

MEMORANDUM

For: Fritz Schwarz, Jill Bright, Paul Quintero
Cc: Jeffrey Friedlander
From: R. Kyle Alagood
Date: October 8, 2015
Re: An Overview of Public Official Compensation Studies in Other U.S. Jurisdictions

A NON-RANDOM SAMPLE OF OTHER JURISDICTIONS' SIMILAR COMPENSATION REVIEWS

Citizen commissions to study the compensation of elected officials exist at virtually all levels of state government in a variety of jurisdictions throughout the country. Some are fairly good; others only undertake a superficial analysis. Some ideas are good; others have less merit. The following reports are not necessarily representative of pay commissions, but they highlight issues with respect to evaluating compensation of elected officials. Each report is briefly overviewed here and attached with the most recent first.

[A] *Compensation of City of San Diego Elected Officials (February 2015)*

- Officials Covered
 - Mayor
 - City Council
- Key Ideas
 - The opening paragraph calls the process by which a commission recommends salary changes to city council and city council chooses to accept, reduce, or reject the commission recommendations “fundamentally flawed” because it “means Councilmembers are required to vote for their own compensation and that of the Mayor.”¹
 - This process “creates a conflict of interest by requiring Councilmembers to vote for their own base wages.”²
 - But basing compensation solely on external benchmarks as put forward by a commission of outsiders risks removing democratic accountability.
 - If elected officials go too long without any compensation review, there is a significant risk that an increased cost of living will “discourage qualified individuals from running for office.”³
- Selection of Data Used
 - Salary of Superior Court Judges

¹ SAN DIEGO COUNTY GRAND JURY, COMPENSATION OF CITY OF SAN DIEGO ELECTED OFFICIALS 1 (2015), available at <http://www.sandiego.gov/grandjuryreports/pdf/electedofficialscompensation.pdf>.

² *Id.*

³ *Id.*

- Consumer Price Index
- Salaries of elected officials in comparably sized cities
- Salaries of other elected officials in San Diego County
- Salaries of officials in selected private sector corporations
- Salaries of other city employees (staff, appointees, deputies)
- Additional Points
 - San Diego has a “strong mayor, strong council” form of government.
 - The City of San Diego’s population is 1,381,069.

[B] *Report of the Utah Elected Official and Judicial Compensation Commission (December 2014)*

- Officials Covered
 - Governor
 - Lieutenant Governor
 - Attorney General
 - State Treasurer
 - State Auditor
- Key Ideas
 - “Compensation” for public office includes the prestige and honor associated with holding elected office.
 - While useful for analysis, “[m]arket factors and other comparative analysis have limited application.”⁴
 - “Political factors are inevitably an overriding consideration in making [compensation] adjustments,” but citizen commissions have the “responsibility . . . to remove, to the maximum extent possible, political considerations from [their] recommendations.”⁵
 - There are public policy considerations when recommending salary levels for elected office. These include compression and the risk that attracting the best appointees and employees will require paying them more than the elected official for whom they work.
 - Salaries set too low create a perception that officeholders may have to augment their salaries from political funds or other sources, and this sends a bad message.
- Selection of Data Used
 - Compensation of high-level Utah appointed officials
 - Market data for private sector executive positions
 - The commission found this of limited value.
 - Compensation for relevant local government officials

⁴ REPORT OF THE UTAH ELECTED OFFICIAL AND JUDICIAL COMPENSATION COMMISSION 15 (2014), *available at* <http://le.utah.gov/interim/2014/pdf/00005455.pdf>.

⁵ *Id.*

- E.g., To analyze the Attorney General’s salary, the commission looked at city and county lead attorney salaries.
- University president salaries
- School district superintendent salaries
- Elected executive (governor, lieutenant governor, attorney general, treasurer, auditor) salaries in other states
 - The commission found this of limited value because of wide variations in officials’ duties among states.
- Additional Points
 - Utah law specifically sets only the governor’s salary. The other executive elected officials are statutorily paid 95 percent of the governor’s salary.

[C] *Massachusetts Special Advisory Commission on Public Compensation: Report to the Public, Legislature, and Governor of the Commonwealth of Massachusetts (December 2014)*

- The Massachusetts Special Advisory Commission followed many of the same concepts as planned by the Quadrennial Advisory Commission for involving the public. The Massachusetts report is worth a full read-through to understand how transparency, public input, and a “guiding philosophy”⁶ of public interest strengthen the analysis of elected officials’ compensation. Like the Quadrennial Advisory Commission, the Massachusetts Special Advisory Commission utilized a website to post records, reports, and public information. Its archived website is found at https://www.umb.edu/academics/mgs/special_projects/masspubliccomp.
- Key Ideas
 - Recommendations on elected officials’ compensation should be “based on the principle that an effective democracy requires exceptional representatives of the people . . . [and] a constitutional officer’s salary should enable any capable individual . . . regardless of his or her economic means and geographic representation, to offer his or her talents to the public interest.”⁷
- Selection of Data Used
 - Rank of Massachusetts elected officials among other states, both adjusted for cost of living and not
 - Private sector executive salaries
 - Base pay for other full-time state legislatures, both adjusted and unadjusted
 - Changes in income of state residents, as reported by the Regional Income Division of the U.S. Department of Commerce, Bureau of Economic Analysis

⁶ SPECIAL ADVISORY COMM’N ON PUB. COMPENSATION, REPORT TO THE PUBLIC, LEGISLATURE, AND GOVERNOR OF THE COMMONWEALTH OF MASSACHUSETTS 4 (2015), *available at* https://www.umb.edu/editor_uploads/images/mgs/Final_Report_Special_Advisory_Commission-NOV30.pdf.

⁷ *Id.*

- Additional Points
 - The Massachusetts commission considered the following factors in studying the salaries of elected officials:
 - Ability to attract and retain a diverse and high quality set of people in determining public policy and the delivery of public services.
 - Official list and scope of responsibilities undertaken by public officials.
 - Comparability of salaries of similar positions in other states, as well as comparability within the state's own salary structure.
 - Comparability of direct and indirect compensation of public officials with similar employment in the private sector, including for-profit and not-for-profit businesses.
 - Skills and qualifications required, and level of responsibility associated with the position.
 - Effects on the current, future, direct, and indirect costs of salary decisions on the state's finances.

[D] *Massachusetts Special Advisory Commission on Public Compensation: Preliminary Findings of Fact (November 2014)*⁸

- This is the Massachusetts Commission's "preliminary findings of fact," issued after the commission gathered evidence and assembled research. Massachusetts' preliminary facts memorandum to the public follows the Quadrennial Advisory Commission's guiding principles, among which are "to learn by listening," "be transparent," make "all our research materials . . . digitally available," and invite comments from any who choose to submit them."⁹
- Key Ideas
 - Public involvement is paramount.
 - Constitutional officers' salaries should appropriately reflect the importance of each position's respective responsibilities and responsibilities vis-à-vis each other.
 - Gubernatorial residence (which Massachusetts does not have) may be considered a form of compensation. Although its exact dollar value benefit cannot be assigned, it can be estimated.

[E] *Report of the Committee to Study the Compensation of the [Montgomery] County [Maryland] Executive, County Council, Sheriff, and State's Attorney (September 2013)*

- Officials Covered
 - County Executive

⁸ SPECIAL ADVISORY COMM'N ON PUB. COMPENSATION, PRELIMINARY FINDINGS OF FACT (2014), *available at* https://www.umb.edu/editor_uploads/images/mgs/Special_Advisory_Commission_on_Public_Compensation_Preliminary_Findings_of_Fact.pdf.

⁹ Memorandum, 2015 Quadrennial Advisory Commission: Getting Organized 1-2 (Oct. 8, 2015).

- County Council
 - Sheriff
 - State's Attorney
- Key Ideas
 - Median income of residents is a factor to consider when evaluating elected officials' pay.
 - Population and population growth are factors to consider.
 - Evaluation should include a study of the demands of each position, responsibilities involved, level of independent decision-making, complexity of decisions, and the impact decisions have on the public.
 - Interviews with current and former elected officials are key to fully understanding their roles in government.
 - "The skills and expertise [needed to be on County Council] are similar to those required for high level management positions in the private sector. Although this Committee recognizes that private sector salaries are not an apt comparison, such salaries should inform this process to a certain degree."¹⁰
 - Selection of Data Used
 - Comparable positions in jurisdictions with similar populations
 - Montgomery County's population was 1,004,709, so the committee looked at jurisdictions with between 900,000 and 1.9 million residents.
 - The committee further narrowed its comparison by locales with similar household median income.
 - Salaries of Montgomery County employees at the management level
 - Salaries of police officers at the rank of captain or above
 - Highly paid employees
 - Top federal salaries (Level I of the Executive Schedule and Senior Executive Service employees)
 - Salaries of elected legislative officials in D.C. metro area jurisdictions and similar locations nationwide
 - Consumer Price Index
 - Additional Points
 - The committee recommended Montgomery County Council be made a full-time job to reflect the level of responsibility and work undertaken by most members.

¹⁰ REPORT OF THE COMMITTEE TO STUDY THE COMPENSATION OF THE [MONTGOMERY] COUNTY [MARYLAND] EXECUTIVE, SHERIFF, AND STATE'S ATTORNEY 16 (2013), *available at* http://www.montgomerycountymd.gov/COUNCIL/Resources/Files/REPORTS/2013_compensation_committee_report.pdf.

[F] *City of Atlanta 2012 Elected Officials Compensation Commission (October 2012)*

- Officials Covered
 - Mayor
 - City Council
 - City Council President
 - Atlanta Board of Education
- Key Ideas
 - The Atlanta report relied on data from a consulting group and produced a fairly brief study of compensation.
- Selection of Data Used
 - Comparable jurisdictions (identified by a consultant)
 - For mayor, cities were grouped by population, budget, and whether the mayor position is “strong” or “weak.”
 - For city council, cities were grouped by population, council size, full-time v. part-time status, frequency of meetings, special allowances, other compensation, staff size, etc.
- Additional Points
 - Atlanta’s charter does not specify whether city council is full-time or part-time. The commission found that most council members devoted full time to the job, but it did not recommend requiring the job be full time. Rather, the commission recommended a cost of living adjustment plus baseline increase “to make the salary of Council Members more comparable to their counterparts in other cities serving similar roles in the community.”¹¹

¹¹ 2012 REPORT AND RECOMMENDATIONS OF THE CITY OF ATLANTA ELECTED OFFICIALS COMPENSATION COMMISSION 5 (2012), *available at* <http://www.reporternewspapers.net/wp-content/uploads/downloads/2012/12/2012-EOCC-Report-FINAL.pdf>.

A

COMPENSATION OF CITY OF SAN DIEGO ELECTED OFFICIALS

SUMMARY

The 2014/2015 San Diego County Grand Jury (Grand Jury) found that the process set forth in the San Diego City Charter for setting the salary for the Mayor and Councilmembers is fundamentally flawed. The charter specifies that a Salary Setting Commission must recommend salary changes. Councilmembers must then accept, reduce, or reject that recommendation. In effect that means Councilmembers are required to vote for their own compensation and that of the Mayor.

The salary for elected officials of many other agencies and cities is determined by external benchmarks. In some cases those salaries are linked to the salaries of state Superior Court Judges.

The effect of this process is that Councilmembers and the Mayor have not received a pay raise since July 1, 2003. The annual salary of the Mayor has been frozen at \$100,464 and those of councilmembers have remained at \$75,386.

In that same period the cost of living has increased by over 25%. The resulting relatively low compensation, as compared with private sector salaries for jobs with similar responsibilities, may discourage qualified individuals from running for public office.

The Grand Jury recommends an amendment to the City Charter by which salaries of the Mayor and Councilmembers are determined by an external benchmark. This would eliminate the need for a Council vote on Mayor and City Council salaries.

A Charter amendment requires a simple majority vote of the city's electorate. The next general election is scheduled in June 2016. Irrespective of the possible need for other amendments to the charter, the Grand Jury recommends that a salary setting amendment be developed and placed on the June 2016 ballot for the City of San Diego.

