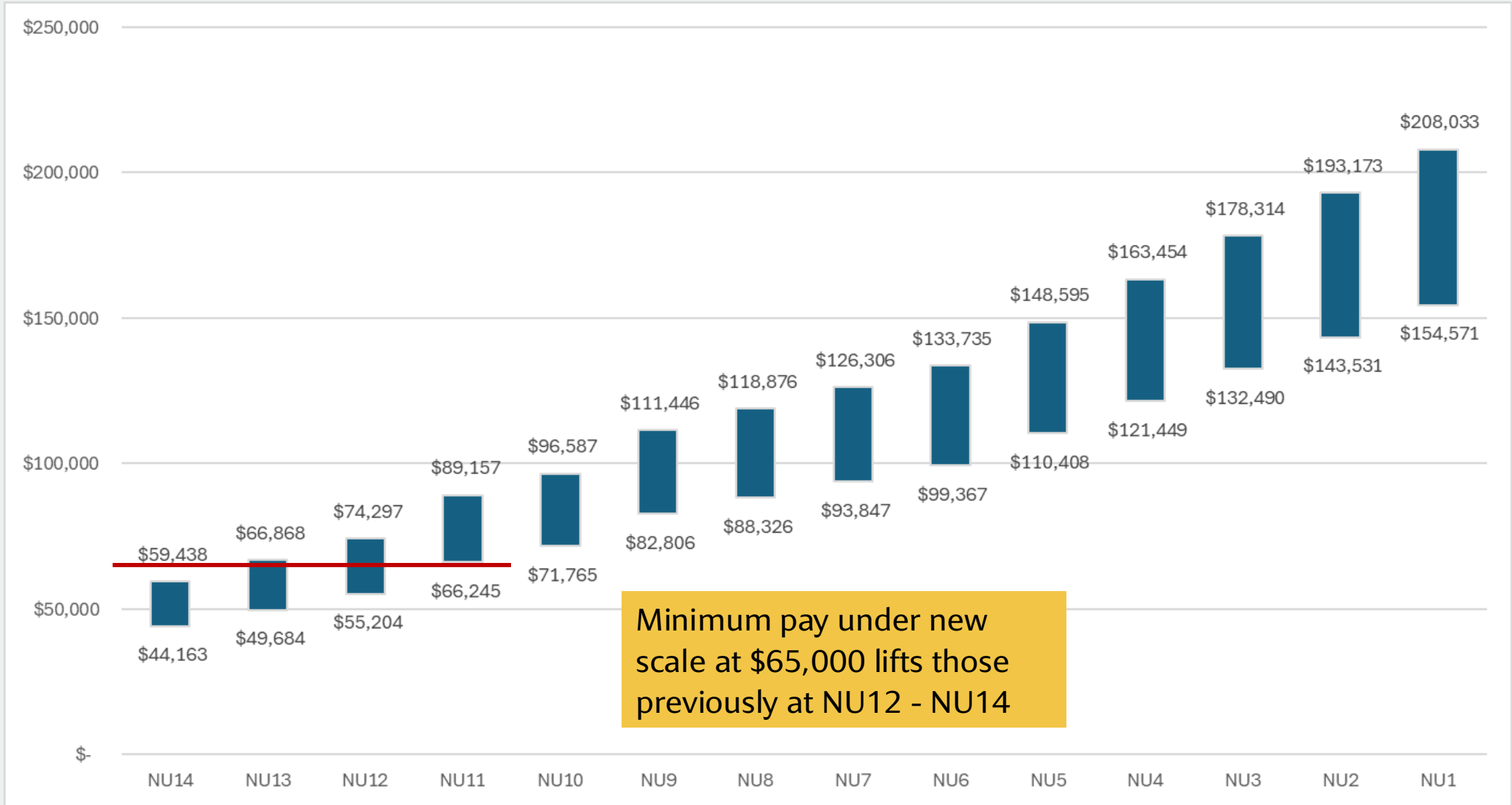
Pay Band	Non-Union Compensation Ranges	
<b>I</b>	<b>Individual Contributor I</b>	
	\$65,000 - \$90,350	
<b>II</b>	<b>Individual Contributor II</b>	
	\$75,000 - \$104,250	<b>S Track</b>
		\$85,000 - \$118,150
<b>III</b>	<b>Work Group Supervisor/Specialist</b>	
	\$90,000 - \$125,100	<b>S Track</b>
		\$100,000 - \$139,000
<b>IV</b>	<b>Manager</b>	
	\$110,000 - \$152,900	
<b>V</b>	<b>Leadership</b>	
	\$120,000 - \$166,800	<b>S Track</b>
		\$130,000 - \$180,700
<b>VI</b>	<b>Executive Leadership</b>	
	\$155,000 - \$215,450	

Professional Field Classification Plan	
IIIM	Fields that qualify under S Track and that are not typically in-house
VM	departments for a municipality, but required expertise from credentialling such
VIM	as Juris Doctorates and Professional Engineer licensing

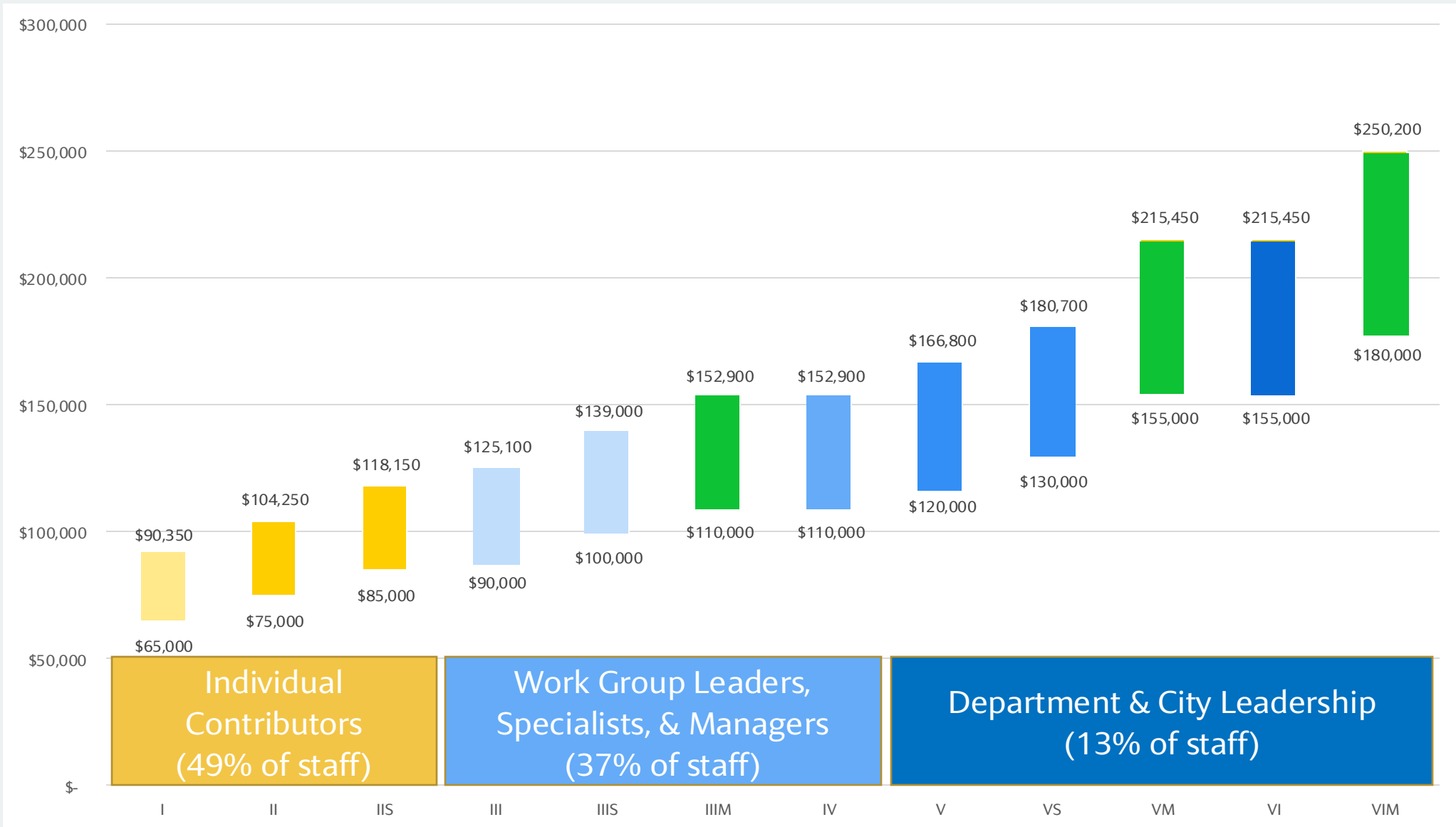
Professional Field Compensation Ranges	
IIIM	\$110,000 - \$152,900
VM	\$155,000 - \$215,450
VIM	\$180,000 - \$250,200