INTRODUCTION

The Grand Jury investigated the process by which the salaries of some City of San Diego elected officials are determined. The Grand Jury suggests the process creates a conflict of interest by requiring Councilmembers to vote for their own base wages.

The present base salary may discourage uniquely qualified individuals from running for office. There is a perception that persons interested in seeking public office must forego higher salary levels normally found in the private sector in order to serve as an elected

official. This perception holds that public officials serve the “common good” for which there may be much public commendation and relatively little compensation.

The question at hand is whether this viewpoint causes some qualified candidates capable of managing a total budget of \$2.8 billion to avoid public office in San Diego. Qualified individuals with managerial expertise often earn substantially more money in the private sector.

The Grand Jury investigation addressed two questions:

1. Does the City Charter need to be amended to eliminate the need for Councilmembers to vote to accept salary increases?
2. Should the base salaries of the Mayor and Councilmembers be determined by a new salary setting process?

PROCEDURE

Members of the Grand Jury interviewed:

- Current and former San Diego City elected officials;
- Members of the City of San Diego Salary Setting Commission;
- Representatives of taxpayer advocacy groups.

Members of the Grand Jury reviewed:

- Salaries of elected officials in comparably sized cities;
- Salaries of other elected officials in San Diego County;
- Salaries of officials in selected private sector corporations;
- Salaries of other city employees, such as council and mayoral staff, department directors and the Chief Operating Officer and his deputies;
- The San Diego City Charter;
- Applicable State regulations;
- Applicable City Attorney Memoranda;
- Media coverage of the City of Bell scandal.

DISCUSSION

City Charter Requirements: Prior to the charter amendment establishing the Salary Setting Commission there had been no raise in base salary for Councilmembers and the Mayor from 1957 through 1973. In November 1973 voters approved amending the City Charter by adding Section 41.1, thereby creating a Salary Setting Commission. The commission consists of seven members appointed for a term of four years by the City of San Diego Civil Service Commission. This gives commission members a degree of independence. Members of other boards and commissions are appointed by the Mayor with confirmation by the City Council.

Sections 12.1 and 24.1 of the charter specify that on or before February 15 of each even year the Salary Setting Commission shall recommend the Council enact an ordinance establishing salaries for Councilmembers and the Mayor for the next two fiscal years. Councilmembers may approve the recommended amounts, some lesser amounts, or reject the recommendation entirely.

The Salary Setting Commission recommended increases for Fiscal Years 2005, 2007, 2009, 2011 and 2013. The City Council enacted no salary ordinances in any of those years.

In February 2014 the Salary Setting Commission recommended no increase for the Mayor and City Council for Fiscal Years 2015 and 2016. This would bring to twelve the total number of years with no increase in compensation.

Charter versus General Law Cities: The California Constitution and the California Government Code both distinguish between Charter and General Law Cities. Charter Cities are governed by their unique charter which serves as a constitution for that city. The charter may specify whether the jobs of the mayor and councilmembers are considered full time or part time.

San Diego City Charter Section 12 (j) specifies that City councilmembers are full time officials. Section 24 contains the same specification for the Mayor.

A charter city may establish the salary of the mayor and councilmembers, per California Constitution article XI, §5(b). There are eighty-six charter cities in California including most of the largest cities in the state.

In the four hundred eighty-six General Law cities in California, elected officials have no executive power. The City Manager has the authority over day-to-day operations. Mayors are typically members of a five person city council and perform mostly ceremonial functions. In 1984, in accordance with California Government Code § 36516, these cities use a salary ceiling based on city population. Increases cannot exceed 5% per year.

City of Bell: The City of Bell is in Los Angeles County. It has a population of about 38,000. In a 2005 special election residents of the City of Bell approved a City Charter that exempted the City Council from the salary limitations imposed on General Law cities. The approved charter imposed no restrictions on salaries and did not establish a mechanism for adjusting salaries.

Though job descriptions and responsibilities were not changed, by 2010 the base salaries, stipends and benefits for the Mayor and three of the other four Councilmembers had increased to almost \$100,000 per council member. The Council also approved significant increases in base salaries and benefits for other city officials, including the Deputy City

Manager and Police Chief. The Council approved a salary in excess of \$700,000 a year for the City Manager. The equivalent position in the City of Los Angeles pays about half that amount.

The Grand Jury does not suggest this would happen in the City of San Diego. Rather, we are citing the City of Bell experience as an extreme example of the inherent conflict of interest that occurs when legislators vote for their own salary. Seeing that conflict, San Diego Councilmembers have been reluctant to accept the recommendations of the Salary Setting Commission.

Budget Balancing: From Fiscal Year (FY) 2007 through Fiscal Year 2012 the Mayor and City Council of San Diego faced major budget deficits. The projected deficit for FY 2011 was \$179 million and for FY 2012 it was \$73 million.

To balance the budget, the Mayor enacted and the Council approved significant service reductions that included but were not limited to:

1. Eliminating about 150 sworn officer positions from the Police Department's budget and laying off civilian employees;
2. Eliminating about 50 sworn firefighter positions;
3. Reducing hours of libraries and recreation centers and eliminating programs in the Park and Recreation Department;
4. Reducing funding for street and sidewalk repairs;
5. Approving 6% across-the-board reductions in total compensation for all City employees, including employees of affiliated agencies, such as the San Diego Data Processing Corporation and the Centre City Development Corporation.

The projection for FY 2018 and FY 2019 indicates an improving financial condition for the City. The five-year financial outlook for FY 2016-2020 projects a surplus of General Fund revenue over expenses of \$109.5 million for FY 2018. For FY 2019 the projected surplus is \$132 million, and for FY 2020 the projected surplus is \$164.1 million. After four priority initiatives are funded, there still remain projected surpluses of \$25.8 million, \$37.8 million, and \$61.8 million for fiscal years 2018, 2019 and 2020 respectively.

Salary Comparisons: The following is presented to support a new salary setting process for the Mayor and City Council:

1. Per data obtained by Grand Jury correspondence in September 2014, the Mayor of San Diego is the lowest paid mayor among the eight largest cities in California, including the three with the Council/Manager form of government. All but Los

Angeles have a smaller population and all but Los Angeles and the City/County of San Francisco have smaller budgets.

2. Per data obtained by Grand Jury correspondence in September 2014, San Diego City Councilmembers are paid \$108,000 less than their counterparts in Los Angeles, \$35,000 less than San Francisco Supervisors, and about \$5,000 less than San Jose Councilmembers.
3. Per data obtained from the City of San Diego Salary Setting Commission in August 2014, seventy nonprofit agencies in San Diego County have chief executives earning \$200,000 or more. Only two of these agencies have more employees and only one takes in more revenue than the City. One of these nonprofit executives works for a City affiliated corporation and earns five times more than a Councilmember.
4. Per data obtained from the City of San Diego Salary Setting Commission in August 2014, all of the one hundred highest paid chief executives in private industry in San Diego County have base compensation of at least \$50,000 more than the Mayor and at least double the salary of Councilmembers.
5. Per data obtained from the State of California Controller's website, at least fifteen chief executives of Special Districts (Water Districts, Transportation Districts, etc.) in California make triple to quadruple what the Mayor is paid.
6. Per data obtained by Grand Jury correspondence in October 2014, eight of the City's top managers earn at least twice as much as the Mayor; thirty-eight unclassified employees earn at least twice as much as a City Councilmember.

Table I shows the salaries of the mayors and councilmembers in the eight largest cities in California by population, as determined by Grand Jury correspondence with each of the cities in September 2014.

TABLE I

CITY	POPULA-TION	PROCESS	MAYOR SALARY	COUNCIL-MEMBER SALARY	TOTAL BUDGET	MEDIAN FAMILY INCOME
Los Angeles	3,884,307	Salary of 15 Councilmembers is that of Sup. Court Judges; Mayor 30% more	\$235,679	\$184,000	\$8.1 Billion	\$49,745
San Diego	1,345,895	9 councilmembers vote on their own and Mayor's salary but cannot exceed salary recommended by salary setting commission	\$100,464	\$75,386	\$2.8 Billion	\$62,395
San Jose	1,000,536	Mayor and 10 councilmembers vote on own salary but cannot exceed salary recommended by salary setting commission.	\$104,999	\$80,999	\$2.9 Billion	\$80,090
San Francisco	837,442	City/County salary of Mayor and 11 supervisors set by Civil Service Commission	\$285,319	\$110,858	(City & county) \$8.582 Billion	\$73,802
Fresno	515,609	Mayor and 7 councilmembers salary set by ordinance	\$130,000	\$65,000	\$995.4 Million	\$38,386
Sacramento	475,122	Mayor and 8 councilmembers have their salaries set by a citizens' commission, chaired by a retired judge	\$117,861	\$62,032	\$872 Million	\$64,513
Long Beach	470,292	Mayors salary automatically indexed to CPI annually; 9 councilmembers paid 25% of mayor	\$136,150	\$34,041	\$3 Billion	\$47,837
Oakland	406,253	Salary of Mayor set by Council indexed to average salary of officials in six other cities; salary of council set by public ethics commission, according to CPI	\$183,395	\$81,550	\$1 Billion	\$59,511

The City of San Jose is closest to the City of San Diego in terms of population, budget and Mayor/Council salaries. The Mayor and Councilmember salaries in San Jose are substantially unchanged since FY 2005.

Table II compares the current salaries of elected officials in the same eight major cities with what their jobs paid in fiscal year 2006. Over the last ten years the average wage increased by about 20% although there was wide divergence from the average with respect to mayoral salaries. San Diego is the only city where neither the Mayor nor Councilmembers received an increase. Data was obtained by Grand Jury correspondence with each city in September 2014.

TABLE II

CITY	FY2015 Salary Mayor	FY 2006 Salary Mayor	% Increase Mayor	FY 2015 Salary Council- member	FY 2006 Salary Council- member	% Increase Council- member
Los Angeles	\$235,679	\$193,908	22%	\$184,000	\$149,160	23%
San Diego	\$100,464	\$100,464	0%	\$75,386	\$75,386	0%
San Jose	\$104,999	\$105,019	0%	\$80,999	\$75,094	13%
San Francisco	\$285,319	\$179,140	59%	\$110,858	\$90,740	22%
Fresno	\$130,000	\$99,360	31%	\$65,000	\$44,511	46%
Sacramento	\$117,861	\$100,776	17%	\$62,032	\$53,040	17%
Long Beach	\$136,150	\$111,326	22%	\$34,041	\$27,832	26%
Oakland	\$183,395	\$183,295	0%	\$81,550	\$66,896	22%
Average Increase			20.1%			21.9%

Strong Mayor, Strong Council: Proposition F in November 2004 added Article XV (Sections 250 through 295) to the City Charter, transforming the governance of the City of San Diego from Council-City Manager to Mayor-Council. This type of city management is often called the “Strong Mayor” form of government.

Article XV moved the duties and responsibilities of the City Manager to the Mayor, conferring more executive authority, duties and responsibility on the Mayor. These duties include but are not limited to:

1. Supervising the annual preparation of the City’s budget;

2. Hiring and firing a Chief Operating Officer, Police and Fire Chiefs, and other department directors;
3. Managing the day-to-day operations of the City;
4. Exercising veto power over proposed legislation (newly added to Charter).

As a result of the change to the Strong Mayor form of governance the City Council's role expanded. There is increased activity of Council Committees and more proposed legislative items are being referred to committees.

The number of Council Committees has expanded from five to seven. An Audit Committee was added in 2008 and an Infrastructure Committee in 2013. A separate Economic Development Committee was established in 2012 which, in 2014, became the current Economic Development and Intergovernmental Relations Committee.

In addition, Proposition F (2004) created the position of City Council President, who is elected from among the Councilmembers. The President's responsibilities include serving as chair for Council meetings and managing the process of putting items on the agenda.