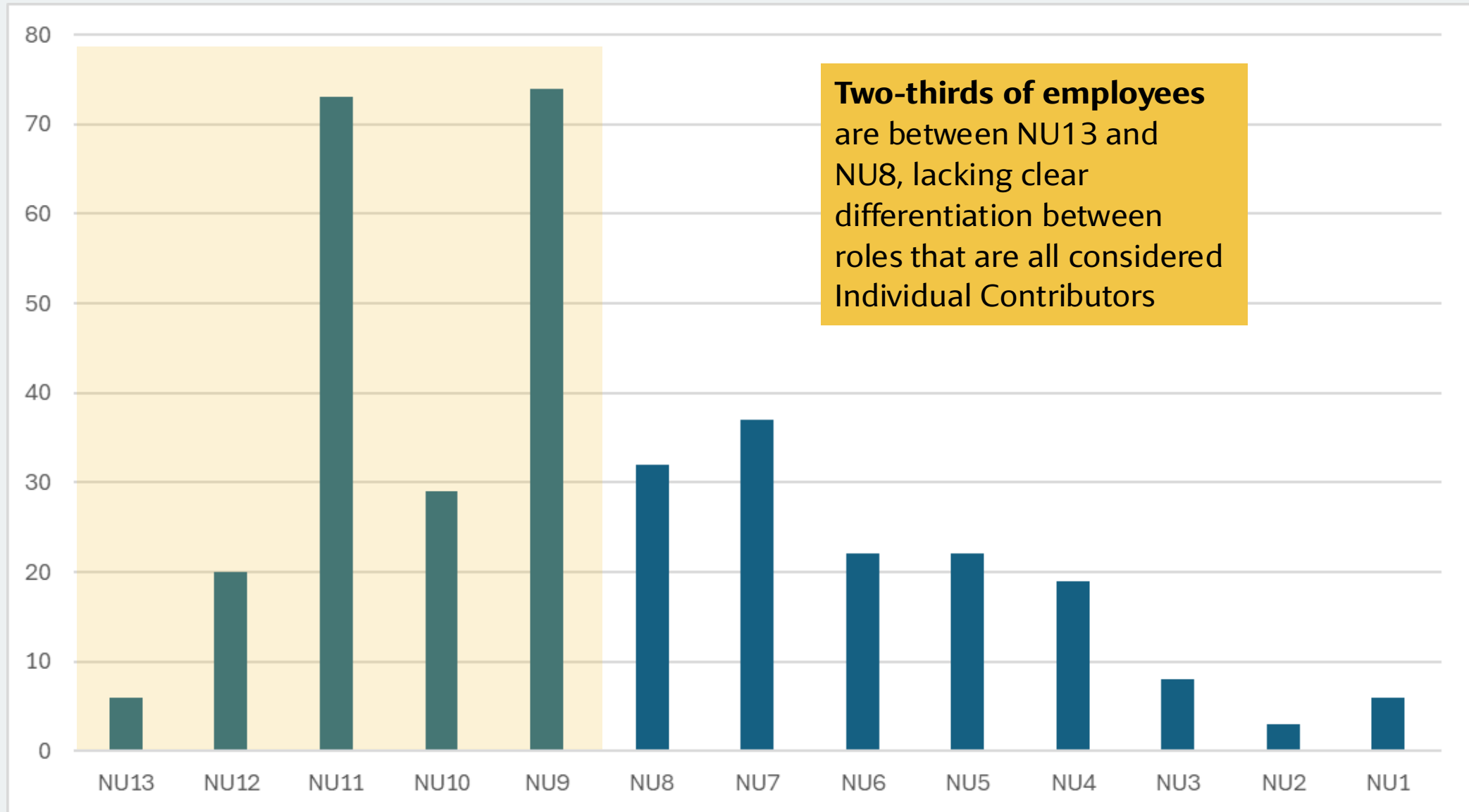
# Current Non-Union Ranges



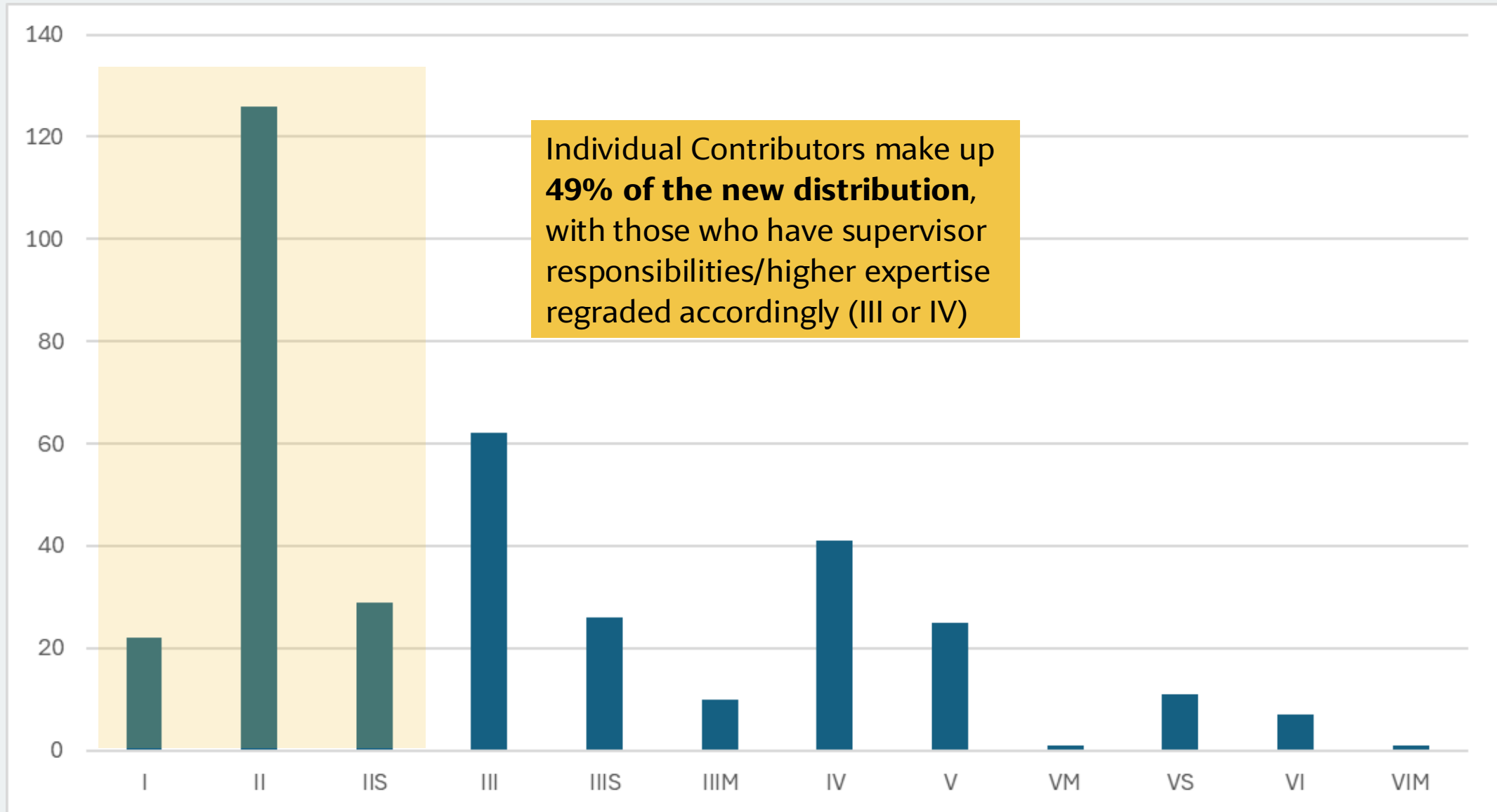
# Proposed New Non-Union Salary Band Ranges