Among the expanded duties of the City Council are:

1. Approval of the Mayor's proposed budget with the ability to add or delete budgetary items based on budget reviews with each department and public input;
2. Ongoing budget monitoring with the ability to add or delete items once at mid-year;
3. Spearheading the need for new regulations, taking public testimony and brokering compromises (if necessary) on various issues;
4. Monitoring infrastructure needs and funding priorities; improving the process for getting infrastructure contracts approved;
5. Monitoring the creation and implementation of the five-year plans for the Fire and Rescue Department and the Police Department;
6. Actively advocating for public/private partnerships;
7. Approving (or denying) major development projects and setting the conditions for approval where indicated; hearing appeals of decisions by the City Planning Commission; and hearing appeals on decisions of the Historical Resources Board;
8. Overseeing the wind-down of the Redevelopment Agency; approving related activities by Civic San Diego and the San Diego Housing Commission.

Based on the Grand Jury's observation and witness testimony, the typical work week of a City Councilmember exceeds sixty hours, consisting of but not limited to:

1. Meetings of the full City Council;
2. Council Committee meetings;
3. Preparation for agenda items;

4. Briefings with Council and/or Department staff;
5. Attendance at events in the Community;
6. Meetings with constituents, both at City Hall and in the community; and
7. Meetings with lobbyists.

The Grand Jury finds that the following facts merit consideration due to:

1. Expanded duties and responsibilities under the Strong Mayor form of government;
2. The fact the Mayor and Councilmembers have had no cost of living increase since 2003;
3. The fact they receive substantially lower salaries than their top management; and
4. The fact they receive lower compensation for the same or similar positions in cities of lesser size.

Increasing the compensation may result in the recruitment of additional qualified candidates with demonstrated executive ability for the Offices of the Mayor and City Council.

Benchmarking: The one common thread in all the testimony the Grand Jury heard on this subject was that Councilmembers should not be voting on their own salaries. The majority of those who testified also opined that salaries were too low. Most believe that, if left unchanged, governance of the City would eventually be left to either wealthy people or those with relatively limited experience.

Even witnesses who opposed any increase in compensation agreed that the City Charter should be amended to remove Councilmembers from the process. Some external benchmark should be found. The two most common external benchmarks adopted by other California Cities are:

1. Linkage to salaries of Superior Court Judges, with increases based on the average wage increase for state employees, as approved by the State legislature;
2. Linkage to a commonly used Cost of Living Adjustment (COLA), such as the Consumer Price Index published by the Federal Bureau of Labor Standards.

The City Council considered variants of both these options in the 2008-2009 time frames but ultimately voted against any salary increase on March 30, 2009. The Grand Jury is neither recommending any specific process nor that any specific salary amount be adopted. We do, however, offer variations of the two scenarios mentioned above as illustrations of what could be done.

Option 1: Linkage to the Salary of Superior Court Judges

The current salary of a Superior Court Judge is \$184,000 per year. Two of the large government agencies the Grand Jury looked at currently use this benchmark:

1. The City of Los Angeles: City Councilmembers (15) receive 100% of a Superior Court Judge's base salary, per City Charter.
2. The County of San Diego: Members of the Board of Supervisors (5) receive 80% of a Superior Court Judge's base salary, per County Charter.

Increases for these benchmarks are determined periodically by the State Legislature and are usually based on average wage increases for State employees. The most recent increase went into effect on July 1, 2014.

Table III indicates what the Mayor's salary would be if benchmarked to a certain percentage of that of a Superior Court Judge with the corresponding salary for Councilmembers, if based on 75% of the Mayor's salary:

TABLE III

<u>Percentage</u>	<u>Mayor Salary</u>	<u>Council Salary (75% of Mayor)</u>
100%	\$184,000	\$138,000
90%	\$165,600	\$124,200
80%	\$147,200	\$110,400
70%	\$128,800	\$96,600
60%	\$110,400	\$82,800
Current	\$100,464	\$75,386

This benchmarking approach allows for more than one possibility:

1. The percentage of the Mayors Salary for Councilmembers could be raised or lowered.
2. The salaries for Councilmembers could be benchmarked to those of Superior Court Judges with the Mayor receiving a certain percentage above the Council.

Most importantly, if voters approve the recommended Charter amendment, Councilmembers would no longer be put in the uncomfortable position of having to vote on their own salary increases. The amount of those raises would be established by an act of the State Legislature.

Option 2: Linkage to the Consumer Price Index

The Consumer Price Index (CPI) is determined by tracking price changes of consumer goods and services in a given market over a period of time. It is based on data compiled by the Bureau of Labor Statistics of the United States Department of Labor. The CPI is used by many public and private agencies to determine cost of living adjustments for their beneficiaries or employees. The City of Long Beach uses the CPI to determine the amount of raises for its Mayor and Councilmembers.

The CPI for the San Diego Urban Area is published semi-annually for the periods ending December 31 and June 30. Adding the CPI percentage increases (and one decrease in

2009), as of June 30 each year since 2004 we arrive at how much the cost of living has increased since the Mayor and Council last received a salary increase. That figure is 27.1 %, an average of 2.5% per year over eleven years.

Since the proposed charter amendments would not go into effect until FY 2018 at the earliest, we have added another 7.5% representing the anticipated average CPI increase of 2.5% for 2015, 2016 and 2017. The total of 34.6% could be applied to the current salary to establish a base salary effective July 1, 2017 for future cost of living increases.

Using this option, the base salaries compute as follows:

Mayor: \$100,464 x 1.346 = \$135,225

Council: \$75,386 x 1.346 = \$101,696

Many variations of this option are also possible. For example, Councilmembers could index Council salaries by a fewer number of years, say the most recent five years. They could adopt no proposed increase to current salaries and apply the CPI on a go-forward basis.

If this option, or something similar, were adopted the charter amendment could be worded to have the salaries indexed annually on the certification of the CPI by the Controller or Chief Financial Officer. Under this option the salary adjustments would be determined by the Bureau of Labor Statistics and would no longer require a vote of the Council.

The Grand Jury suggests that these and/or other options be discussed in open session and fully vetted. The desired outcome would be a proposed amendment to the City Charter.

City Attorney and City Auditor: The Grand Jury considered whether the salaries of the City Attorney, an elected official, and the City Auditor, who is appointed to a term of ten years by contract, should be subject to the same external benchmark as the Mayor and City Council. Both have the need to be independent of the Mayor and Council. There is the possibility of that independence being compromised if they are dependent on the Council for their salaries.

The salary of the City Attorney is fixed by the City Council. It cannot be decreased during a term of office and cannot be less than \$15,000 per year. The current salary for the City Attorney is \$193,648. The annual compensation of the City Auditor is based on the recommendation of the Audit Committee to the City Council, which is charged with approving it. The Audit Committee is composed of two Councilmembers and three public members appointed by the Council. The annual compensation for the City Auditor is \$168,000.

Our investigation of this issue was inconclusive. Some witnesses said the current process works well; some testified that both their salaries should be subject to an external

benchmark. Some proposed to change the process for one or the other, but not both. Some major cities in California have appointed City Attorneys. Others have elected City Auditors.

Accordingly, the Grand Jury decided not to pursue this issue. However, it is worth exploring by a City Council Committee or Charter Review Committee.

Charter Review Committee: The City Attorney in a memo to the Mayor and the City Council dated October 22, 2013 stated “The City Charter has provisions that are ambiguous, outdated and incomplete.” He also wrote that “key governance provisions are not addressed.” Among other things, he recommended the formation of a Charter Review Commission. Several Councilmembers agreed with him at a public meeting of a City Council Committee.

Most recently, the City Attorney in a report to the City Council dated February 5, 2014, identified 53 (out of 295) sections of the City Charter that were in need of deletion or revision. He also mentioned the option of a Charter Review Commission. This would provide a means of soliciting public input and making recommendations to the Mayor and City Council on what to put on the ballot.

The Grand Jury notes that the City Attorney has included the recommendations contained in two recent Grand Jury reports in his summary of potential Charter revisions. These recommendations deal with the process for selection of members of the Redistricting Commission and the process for removal of elected officials.¹

The City’s response to both of those reports was that a Charter amendment would be required and that it would be more economical if all Charter amendments were added to the ballot at the same time. Accordingly, it would be appropriate that the members of the Charter Review Committee be chosen in sufficient time to get the salary setting recommendation, along with other suggested amendments, on the June 2016 ballot.

Based on recent history the deadline for Council action to place an item on the June ballot occurs in late February. A Charter Review Committee would need about nine months to a year (based on the Charter Review of 2007) to vet all 53 revisions identified by the City Attorney and other proposed revisions.

At the November 19, 2014 meeting of the City Council’s Economic Development and Inter-governmental Relations Committee, the committee discussed a proposal to establish

¹ 2011/2012 San Diego County Grand Jury Report *City of San Diego 2010 Redistricting Commission* <http://www.sandiegocounty.gov/content/dam/sdc/grandjury/reports/2011-2012/RedistrictingReport.pdf> and 2013/2014 San Diego County Grand Jury report *Updating San Diego’s City Charter* <http://www.sandiegocounty.gov/content/dam/sdc/grandjury/reports/2013-2014/UpdatingSanDiegoCityCharterReport.pdf>

a Special Issues Committee on Charter Reform. The proposed committee would begin at the earliest feasible time and end on June 30, 2016. It would make prioritized recommendations to the full Council for its vote to place on the ballot for either June 2016 or November 2016. The proposed committee would consist of four voting Councilmembers and representatives from the Offices of the Mayor, City Attorney, Independent Budget Analyst, City Clerk and Legislative Affairs.

The proposed Charter Review Committee was approved unanimously by the full City Council on December 8, 2014. The Grand Jury recommends this committee fully vet linking the salary of the Mayor and Councilmembers to an external benchmark and that it recommend putting the issue on the ballot in 2016.

FACTS AND FINDINGS

Fact: The Salary Setting Commission was established to make biennial recommendations to the City Council on the compensation of the Mayor and City Council.

Fact: The City Council has not enacted an ordinance incorporating the Salary Setting Commission's recommendations, or some lesser amount, since 2002.

Fact: The duties of the Mayor and, to a lesser extent, those of the City Council, have expanded since 2006, when the current Strong Mayor form of government took effect.

Fact: City Councilmembers are reluctant to enact an ordinance raising their own salary.

Finding 01: Salaries of Councilmembers and the Mayor should be tied to an external benchmark.

Fact: Changing the process for setting the compensation for the Mayor and Councilmembers would require an amendment to the City Charter.

Fact: Recognizing the need for multiple changes to the Charter, the City Attorney has recommended the creation of a Charter Review Commission.

Fact: A Charter Review Committee has been created.

Finding 02: A Charter Review Committee should be formed by the end of March 2015 in order to meet deadlines for City Council approval for the June 2016 ballot.

RECOMMENDATIONS

The 2014/2015 San Diego County Grand Jury recommends that the San Diego City Council:

15-01: Place on the June 2016 or November 2016 ballot a proposed amendment to the City Charter which would:

Amend Section 12.1 by linking the salaries of councilmembers to an external benchmark effective July 1, 2017;

Amend Section 24.1 by linking the salary of the mayor to an external benchmark effective July 1, 2017;

Delete Section 41.1 which would then abolish the City of San Diego Salary Setting Commission effective June 30, 2017.

15-02: Through the newly created Charter Review Committee, fully vet the recommended Salary Setting Amendment proposed here.

REQUIREMENTS AND INSTRUCTIONS

The California Penal Code §933(c) requires any public agency which the Grand Jury has reviewed, and about which it has issued a final report, to comment to the Presiding Judge of the Superior Court on the findings and recommendations pertaining to matters under the control of the agency. Such comment shall be made no later than 90 days after the Grand Jury publishes its report (filed with the Clerk of the Court); except that in the case of a report containing findings and recommendations pertaining to a department or agency headed by an elected County official (e.g. District Attorney, Sheriff, etc.), such comment shall be made within 60 days to the Presiding Judge with an information copy sent to the Board of Supervisors.