# Distribution of Classification Under Old Scheme



# Distribution of Classification Under New Scheme

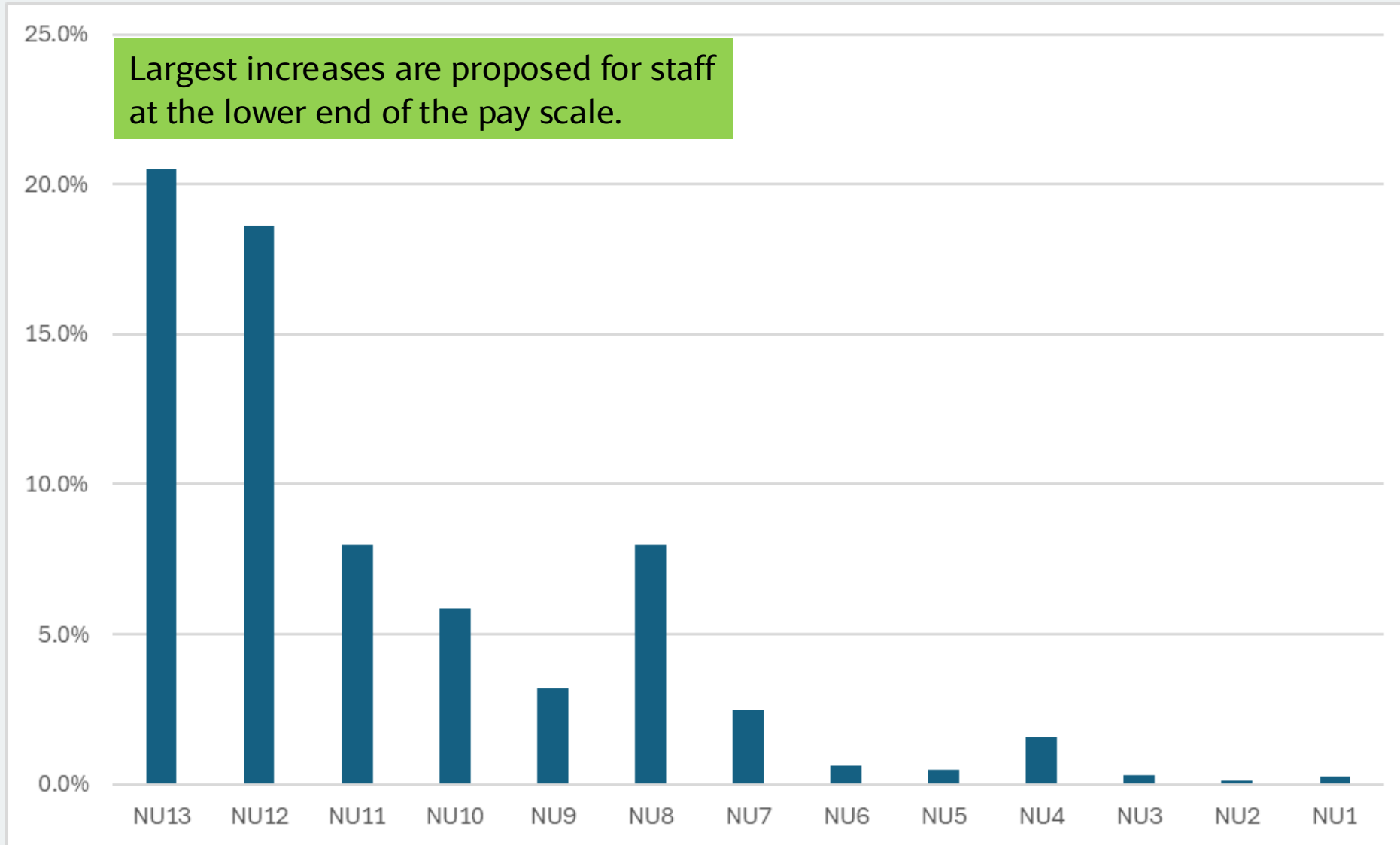




**How will this transition  
impact compensation  
across the workforce?**



# Employees earning less will benefit the most from the proposed plan



Higher proposed increase

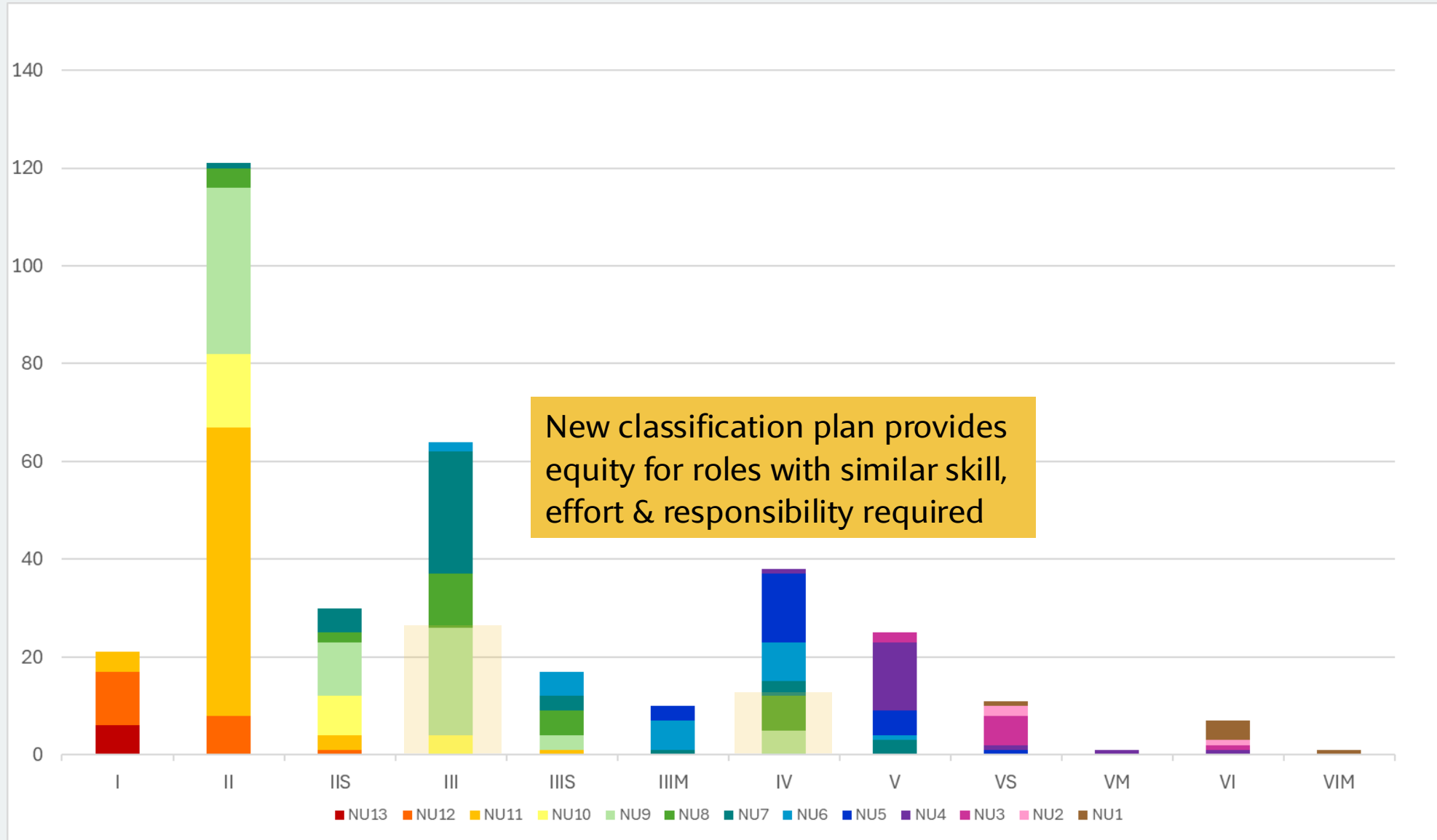
Lower proposed increase

Lower current salary range

Higher current salary range



# Distribution of Old & New Classification



# Section 4: Boards, Commissions & Elected Officials



# Proposed changes to Boards & Commissions

Each board, commission, or committee was assessed based on three factors:

- 1. Advisory Role:** Provides recommendations or guidance on policy matters.
- 2. Enforcement Authority:** Has the power to enforce regulations or ordinances.
- 3. Financial Responsibility:** Controls or influences budgetary expenditures.

Once assessed, each Board and Commission was placed into one of three tiers. As roles and responsibilities evolve, so can the tiering.

Additionally, standard increases for chair of committees (+5%) and alternate members (50% stipend) are proposed.



# Three-Tiered Pay Scale

## Tier 3

\$6,000 stipend

*Highest Responsibility*

- Job Creation and Retention Board\*
- Affordable Housing Trust\*
- Planning Board
- Zoning Board of Appeals

## Tier 2

\$4,000 stipend

*High Responsibility*

- Redevelopment Authority
- Board of Health
- Licensing Commission
- Community Preservation Committee\*
- Condominium Review Board
- Election Commission

## Tier 1

No stipend

*Volunteer Basis*

- Historic Preservation Commission
- Arts Council Board
- Fair Housing Commission
- Traffic Commission
- Urban Forestry Committee
- Commission for Persons with Disabilities
- Ethics Commission
- Urban Design Commission
- & more...

\* denotes a Board or Commission receiving no stipend under the status quo



# Elected Officials

Based on a review of peer cities, no changes are recommended at this time for:

- City Councilors
- School Committee Members
- Mayor



# City Council

No changes to salaries proposed at this time.

## Comparable Communities

- Based on nearby communities with Mayor/Council forms of government, compensation in Somerville is above both the median (\$23,135) and average (\$21,449) pay.

## Stated Responsibilities & Further Review

- In further analysis for City Councilors, estimates were developed with City Clerk staff for duties required in an official capacity including engaging with constituents (15 hrs/month), participating in community events & public meetings (5 hrs/month), & collaborating with city staff and stakeholders (5 hrs/month). Additionally, based on Legistar data, Councilors attend between 90-155 hours per year in meetings.

## Financial Analysis – Hourly Rate Estimated

- $155 + 12 * (15 + 5 + 5) = 450$  hours estimated per year in an official capacity.
- A conservative buffer of an additional 33% of hours increases the estimate to 600 annual hours required of a Somerville City Councilor in their official capacity.
- $\$40,000 \text{ compensation} / 600 \text{ hours} = \$66.67$  hourly rate estimated.

City*	Council Compensation
Somerville	\$40,000
Medford	\$29,359
Springfield	\$28,000
Lynn	\$25,182
Everett	\$25,000
Revere	\$25,000
Waltham	\$23,135
Brockton	\$21,464
Quincy	\$19,700
Malden	\$17,500
Newton	\$15,500
Framingham	\$5,000
Melrose	\$4,000



\*Comparable communities were selected from a list of Mayor/Council governments within the Boston metro area



# School Committee

No changes to salaries proposed at this time.

## Comparable Communities

- For 13 communities surveyed, Somerville School Committee members ranked the 3rd highest paid, behind Quincy and Springfield.
- Compensation at \$16,500 annually is above the median (\$12,000) and average (\$11,683) for the region

City	School Committee Compensation
Quincy	\$20,000
Springfield	\$18,000
<b>Somerville</b>	<b>\$16,500</b>
Brockton	\$15,000
Waltham	\$13,525
Everett	\$12,500
Medford	\$12,000
Malden	\$12,000
Revere	\$10,000
Lynn	\$9,600
Newton	\$7,750
Framingham	\$5,000
Melrose	\$0



# Mayor

No changes to salaries proposed at this time.

## Comparable Communities

- For 13 communities surveyed, the Mayor's salary ranked 4th highest paid, behind Everett, Quincy, and Brockton.
- Compensation at \$180,000 annually compares favorably to the median of \$165,000 and average \$168,820 for peer cities.

City	Mayor Compensation
Everett	\$225,000
Quincy	\$218,000
Brockton	\$188,590
<b>Somerville</b>	<b>\$180,000</b>
Springfield	\$175,000
Revere	\$167,500
Framingham	\$165,000
Waltham	\$160,533
Newton	\$155,000
Malden	\$150,000
Lynn	\$145,000
Medford	\$140,035
Melrose	\$125,000



# Section 5: Timeline & Rollout



# Implementation retroactive to January 2025

The FY25 Budget includes funding for salary adjustments for union and non-union staff. Mayor Ballantyne and the City Council have identified recruiting and retaining top talent as a priority across the organization.

Proposed salary adjustments are funded for implementation with an effective date of the first payroll in January, if funded by the City Council.



# Thank You



# Questions and Answers