Furthermore, California Penal Code §933.05(a), (b), (c), details, as follows, the manner in which such comment(s) are to be made:

- (a) As to each grand jury finding, the responding person or entity shall indicate one of the following:
 - (1) The respondent agrees with the finding
 - (2) The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.
- (b) As to each grand jury recommendation, the responding person or entity shall report one of the following actions:
 - (1) The recommendation has been implemented, with a summary regarding the implemented action.
 - (2) The recommendation has not yet been implemented, but will be implemented in the future, with a time frame for implementation.
 - (3) The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a time frame for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body

of the public agency when applicable. This time frame shall not exceed six months from the date of publication of the grand jury report.

(4) The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.

(c) If a finding or recommendation of the grand jury addresses budgetary or personnel matters of a county agency or department headed by an elected officer, both the agency or department head and the Board of Supervisors shall respond if requested by the grand jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision making authority. The response of the elected agency or department head shall address all aspects of the findings or recommendations affecting his or her agency or department.

Comments to the Presiding Judge of the Superior Court in compliance with Penal Code §933.05 are required from:

<u>Responding Agency</u>	<u>Recommendations</u>	<u>Due Date</u>
City Council, City of San Diego	15-01 through 15-02	May 4, 2015

B

2014

**REPORT OF THE UTAH
ELECTED OFFICIAL AND
JUDICIAL COMPENSATION
COMMISSION**

December 2014

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Report of the Utah Elected Official and Judicial Compensation Commission

To the Honorable Governor Gary R. Herbert, House Speaker Rebecca D. Lockhart, Senate President Wayne Niederhauser, and members of the Executive Appropriations Committee:

As required by Utah law (Utah Code Ann. §67-8-5), the Executive and Judicial Compensation Commission (EJCC) is pleased to submit its 2014 Report on Executive and Judicial salaries.

This year's report is divided into two parts: Part One examines judicial salaries and Part Two addresses the salaries of Utah's five (5) state-wide elected officials (Governor, Lt. Governor, Attorney General, State Auditor and State Treasurer). After considerable study the EJCC recommends substantial increases for both groups. This report outlines the reasons for our conclusions.

The Commission is aware that in the eyes of the public, a certain amount of prestige and honor is associated with the holding of an elected office or an appointment to judiciary. Accordingly, this characteristic of holding these important positions is usually considered to be part of the "compensation" for such office. Nonetheless, it is imperative that the salaries for these important positions reflect the duties and responsibilities associated with them.

Of particular concern is that length of time that has elapsed since the salaries of Utah's state-wide elected officials were significantly adjusted. Likewise, nearly a decade ago the Utah Legislature authorized a major judicial salary increase with expectation that periodic adjustments be made to keep judicial salaries current. The economic condition of the state during the "Great Recession" obviously made this action impossible. Corrective salary action is needed for both groups and the problems will not be made easier by further delay.

The members of the EJCC are motivated solely by public service. By law none of the EJCC members may be employed by the executive or judicial branches of government. Our conclusions and recommendations were made unanimously and are, in our view, in the best interests of the State of Utah.

We appreciate the opportunity to serve the citizens of the State of Utah.

Sincerely,

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Elected Official and Judicial Compensation Commission Members

Name	Term Expires
Roger O. Tew, Commission Chair <i>Appointed by Elected Official and Judicial Compensation Commission</i>	3/31/2017
David R. Bird <i>Appointed by Utah State Bar</i>	3/31/2017
Karen Hale <i>Appointed by Utah Senate President Michael Waddoups</i>	3/31/2015
David Broadbent <i>Appointed by Utah House Speaker Rebecca D. Lockhart</i>	3/31/2015
Beth Holbrook <i>Appointed by Elected Official and Judicial Compensation Commission</i>	3/31/2018
Jill Carter <i>Appointed by Governor Gary Herbert</i>	Resigned 6/6/2014

Role of Executive and Judicial Compensation Commission

The Elected Official and Judicial Compensation Commission (EJCC), statutorily established as an independent commission since 1969 (called EJCC since 1981), is responsible to study and make recommendations regarding the compensation of Utah's elected officials. In addition, the EJCC also studies and makes compensation recommendations for Utah's Judiciary (Utah Code Ann. §§ UCA 67-8-4 et seq.).

The EJCC is composed of 6 members. Three appointments come from the Governor, the Speaker of the House and the President of the Senate. One member is also appointed by the Utah State Bar. These members then appoint an additional 2 members. The law mandates that no more than 3 members may come from one political party. The EJCC leadership must also come from different political parties. No employee of the executive or judicial branches of government may serve on the EJCC. The EJCC is staffed by the Office of Legislative Fiscal Analyst.

During 2013 and 2014 the EJCC viewed the salaries of both the judiciary and the state-wide elected officials. This report from the EJCC report is divided into two parts dealing with the salary recommendations for each category.

PART ONE

EJCC RECOMMENDATIONS FOR UTAH JUDICIAL SALARIES

Recent History

Nearly a decade ago (2006), the EJCC recommended a significant increase in the salaries of Utah judges. The actual recommendation was a 25% increase in salaries over a period of three years. Eventually the legislature in 2007 adopted a more modest, but still significant increase of 16% over that same time period. However, a key objective of the EJCC recommendations was the acknowledgement that action would need to be taken with some regularity to maintain judicial salaries at the recommended levels in real terms. Unfortunately the "Great Recession" intervened and any needed salary updates were practically and politically impossible. The result is, in the view of the EJCC, that judicial salaries today are either at, or headed to the same uncompetitive position as before the 2007 adjustment.

The Need for Adequate Judicial Salaries

The EJCC has met several times over the past two years to discuss judicial salaries. These meetings included discussions with representatives of the Utah Judicial Council, the Utah State Bar, representatives of the National Center for State Courts and the Utah Department of Human Resource Management (DHRM). The EJCC has also reviewed judicial salary reports from other states that have supported increases in judicial salaries. The EJCC found common rationales expressed in these reports. These conclusions were also reflective of EJCC's positions regarding the need for adequate judicial salaries.

Recruiting and Retaining the Best Judges

The EJCC fully understands that existing judicial salaries may well be more than what the average Utah family earns. However, by constitutional requirement, Utah judges are to be highly trained and experienced professionals. The Utah State Constitution requires judges be admitted to practice law in Utah (Art. VIII, Sec. 7). In addition, judges are required to complete 30 hours of in-service training annually. Recruiting and retaining such individuals requires a fair compensation package.

Those who enter judicial service are motivated by the opportunity to give valuable public service. They are aware that in many cases taking a judicial position may involve a measure of financial sacrifice. However, the balance point between acceptable financial sacrifice and the inability to attract and retain quality professionals is a delicate one that requires regular examination and adjustment.

A Strong Judiciary is Essential to a Health State Economy

The need for a strong, independent, and professionally qualified judiciary is an essential component in a vibrant economy. The performance of key government institutions, of which the judiciary is part, is an essential part of the core governmental infrastructure. Courts provide a forum for the resolution of disputes and protection of legal interests – keys to attracting and maintaining economic development. The economic importance of quality judges far outweighs the costs of adequate salaries.

The Importance of Judicial Independence

For society to function, citizens must believe judges render independent judgment – consistent with their interpretation of the law – but devoid of the influence of any outside pressure (political or financial). Utah Judges perform extremely well in the discharge of their duties – even though

there are inevitably situations where a court is required to rule on a case that may ruffle political interests.

Judicial Salary Concerns

Note: The EJCC emphasizes one key point before discussing concerns regarding judicial salaries. Nothing in this report is any way a criticism of any judicial appointments. The Governor's appointments, subsequently confirmed by the Utah State Senate, have reflected a broad cross-section of qualified lawyers from varied backgrounds – including partners in major law firms. Our concern is that this same quality continues and not be negatively impacted by inadequate salaries.

One judicial commentator noted that “judges are worth much more, by any measure of social utility, than most law partners, but they are paid far less.” Simply put the work of judges’ directly impacts the lives of individuals and in many cases society at large. We expect hardworking and professionally competent judges and understand that they will be paid well – however, in many cases far less than their skills would command in a purely market environment. The question is finding that equilibrium point. The EJCC has identified several areas of concern.

The Judicial Nominating Pools

Over the past few years the EJCC began to hear significant anecdotal information about subtle changes in the selection pools for judicial vacancies. These “pools” are those lawyers submitting their names to the judicial nominating commissions. It is from these pools that the commissions select lawyers to present to the Governor for his final selection and subsequent Senate confirmation. The EJCC devoted several meetings to concerns about these nominating pools. Of particular concern were strong anecdotal statements from various groups associated with the nominating process that the composition of these “pools” was trending smaller and that there were an increasing number of applicants from state and local government.

From 1994 to 2004 the EJCC had access to information regarding the applicant pool (information regarding years of practice/type of practice/ number of applicants). This information was a very useful tool in support of the EJCC’s 2006 judicial salary increase recommendation. A few years ago responsibility for managing the judicial nominating process was statutorily transferred from the Administrative Office of the Courts (AOC) to the Governor’s Office (CCJJ). Unfortunately the maintenance of the nominating pool data in the same form was lost. (CCJJ has undertaken a project to restore this information. However it was not available in the same format at the time of this report). Nonetheless, an examination of available data shows some of the same concerns as ten years ago – fewer attorneys willing to apply and a drift to a slightly increased number of public sector nominees.

Changing Caseload Structure

The EJCC was presented with information regarding the changing caseload composition for Utah courts (see Figure 1). A comparison of the caseload composition in 2003 and that of 2013 shows a noticeable increase in the civil caseload (nearly 35%) but an actual decrease in criminal cases. All Utah judges are generalists – they are all required to hear all types of cases. Over time judicial experience should provide a judge the opportunity to hear a wide variety of matters. However, as noted by representatives of the Utah State Bar, the applicant pool should continue to reflect potential judges with experience in complex commercial litigation as well as applicants whose background is in criminal matters. However, the former group is most likely to be impacted by salary considerations.

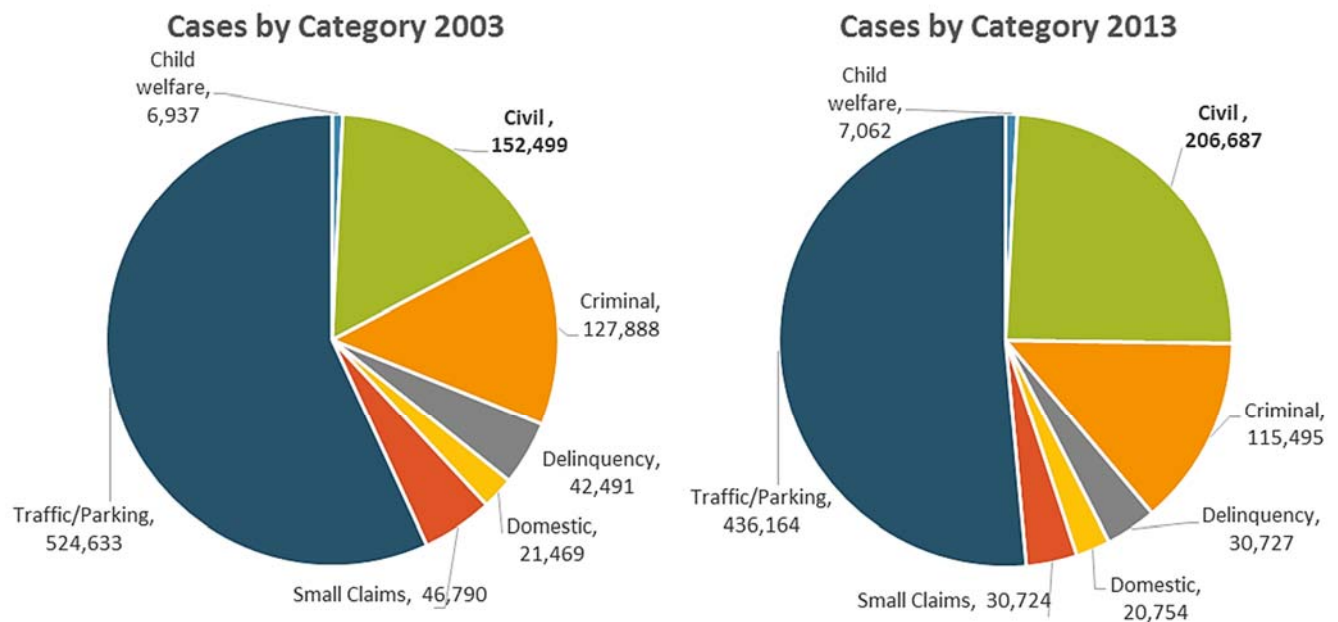


Figure 1

Judicial Retention

There have not been noticeable public resignations from the bench due to inadequate salaries. However, there is concern that contemporary employment options available to judges may be hastening judges' departure from the bench sooner than in the past after retirement eligibility. Employment in mediation and arbitration, for example, are very attraction options for former judges. The AOC indicates that they now expect to see approximately 8% of the existing bench retire each year.

Salary Rankings

The EJCC reached out to the National Center for State Courts (NCSC) for information about judicial salaries in other states (see Figure 2). There is always a certain skepticism about state rankings generally. However, these specific salary comparisons, undertaken by a single respected entity, do provide useful information about direction in judicial salaries. There is also the question about where a state's ranking "sweet spot" is located. It is also important to remember that these rankings are not static. When a state adjusts salaries it can significantly change a state's relative position.

Of most concern to the EJCC was the historical aspect of Utah's ranking. Specifically where Utah was prior to the last significant salary adjustment and what was the impact of that increase. Finally, where are we now?

The information indicates the 2007 increase did move Utah from the lower tier of salaries toward the upper middle. During the "Great Recession" salaries were essentially static in all states. However, as the various states' budget picture has improved there have been increases in judicial salaries across the country. As such Utah's relative position has been to drift toward its pre-2007 position. It should be noted that information from the NCSC indicates that a number of states are contemplating salary adjustment this upcoming legislative session which without action in Utah would likely move Utah back to its 2007 position.

Utah Judicial Salary Rankings History				
Year	Supreme Court	Appellate Courts	Trial Court (District Court)	Trial Court with COLA
1/1/2014	31	26	30	27
1/1/2013	29	21	29	21
1/1/2012	29	22	27	15
1/1/2011	29	22	27	19
1/1/2010	28	20	26	18
1/1/2009	28	21	24	16
1/1/2008	30	26	27	16
1/1/2007	36	32	38	30
1/1/2006	35	30	35	20
4/1/2005	39	33	40	27

Figure 2

Note: Rankings are on a scale of 1-51 (all 50 states and the District of Columbia) with "1" reflecting the highest salary and "51" reflecting the lowest salary.

Other Salary Information

EJCC looked at additional salary information for positions in the public legal community. We acknowledge some structural differences. However, the following information does provide some interesting reference points.

The salaries for the four Wasatch Front county attorneys (elected positions) are:

- Weber County - \$136,631
- Davis County - \$167,878
- Salt Lake County - \$160,072
- Utah County - \$122,631

Average: \$146,803

Public Information from the University of Utah law school professor salaries' indicates the following:

Average Salary:	\$175,413
Median:	\$181,190
Highest:	\$222,504
Lowest:	\$140,989

2014 EJCC Judicial Salary Recommendations

The goal of the major salary adjustments in 2007 was to establish a judicial salary baseline that could be maintained via incremental cost of living adjustments for an extended period of time. The "Great Recession" effectively destroyed that operating premise. Salaries were frozen and any adjustments were understandably minimal. The EJCC concluded Utah is really back at the same position it was nearly a decade ago – needing a major catch up adjustment to establish a new operating baseline.

The EJCC also felt it is somewhat misleading to think in terms of simple percentage adjustments. If there is a need to increase and improve the applicant pool and if salary is a contributing factor to some applicants not applying, then any salary increase needs to be sufficient to actually impact behavior. As such, the EJCC focused on an actual salary number that we felt accomplished these goals.

After looking at all of these factors, the EJCC unanimously recommends the following changes in judicial salaries. It is also our recommendation that these adjustments should be made over a two-year period. (It should be noted that under current statutory salary framework, general trial court judges (District and Juvenile Court Judges) are specifically stated in the statute. Appellate

Court Judges and Supreme Court Justices salaries are 105% and 110% of the trial court judges' salary respectively.)

1. The annual salary of Utah's District Court Judges/Juvenile Court Judges should be increased to \$160,000 from the current figure of \$136,500.
2. The annual salary of Court of Appeals Judges should be increased to \$168,012 from the current figure of \$143,325.
3. The annual salary of Supreme Court Justices should be increased from \$150,150 to \$176,024.

The EJCC recognizes these increases are significant. However, there is a need for perspective. Nearly ten (10) years ago the EJCC recommended a 21% increase over a three year period. The Utah State Legislature ultimately adopted a 16% increase over that same time period. This judicial salary increase is actually an 18.7% increase over a two-year time frame.

This increase with salary and benefits for 114 judicial positions (all types) calculates to approximately \$4,013,000 in ongoing costs.

PART TWO

EJCC RECOMMENDATIONS FOR UTAH'S STATE-WIDE ELECTED OFFICIALS

Recent History

In 2012 and 2103 the EJCC submitted its report calling for significant salary increases for Utah's five (5) state-wide elected officials – Governor, Lt. Governor, Attorney General, Auditor and Treasurer. The EJCC has carefully reviewed these prior reports and has concluded that its previous recommendations are still valid – if anything the situation has become more acute and merits action by the Utah Legislature. As such, the EJCC resubmits its conclusions and recommendations from its 2012/2013 reports.

STATEWIDE ELECTED OFFICIALS SALARIES

EJCC Recommendations for Utah's Constitutionally Established Officials

The EJCC focused its primary study efforts during 2011, 2012 and 2013 on the salaries of Utah's five constitutionally established elected offices (Governor, Lt. Governor, Attorney General, State Auditor, and State Treasurer). Given the fiscal circumstances faced by the State of Utah during the recent recession, the EJCC has recommended no substantive salary adjustments for several years. During this past year, however, the EJCC discussed in more depth the salary structure for these offices.

Current Elected Officials Salaries

Office	Salary
Governor	\$ 109,900
Lt. Governor	\$ 104,400
Attorney General	\$ 104,400
State Treasurer	\$ 104,400
State Auditor	\$ 104,400

As we reviewed comparative information from other states, market data for private sector executive positions and current salary levels for appointed officials in state and local government, the EJCC felt that there was a compelling case for a more substantive restructuring of these salaries rather than a simple cost-of-living (COLA) adjustment. (It should be noted that current

Utah law specifically sets only the salary of the Utah Governor. The remaining executive elected positions are based at 95% of the Governor's salary (Utah Code Ann. § 67-22-1)). After reviewing this information, our conclusions were influenced by the following considerations:

1. Contemporary market analysis regarding private sector executive compensation has little applicability to Utah's state-wide elected offices. In fact, market data for a private sector CEO of virtually any public or private entity with a budget of \$12B and spanning the scope of responsibilities of a governor would require compensation vastly higher than any level we might contemplate.
2. The commission also feels that salary comparisons with other states are also of limited value. However, the most current information comparing other states is provided in Appendix B. The nature of the various elected positions varies from state to state. For example, while the title "governor" may be common among states, the actual powers and duties may vary greatly. In our view it appears these comparisons are more an exercise in political acceptability than any meaningful analysis. The hyper-charged political dynamics surrounding elected officials' salaries means it is difficult for a state to make significant salary adjustments. As such state comparisons act largely as a form of salary compression.

Simply put, these offices are political offices and individuals seek them for a wide variety of political and personal reasons, none of which are related to salary.

Consequences of Unrealistically Low Salaries

The EJCC does feel there are important public policy considerations in setting a more realistic salary level for these offices. In general, these elected positions are the top leadership positions in Utah State Government. These positions are also the direct superiors of a number of important professional subordinates. Yet at current salary levels, these elected positions are among the lower-paid key professional positions in state government. For example, virtually all of the Governor's cabinet members are paid more than both the Governor and the Lt. Governor (See Appendix A). Similar situations exist within the offices of the other elected officials. In addition, a comparison with full-time executive positions in municipal and county government indicates that many local government senior leadership positions are also paid significantly more than the state government elected positions (See Appendix B).

It is assumed these positions are full-time and the compensation should reflect a realistic full-time amount. Implicitly that means there should not be an assumption that individuals holding these offices are either independently wealthy or will be required to augment the position's salary with other financial resources. Unrealistically low compensation can add to the

perception that officeholders may be required to augment their salary from political funds or other sources.

Appropriate Time for Change

The EJCC believes now is the appropriate time to adjust the salaries of Utah's state-wide elected officials. In 2013, the Utah State Legislature adjusted legislative compensation. Finally, beyond the occasional COLA adjustment, there has not been any significant modification in the Governor's salary in nearly a decade. Major changes in the other officials' salary resulted from the tie to the Governor's salary enacted in 2006.

EJCC Study Efforts

The development of the current EJCC's position on executive salaries began last year. Although the state's fiscal situation over the past few years precluded any serious discussion of a major adjustment, the EJCC members were unanimously of the opinion that these elected officials salaries needed significant adjustment.

The EJCC held multiple meetings in 2011, 2012, and 2013 how to deal with the issue of elected officials salaries. We arrived at two important conclusions: (1) Market factors and other comparative analysis have limited application; and (2) Political factors are inevitably an overriding consideration in making such adjustments. The EJCC responsibility is to remove, to the maximum extent possible, political considerations from our recommendations. Our study efforts and conclusions reflect a commitment to that goal. We have not consulted with any of the current officeholders or candidates for these offices. Our recommendations represent our collective professional opinion as individuals from across the political spectrum as to the need and rationale for a salary adjustment.

Conclusion

The EJCC recommends a substantial increase in the salary of Utah's Governor. (Increases in the Governor's salary automatically translate into increases in the other elected officials since they are tied to the salary of the governor.) Ultimately we find the current salary for the Chief Justice of the Utah Supreme Court, who is the head of the judicial branch, provides some underlying rationale for a salary figure. The heads of the legislative branch do not hold full-time positions. In total, these adjustments would increase state expenditures by \$262,700 ongoing from the General Fund (salary plus benefits – provided by the Office of the Legislative Fiscal Analyst).

Proposed Salary Recommendations

Office	Current Salary	Percent of Governor's Salary	Proposed Salary	Percent Increase
Governor	\$ 109,900	100%	\$ 150,000	36.5%
Lt. Governor	\$ 104,400	95%	\$ 142,500	36.5%
Attorney General	\$ 104,400	95%	\$ 142,500	36.5%
State Treasurer	\$ 104,400	95%	\$ 142,500	36.5%
State Auditor	\$ 104,400	95%	\$ 142,500	36.5%

Implementation Date

In its prior reports the EJCC did not discuss directly issues of implementation – whether salary adjustments should be phased in over multiple years or whether any salary adjustments should have a delayed implementation date. We are now at the mid-point in the terms of office for these positions. As such, we recommend that any adjustment not take effect until the date officeholders take office following the 2016 elections in January 2017.

Additional Recommendations

In addition to the actual salary proposals, the EJCC also recommends that the legislative mechanics for setting these salaries be modified. Currently any salary changes for these five positions, including COLA adjustments, are made via an independent piece of legislation (Utah Code Ann. § 67-22-1). This process is entirely unique to these positions. Salary adjustments for all other officials, including judges, are part of the appropriations process and set out in the appropriations act. It is important to note that judges' salaries are clearly delineated and are a separate line item in the appropriations act. The EJCC feels these five elected positions should be handled in the same manner.

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Appendix A: General Jurisdiction

	2012	Jan-13	Jan-14	2 year increase
	Salary	Salary	Salary	
Alabama	\$134,943.00	\$134,943.00	\$134,943.00	\$ -
Alaska	\$181,440.00	\$181,440.00	\$183,252.00	\$ 1,812.00
Arizona	\$145,000.00	\$145,000.00	\$145,000.00	\$ -
Arkansas	\$136,257.00	\$136,257.00	\$138,982.00	\$ 2,725.00
California	\$178,789.00	\$178,789.00	\$181,292.00	\$ 2,503.00
Colorado	\$128,598.00	\$128,598.00	\$133,228.00	\$ 4,630.00
Connecticut	\$146,780.00	\$146,780.00	\$154,559.00	\$ 7,779.00
Delaware	\$180,233.00	\$180,233.00	\$180,233.00	\$ -
District of Columbia	\$174,000.00	\$174,000.00	\$199,100.00	\$ 25,100.00
Florida	\$142,178.00	\$142,178.00	\$146,080.00	\$ 3,902.00
Georgia	\$148,891.00	\$148,891.00	\$155,252.00	\$ 6,361.00
Hawaii	\$136,127.00	\$136,127.00	\$185,736.00	\$ 49,609.00
Idaho	\$114,300.00	\$114,300.00	\$114,300.00	\$ -
Illinois	\$182,429.00	\$182,429.00	\$184,436.00	\$ 2,007.00
Indiana	\$130,080.00	\$130,080.00	\$134,112.00	\$ 4,032.00
Iowa	\$137,700.00	\$137,700.00	\$143,897.00	\$ 6,197.00
Kansas	\$120,037.00	\$120,037.00	\$120,037.00	\$ -
Kentucky	\$124,620.00	\$124,620.00	\$124,620.00	\$ -
Louisiana	\$137,744.00	\$137,744.00	\$143,253.00	\$ 5,509.00
Maine	\$111,969.00	\$111,969.00	\$115,356.00	\$ 3,387.00
Maryland	\$140,352.00	\$143,160.00	\$144,908.00	\$ 4,556.00
Massachusetts	\$129,694.00	\$129,694.00	\$144,694.00	\$ 15,000.00
Michigan	\$139,919.00	\$139,919.00	\$139,919.00	\$ -
Minnesota	\$129,124.00	\$129,124.00	\$134,289.00	\$ 5,165.00
Mississippi	\$104,170.00	\$112,128.00	\$112,128.00	\$ 7,958.00
Missouri	\$127,020.00	\$127,020.00	\$127,020.00	\$ -
Montana	\$113,928.00	\$113,928.00	\$117,600.00	\$ 3,672.00
Nebraska	\$134,694.00	\$134,694.00	\$141,428.00	\$ 6,734.00
Nevada	\$160,000.00	\$160,000.00	\$160,000.00	\$ -
New Hampshire	\$137,804.00	\$137,804.00	\$139,871.00	\$ 2,067.00
New Jersey	\$165,000.00	\$165,000.00	\$165,000.00	\$ -
New Mexico	\$111,631.00	\$111,631.00	\$112,747.44	\$ 1,116.44
New York	\$160,000.00	\$160,000.00	\$167,000.00	\$ 7,000.00
North Carolina	\$125,875.00	\$125,875.00	\$125,875.00	\$ -
North Dakota	\$126,597.00	\$126,597.00	\$131,661.00	\$ 5,064.00
Ohio	\$121,350.00	\$121,350.00	\$121,350.00	\$ -
Oklahoma	\$124,373.00	\$124,373.00	\$124,373.00	\$ -
Oregon	\$114,468.00	\$114,468.00	\$119,468.00	\$ 5,000.00
Pennsylvania	\$169,541.00	\$173,271.00	\$173,791.00	\$ 4,250.00
Rhode Island	\$149,207.00	\$149,207.00	\$149,207.00	\$ -
South Carolina	\$134,221.00	\$134,221.00	\$134,221.00	\$ -
South Dakota	\$113,688.00	\$113,688.00	\$117,099.00	\$ 3,411.00
Tennessee	\$156,792.00	\$161,808.00	\$165,204.00	\$ 8,412.00
Texas	\$125,000.00	\$125,000.00		
Utah	\$133,450.00	\$133,450.00	\$134,800.00	\$ 1,350.00
Vermont	\$126,369.00	\$126,369.00	\$131,040.00	\$ 4,671.00
Virginia	\$158,134.00	\$158,134.00	\$162,878.00	\$ 4,744.00
Washington	\$148,832.00	\$148,832.00	\$151,809.00	\$ 2,977.00
West Virginia	\$126,000.00	\$126,000.00	\$126,000.00	\$ -
Wisconsin	\$128,600.00	\$128,600.00	\$129,887.00	\$ 1,287.00
Wyoming	\$150,000.00	\$150,000.00	\$150,000.00	\$ -

Appendix B: Intermediate Appellate Court Judicial Salaries

	2012	Jan-13	Jan-14	2 year increase
	Salary	Salary	Salary	
Alabama	\$178,878.00	\$178,878.00	\$178,878.00	\$ -
Alaska	\$185,388.00	\$185,388.00	\$187,236.00	\$ 1,848.00
Arizona	\$150,000.00	\$150,000.00	\$150,000.00	\$ -
Arkansas	\$140,732.00	\$140,732.00	\$143,547.00	\$ 2,815.00
California	\$204,599.00	\$204,599.00	\$207,463.00	\$ 2,864.00
Colorado	\$134,128.00	\$134,128.00	\$138,957.00	\$ 4,829.00
Connecticut	\$152,637.00	\$152,637.00	\$160,727.00	\$ 8,090.00
Delaware				\$ -
District of Columbia				\$ -
Florida	\$150,077.00	\$150,077.00	\$154,140.00	\$ 4,063.00
Georgia	\$166,186.00	\$166,186.00	\$166,186.00	\$ -
Hawaii	\$139,924.00	\$139,924.00	\$190,908.00	\$ 50,984.00
Idaho	\$120,900.00	\$120,900.00	\$120,900.00	\$ -
Illinois	\$198,805.00	\$198,805.00	\$200,992.00	\$ 2,187.00
Indiana	\$152,293.00	\$152,293.00	\$157,014.00	\$ 4,721.00
Iowa	\$147,900.00	\$147,900.00	\$154,556.00	\$ 6,656.00
Kansas	\$131,518.00	\$131,518.00	\$131,518.00	\$ -
Kentucky	\$130,044.00	\$130,044.00	\$130,044.00	\$ -
Louisiana	\$143,647.00	\$143,647.00	\$148,962.00	\$ 5,315.00
Maine				\$ -
Maryland	\$149,552.00	\$152,543.00	\$154,108.00	\$ 4,556.00
Massachusetts	\$135,087.00	\$135,087.00	\$150,087.00	\$ 15,000.00
Michigan	\$151,441.00	\$151,441.00	\$151,441.00	\$ -
Minnesota	\$137,552.00	\$137,552.00	\$143,054.00	\$ 5,502.00
Mississippi	\$105,050.00	\$114,994.00	\$114,994.00	\$ 9,944.00
Missouri	\$134,685.00	\$134,685.00	\$134,685.00	\$ -
Montana				\$ -
Nebraska	\$138,334.00	\$138,334.00	\$145,251.00	\$ 6,917.00
Nevada				\$ -
New Hampshire				\$ -
New Jersey	\$175,534.00	\$175,534.00	\$175,534.00	\$ -
New Mexico	\$117,506.00	\$117,506.00	\$118,681.51	\$ 1,175.51
New York	\$168,600.00	\$168,600.00	\$170,700.00	\$ 2,100.00
North Carolina	\$133,109.00	\$133,109.00	\$133,109.00	\$ -
North Dakota				\$ -
Ohio	\$132,000.00	\$132,000.00	\$132,000.00	\$ -
Oklahoma	\$130,410.00	\$130,410.00	\$130,410.00	\$ -
Oregon	\$122,820.00	\$122,820.00	\$127,820.00	\$ 5,000.00
Pennsylvania	\$184,282.00	\$188,337.00	\$188,903.00	\$ 4,621.00
Rhode Island				\$ -
South Carolina	\$137,753.00	\$137,753.00	\$137,753.00	\$ -
South Dakota				\$ -
Tennessee	\$162,396.00	\$167,592.00	\$171,108.00	\$ 8,712.00
Texas	\$137,500.00	\$137,500.00		
Utah	\$140,100.00	\$140,100.00	\$141,550.00	\$ 1,450.00
Vermont				\$ -
Virginia	\$168,322.00	\$168,322.00	\$173,177.00	\$ 4,855.00
Washington	\$156,328.00	\$156,328.00	\$159,455.00	\$ 3,127.00
West Virginia				\$ -
Wisconsin	\$136,316.00	\$136,316.00	\$137,681.00	\$ 1,365.00
Wyoming				\$ -

Appendix C: Supreme Court Associate Judges

	2012	Jan-13	Jan-14	2 year increase
	Salary	Salary	Salary	
Alabama	\$180,005.00	\$180,005.00	\$180,005.00	\$ -
Alaska	\$196,224.00	\$196,224.00	\$198,192.00	\$ 1,968.00
Arizona	\$155,000.00	\$155,000.00	\$155,000.00	\$ -
Arkansas	\$145,204.00	\$145,204.00	\$148,108.00	\$ 2,904.00
California	\$218,237.00	\$218,237.00	\$221,292.00	\$ 3,055.00
Colorado	\$139,660.00	\$139,660.00	\$144,688.00	\$ 5,028.00
Connecticut	\$162,520.00	\$162,520.00	\$171,134.00	\$ 8,614.00
Delaware	\$190,639.00	\$190,639.00	\$191,860.00	\$ 1,221.00
District of Columbia	\$184,500.00	\$184,500.00	\$211,200.00	\$ 26,700.00
Florida	\$157,976.00	\$157,976.00	\$162,200.00	\$ 4,224.00
Georgia	\$167,210.00	\$167,210.00	\$167,210.00	\$ -
Hawaii	\$151,118.00	\$151,118.00	\$206,184.00	\$ 55,066.00
Idaho	\$121,900.00	\$121,900.00	\$121,900.00	\$ -
Illinois	\$211,228.00	\$211,228.00	\$213,552.00	\$ 2,324.00
Indiana	\$156,667.00	\$156,667.00	\$161,524.00	\$ 4,857.00
Iowa	\$163,200.00	\$163,200.00	\$170,544.00	\$ 7,344.00
Kansas	\$135,905.00	\$135,905.00	\$135,905.00	\$ -
Kentucky	\$135,504.00	\$135,504.00	\$135,504.00	\$ -
Louisiana	\$150,772.00	\$150,772.00	\$159,064.00	\$ 8,292.00
Maine	\$119,476.00	\$119,476.00	\$123,073.00	\$ 3,597.00
Maryland	\$162,352.00	\$165,600.00	\$166,908.00	\$ 4,556.00
Massachusetts	\$145,984.00	\$145,984.00	\$160,984.00	\$ 15,000.00
Michigan	\$164,610.00	\$164,610.00	\$164,610.00	\$ -
Minnesota	\$145,981.00	\$145,981.00	\$151,820.00	\$ 5,839.00
Mississippi	\$112,530.00	\$122,460.00	\$122,460.00	\$ 9,930.00
Missouri	\$147,591.00	\$147,591.00	\$147,591.00	\$ -
Montana	\$121,434.00	\$121,434.00	\$124,949.00	\$ 3,515.00
Nebraska	\$145,615.00	\$145,615.00	\$152,895.00	\$ 7,280.00
Nevada	\$170,000.00	\$170,000.00	\$170,000.00	\$ -
New Hampshire	\$146,917.00	\$146,917.00	\$149,121.00	\$ 2,204.00
New Jersey	\$185,482.00	\$185,482.00	\$185,482.00	\$ -
New Mexico	\$123,691.00	\$123,691.00	\$124,927.91	\$ 1,236.91
New York	\$177,000.00	\$177,000.00	\$184,800.00	\$ 7,800.00
North Carolina	\$138,896.00	\$138,896.00	\$138,896.00	\$ -
North Dakota	\$138,159.00	\$138,159.00	\$143,685.00	\$ 5,526.00
Ohio	\$141,600.00	\$141,600.00	\$141,600.00	\$ -
Oklahoma	\$137,655.00	\$137,655.00	\$137,655.00	\$ -
Oregon	\$125,688.00	\$125,688.00	\$130,688.00	\$ 5,000.00
Pennsylvania	\$195,309.00	\$199,606.00	\$200,205.00	\$ 4,896.00
Rhode Island	\$165,726.00	\$165,726.00	\$165,726.00	\$ -
South Carolina	\$141,286.00	\$141,286.00	\$141,286.00	\$ -
South Dakota	\$121,718.00	\$121,718.00	\$125,370.00	\$ 3,652.00
Tennessee	\$167,976.00	\$173,352.00	\$176,988.00	\$ 9,012.00
Texas	\$150,000.00	\$150,000.00	\$168,000.00	\$ 18,000.00
Utah	\$146,800.00	\$146,800.00	\$148,300.00	\$ 1,500.00
Vermont	\$132,928.00	\$132,928.00	\$137,842.00	\$ 4,914.00
Virginia	\$183,839.00	\$183,839.00	\$188,949.00	\$ 5,110.00
Washington	\$164,221.00	\$164,221.00	\$167,505.00	\$ 3,284.00
West Virginia	\$136,000.00	\$136,000.00	\$136,000.00	\$ -
Wisconsin	\$144,495.00	\$144,495.00	\$145,942.00	\$ 1,447.00
Wyoming	\$165,000.00	\$165,000.00	\$165,000.00	\$ -

Appendix D: Summary of Judicial Applicants by District

Practice History													
Number of Vacancies	Number of Applicants	Number of Unique Applicants within the District	Average Number of Applicants	Gender		Average Years of Experience	Practice History						
				Female	Male		Government	Primarily Government	Total Government	Private	Primarily Private	Total Private	
1st District Total	3	67	22.3	6.0%	94.0%	18.8	10.4%	20.9%	31.3%	46.3%	22.4%	68.7%	
1st District	3	67	22.3	6.0%	94.0%	18.8	10.4%	20.9%	31.3%	46.3%	22.4%	68.7%	
1st Juvenile	0	0	0.0	0.0%	0.0%	0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
2nd District Total	4	107	26.8	23.4%	76.6%	18.7	16.8%	29.0%	45.8%	36.4%	17.8%	54.2%	
2nd District	2	62	31.0	12.9%	87.1%	19.8	14.5%	19.4%	33.9%	45.2%	21.0%	66.1%	
2nd Juvenile	2	45	22.5	37.8%	62.2%	17.1	20.0%	42.2%	62.2%	24.4%	13.3%	37.8%	
3rd District Total	11	361	32.8	24.7%	75.3%	18.7	21.3%	21.9%	43.2%	29.4%	19.7%	49.0%	
3rd District	8	280	35	21.8%	78.2%	18.9	17.9%	20.0%	37.9%	32.1%	20.0%	52.1%	
3rd Juvenile	3	81	27.0	34.6%	65.4%	18.3	33.3%	28.4%	61.7%	18.5%	19.8%	38.3%	
4th District Total	3	84	28.0	13.1%	86.9%	15.1	10.7%	25.0%	35.7%	44.0%	20.2%	64.3%	
4th District	1	24	24.0	8.3%	91.7%	16.1	8.3%	20.8%	29.2%	58.3%	12.5%	70.8%	
4th Juvenile	2	60	30.0	15.0%	85.0%	14.6	11.7%	26.7%	38.3%	38.3%	23.3%	61.7%	
5th District Total	3	94	31.3	10.6%	87.2%	18.0	11.7%	29.8%	41.5%	37.2%	21.3%	58.5%	
5th District	2	52	26.0	5.8%	94.2%	18.0	9.6%	26.9%	36.5%	36.5%	26.9%	63.5%	
5th Juvenile	1	42	42.0	16.7%	83.3%	18.0	14.3%	33.3%	47.6%	38.1%	14.3%	52.4%	
8th District Total	3	81	27.0	9.9%	90.1%	19.0	11.1%	28.4%	39.5%	24.7%	35.8%	60.5%	
8th District	1	24	24.0	4.2%	95.8%	19.4	8.3%	33.3%	41.7%	25.0%	33.3%	58.3%	
8th Juvenile	2	57	28.5	12.3%	87.7%	18.8	12.3%	26.3%	38.6%	24.6%	36.8%	61.4%	
Court of Appeals	2	51	25.5	35.3%	64.7%	21.2	7.8%	33.3%	41.2%	27.5%	31.4%	58.8%	
Overall	29	845	29.1	19.5%	80.5%	18.5	16.6%	25.8%	42.4%	33.1%	24.5%	57.6%	
District	17	509	29.9	15.5%	84.5%	18.8	15.7%	22.4%	38.1%	37.7%	24.2%	61.9%	
Juvenile	10	285	28.5	23.9%	76.1%	17.4	19.6%	30.5%	50.2%	26.0%	23.9%	49.8%	

Note: This table summarizes the applications for 25 judicial vacancies by district and, if applicable, by vacancy type within each District—juvenile or district court. Tables displaying the breakdown of individual Districts and the average years experience by practice type can be found on the next two worksheets. In this table, the number of unique applicants within each District does not take into consideration any duplicate applicants who may have applied to other District vacancies. Similarly, the number of unique applicants in the district and juvenile subcategories does not consider as duplicates those applicants who have applied to both juvenile and district court vacancies, only the applicants within each vacancy type. Therefore, the district and juvenile subcategory will not add up to the District total, which considers both together. The total number of unique applicants across all Districts can be found in the overall totals.

APPENDIX E: State Appointed Officials

Job Title	Salary
COMMISSIONER, PUBLIC SERVICE COMMISSION	\$111,321.60
COMMISSIONER OF AGRICULTURE	\$102,627.20
COMMISSIONER, PUBLIC SERVICE COMMISSION	\$111,321.60
COMMISSIONER, PUBLIC SERVICE COMMISSION	\$111,321.60
EXECUTIVE DIRECTOR, TAX COMMISSION	\$117,520.00
DIRECTOR, OFFICE OF PLANNING AND BUDGET	\$130,977.60
COMMISSIONER, TAX COMMISSION	\$117,395.20
COMMISSIONER, PUBLIC SAFETY	\$117,520.00
EXECUTIVE DIRECTOR, DHS	\$130,977.60
COMMISSIONER, TAX COMMISSION	\$117,395.20
DIRECTOR, GOVERNORS OFFICE ECONOMIC DEVT	\$127,483.20
EXECUTIVE DIRECTOR, HERITAGE AND ARTS	\$111,113.60
EXECUTIVE DIRECTOR, COMMERCE	\$127,254.40
COMMISSIONER, INSURANCE	\$108,347.20
EXECUTIVE DIRECTOR, CCJJ	\$102,627.20
COMMISSIONER, LABOR COMMISSION	\$102,627.20
EXECUTIVE DIRECTOR, DEPT. OF HUMAN RESOURCE MGMT	\$127,483.20
EXECUTIVE DIRECTOR, DEPARTMENT OF ADMIN SERVICES	\$117,520.00
CHAIR, TAX COMMISSION	\$117,395.20
COMMISSIONER, TAX COMMISSION	\$117,395.20
COMMISSIONER, FINANCIAL INSTITUTIONS	\$114,358.40
EXECUTIVE DIR UTAH SCIENCE TECHNOLOGY AND	\$117,520.00
EXECUTIVE DIRECTOR, UDOT	\$160,222.40
EXECUTIVE DIRECTOR, DEPT OF CORRECTIONS	\$117,520.00
EXECUTIVE DIRECTOR, DEPT OF HEALTH	\$134,576.00
DIRECTOR, ALCOHOLIC BEVERAGE CONTROL COMMISSION	\$115,003.20
CHAIRMAN, BOARD OF PARDONS	\$111,321.60
EXECUTIVE DIRECTOR, DEPT OF VETERANS AFFAIRS	\$97,198.40
EXECUTIVE DIRECTOR, DEQ	\$118,102.40
EXECUTIVE DIRECTOR, DNR	\$127,483.20
ADJUTANT GENERAL	\$102,627.20
CHIEF INFORMATION OFFICER	\$130,977.60
average	\$117,954
median	\$117,395
low	\$97,198
high	\$160,222
range	\$63,024

APPENDIX F: Local Government

The EJCC considered compensation/salary for relevant positions at the local government level. Local government positions are just a sample of some larger-sized municipalities and counties. The EJCC made an estimate of what the state equivalent salary would be so we were making base salary comparisons (state equivalent salary = total compensation ÷ 1.45. The .45 reflects benefit levels.) Positions are compared to the state elected executive position of the (1) Governor/Lt. Governor, (2) Attorney General, (3) State Auditor and (4) State Treasurer.

1. *Governor/Lt. Governor* – This includes a sample of 25 local government full-time relevant chief executive positions (including city mayor, county mayor, county commissioner city manager where there is no strong mayor position).

	Equiv. State Salary
Average	\$124,755
Median	\$126,829
Min	\$105,186
Max	\$160,410
Range	\$55,224

2. *Attorney General* – The sample includes 19 local government head attorneys for both cities and counties.

	Equiv. State Salary
Average	\$120,044
Median	\$116,680
Min	\$101,801
Max	\$163,370
Range	\$61,569

3. *State Auditor* – This sample includes 9 local government lead auditor positions

	Equiv. State Salary
Average	\$87,946
Median	\$76,426
Min	\$50,769
Max	\$172,106
Range	\$121,337

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4. State Treasurer – This sample includes 18 local government treasurer position:

	Equiv. State Salary
Average	\$84,403
Median	\$74,673
Min	\$61,472
Max	\$161,010
Range	\$99,538

APPENDIX G: University President Salaries

2012-2013 President and Commissioner Salaries	
Institution	FY 2012-2013 Salary
University of Utah	\$ 351,887
Utah State University	\$ 286,621
Weber State University	\$ 193,639
Southern Utah University	\$ 194,930
Snow College	\$ 152,308
Dixie State University	\$ 161,588
Utah Valley University	\$ 194,930
Salt Lake Community College	\$ 194,059
Commissioner of Higher Education	\$ 235,000
average	\$ 218,329
median	\$ 194,930
min	\$ 152,308
max	\$ 351,887
range	\$ 199,579

APPENDIX H: Utah School District Superintendents

1. *Utah School District Superintendents* - includes 32 Utah school district superintendents:

	Base Salary
average	\$ 124,732
median	\$ 116,736
min	\$ 81,000
max	\$ 211,335
range	\$ 130,335

Appendix I: State Elected Executive Salary Comparison



THE COUNCIL OF STATE GOVERNMENTS
THE BOOK OF THE STATES 2014

EXECUTIVE BRANCH

Table 4.11

SELECTED STATE ADMINISTRATIVE OFFICIALS: ANNUAL SALARIES BY REGION

<i>State or other jurisdiction</i>	<i>Governor</i>	<i>Lieutenant governor</i>	<i>Attorney general</i>	<i>Treasurer</i>	<i>Auditor</i>
Alabama	0 (d)	68,556	166,002	85,248	85,248
Alaska	145,000	115,000	136,350	122,928	133,908
Arizona	95,000	(a-2)	90,000	70,000	128,785
Arkansas	86,890	41,896	72,408	N.A.	54,305
California	173,987	130,490	151,127	139,189	175,000
Colorado	90,000	68,500	80,000	68,500	140,000
Connecticut	150,000	110,000	110,000	110,000	(c)
Delaware	171,000	78,553	145,207	113,374	108,532
Florida	130, 273 (d)	124,851	128,972	128,972	135,000
Georgia	139,339	91,609	137,791	163,125	159,215
Hawaii	143,748	140,220	140,220	140,220	133,536
Idaho	119,000	35,700	107,100	101,150	...
Illinois	177,412	135,669	156,541	135,669	151,035
Indiana	111,688	88,543	92,503	76,892	76,892
Iowa	130,000	103,212	123,669	103,212	103,212
Kansas	99,636	54,000	98,901	86,003	N.A.
Kentucky	138,012	117,329	117,329	117,329	117,329
Louisiana	130,000	115,000	115,000	115,000	132,620
Maine	70,000	(h) (e)	92,248	69,264	81,556
Maryland	150,000	125,000	125,000	125,000	...
Massachusetts	151,800	N.A.	130,582	127,917	137,425
Michigan	159,300	111,510	112,410	174,204	163,537
Minnesota	119,850	77,896	113,859	(a-24)	101,858
Mississippi	122,160	60,000	108,960	90,000	90,000
Missouri	133,821	86,484	116,437	107,746	107,746
Montana	108,167	86,362	115,817	(a-6)	88,099

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Nebraska	105,000	75,000	95,000	85,000	85,000
Nevada	149,573	63,648	141,086	102,898	...
New Hampshire	121,896	(e)	117,913	105,930	...
New Jersey	175,000	141,000	141,000	141,000	141,793
New Mexico	110,000	85,000	95,000	85,000	85,000
New York	179,000 (d)	151,500	151,500	127,000	151,500
North Carolina	141,265	124,676	124,676	124,676	124,676
North Dakota	121,679	94,461	143,685	91,406	96,794
Ohio	148,886	78,041	109,986	109,986	109,985
Oklahoma	147,000	114,713	132,825	114,713	114,713
Oregon	98,600	(a-2)	82,220	72,000	147,324
Pennsylvania (f)	187,818*	157,765*	156,264	156,264	156,264
Rhode Island (g)	129,210	108,808	115,610	108,808	140,050
South Carolina	106,078	46,545	92,007	92,007	104,433
South Dakota	104,002	(h)	103,892	83,135	105,348
Tennessee	181,980 (d)	60,609 (e)	176,988	190,260	190,260
Texas	150,000	7,200 (i)	150,000	(a-14)	198,000
Utah	109,470	104,000	98,509	104,000	104,000
Vermont	145,538	61,776	113,901	92,269	95,139
Virginia	175,000	36,321	150,000	162,214	168,279
Washington	166,891	93,948	151,718	116,950	116,950
West Virginia	150,000	(e)	95,000	95,000	95,000
Wisconsin	144,423	76,261	140,147	68,566	114,351
Wyoming	105,000	(a-2)	147,000	92,000	92,000
Guam	90,000	85,000	105,286	52,492	100,000
No. Mariana Islands	70,000	65,000	80,000	40,800 (b)	80,000
Puerto Rico	70,000	...	N.A.	N.A.	N.A.
U.S. Virgin Islands	80,000	75,000	76,500	76,500	76,500

Sources: The Council of State Governments' survey of state personnel agencies and state Web sites February 2014.

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**Report to the Public, Legislature, and
Governor of the Commonwealth of
Massachusetts**

By

**The Special Advisory Commission Regarding
the Compensation of Public Officials**

December 1, 2014

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The Special Advisory Commission regarding the Compensation of Public Officials was created by Section 239 of Chapter 165 of the Acts of 2014 (the fiscal 2015 General Appropriation Act). The Commission was charged to study the compensation of the state's constitutional officers and members of the state legislature, to compare their compensation with constitutional officers in other states and to the private sector, and to examine the method by which biennial adjustments are made to legislative base pay.

As prescribed in the enabling legislation, the State Auditor made one appointment:

- Ms. Cathy Minehan, Dean, Simmons School of Management.

The Secretary of State also made one appointment:

- Mr. Chris Kealey, Deputy Director, Massachusetts Business Roundtable.

The Governor made four appointments, including:

- Dr. J. Lynn Griesemer, Executive Director, UMass Donahue Institute and Associate Vice President for Economic Development, UMass President's Office
- Ms. Mary Ann Ashton, Co-Chair, League of Women Voters-Acton Area
- Dr. Michael J. Widmer, President, Massachusetts Taxpayers Foundation;
- Mr. Ira A. Jackson, Dean, John W. McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston, whom the Governor also appointed as Chair.

Secretary of Administration and Finance Glen Shor serves ex officio, and was represented by:

- Mr. Scott A. Jordan, Undersecretary, Administration and Finance at Commonwealth of Massachusetts

The legislature's charge to the board included four discrete tasks. These include a review of:

(A) all forms of direct and indirect compensation of public officials identified in said Article LXIV, including base salaries, stipends, general expenses, per-diem allowances and any other form of compensation; (B) a state-by-state comparison of direct and indirect compensation of comparable public officials; (C) a comparison of direct and indirect compensation of public officials with similar employment in the private sector in the commonwealth; and (D) an analysis of the methods of calculating median family income for the purpose of Article CXVIII of the Articles of Amendment to the Constitution.¹

¹ Section 239 of Chapter 165 of the Acts of 2014 (FY2015 state budget).

I. COMMISSION PROCESS

The Commission held seven meetings between September 5, 2014 and November 21, 2014, all of which complied with the Commonwealth's Open Meeting Law requirements. Two Public Hearings were held in November, one in Boston and the other in Springfield, at which several private citizens provided input into the Commission's Preliminary Findings of Fact, which were released to the public on November 5 and can be found on our website: www.masspubliccomp.umb.edu. Public comment was also received via an email address established for this purpose (MassPublicComp@umb.edu).

In Section 58 of Chapter 359 of the Supplemental Budget Bill, the legislature officially moved the deadline for the Commission to complete its work from September 30, 2014 to December 1, 2014. The Commission still had less than 90 days to complete its work – having had its first organizational meeting on September 5 and releasing the final report on December 1 – and was thus tightly constrained by time. Nevertheless, the Commission is confident that its analysis fulfills the mandate in the legislation and that its conclusions and recommendations are supported by fact and adequate analysis.

The Commission based its analysis on a series of framing questions derived from the mandate in Section 239. These included:

- Does the Governor's salary accurately and adequately reflect his/her responsibilities?
- Where does Massachusetts rank in terms of gubernatorial salary in comparison to other states?
- Does the relationship between the Governor's salary and other Constitutional Officers' salaries appropriately reflect the importance of each position's respective responsibilities?
- Does the relationship between the Governor's salary and those of the Senate President and the House Speaker appropriately reflect the importance of each position's responsibilities?
- How do current salaries of Constitutional Officers, the Senate President, and House Speaker compare with compensation for private sector positions with similar responsibilities?
- Are these salaries sufficient to attract and retain highly qualified individuals broadly representative of the general public to these positions?
- What formulas have been used for the biennial adjustment to legislative pay, and what has their effect been on the salaries of legislators? What is the most appropriate data to rely upon so that future adjustments are consistent and transparent?
- Are current methods for other payments to legislators for reimbursement of per diem expenses and office expenses adequate and fair for legislators from diverse parts of the state who may have different needs for travel, lodging, and office space? Are these other forms of compensation understandable to their constituents?

- When considering revising the compensation for certain public officials, should we also consider simultaneous procedural reforms? If so, what kind of reforms would be most appropriate?
- Should consideration be given to restrictions on outside income for full-time public officials, as a previous Special Advisory Commission recommended in 2008?²
- Should future Special Advisory Commissions of this kind be established, and with what frequency should they be appointed, and by whom?

To address these questions, the Commission established Lead Commissioners to research certain topics in detail and report their findings back to the group.

Commission Chair Ira A. Jackson and Commissioner Scott Jordan were Lead Commissioners on the topic of philosophy and guiding principles.

Commissioner Mary Ann Ashton was the Lead Commissioner on the topic of comparing public official compensation in Massachusetts to public official compensation in other states.

Commissioners Cathy Minehan and Chris Kealey were Lead Commissioners on the topic of private sector comparisons. They received substantial research support from Warren Kerper, Managing Principal in the Boston Office of Sullivan, Cotter and Associates, Inc. (Sullivan Cotter), and were supported by an intern, Sunshine Greene, from Simmons College School of Management.

Commissioners Mike Widmer and Lynn Griesemer were Lead Commissioners on the topic of the methods of calculating changes in median family income for the purpose of Article CXVIII of the Articles of Amendment to the Constitution and other components of legislative pay, including per diem and office expense compensations.

The Chair's Research Assistant, Jason Ewas, a graduate student and McCormack Scholar in the MSPA program at the McCormack Graduate School, contributed to numerous components of the report, including working with the Chair on drafting the Commission's Preliminary Findings of Fact and Final Report. Yuliya Rashchupkina, a doctoral candidate in the Global Governance and Human Security program at the McCormack Graduate School, provided research support throughout the process.

Ashley O'Neill, an Executive Assistant in the Office of Administration and Finance, provided substantial research and logistical support for Commissioner Scott Jordan and the entire Commission. Lori Hindle, Director of Intergovernmental Affairs for the Commonwealth of Massachusetts, provided administrative support to the Commission. Kristin Cormier, an

² See *Report to the Legislature of the Commonwealth of Massachusetts*, by the Advisory Board on Compensation, co-chaired by Paul Guzzi and Nora Costa, June 20, 2008 (hereinafter referred to as the Guzzi-Costa Report). Report is available at www.masspubliccomp.umb.edu.

Executive Assistant for Economic Development at the UMass President's Office, helped arrange the Commission's meetings that took place at the UMass President's Office.

Carolyn Ryan, Assistant Director of Policy and Research at the Massachusetts Taxpayers Foundation, and Carrie Bernstein, Senior Research Analyst at the UMass Donahue Institute, provided substantial research support for Commissioners Mike Widmer and Lynn Griesemer.

II. GUIDING PHILOSOPHY

The Commission agreed to make all recommendations based on the principle that an effective democracy requires exceptional representatives of the people, especially those officials with the greatest responsibilities. The U.S. Constitution establishes the framework of a democratic government whose success depends to a great extent upon its elected officials' professional skills, analytical abilities, and commitment to serve the will of the people. Writing of government efficiency in the *Federalist Papers*, Alexander Hamilton observed that "the vigor of government is essential to the security of liberty." In Article V of the Constitution of Massachusetts, John Adams wrote that "all power residing originally in the people, and being derived from them, the several magistrates and officers of government, vested with authority, whether legislative, executive, or judicial, are their substitutes and agents, and are at all times accountable to them." The capacity of those agents to adequately perform this function will in large part determine the efficacy of representative government.

Article XIII of the Massachusetts Constitution states:

As the public good requires that the governor should not be under the undue influence of any of the members of the general court by a dependence on them for his support, that he should in all cases, act with freedom for the benefit of the public, that he should not have his attention necessarily diverted from that object to his private concerns -- and that he should maintain the dignity of the commonwealth in the character of its chief magistrate, it is necessary that he should have an honorable stated salary, of a fixed and permanent value, amply sufficient for those purposes, and established by standing laws: and it shall be among the first acts of the general court, after the commencement of this constitution, to establish such salary by law accordingly.

A constitutional officer's salary should enable any capable individual of the Commonwealth, regardless of his or her economic means and geographic representation, to offer his or her talents to the public interest. It should simultaneously act as a barrier or protection against the temptation of corruption or influence. In addition to these factors, the Commission wishes to recommend compensation levels that will bring qualified, dedicated people from the public, private and not-for-profit sectors to public office. The

Commission views this collaboration as essential to effective governance in an increasingly complicated world and wishes to open the doors of elected office to a greater number of qualified individuals while helping to insure that, once in office, those officials execute their job faithfully and effectively.

Based on the Commission's review of the literature on public employee compensation and responsibilities,³ extensive research, public hearings, and its discussions, it concluded that the following factors be considered in setting salaries of high-level elected government positions within its scope of responsibility:

- Ability to attract and retain a diverse and high quality set of people in determining public policy and the delivery of public services.
- Official list and scope of responsibilities undertaken by public officials.
- Comparability of salaries of similar positions in other states, as well as comparability within the state's own salary structure.
- Comparability of direct and indirect compensation of public officials with similar employment in the private sector, including for-profit and not-for-profit businesses.
- Cost of living in Greater Boston and Massachusetts generally compared to other states and regions, and changes in these costs since previous salary adjustments.
- Skills and qualifications required, and level of responsibility associated with the position.
- Effects on the current, future, direct, and indirect costs of salary decisions on the state's finances.

While ideally comparisons would be made of total compensation, including benefits and other non-salary compensation, the tight time constraints required the Commission to prioritize its investigations, and this analysis is not included.

³ See, for example, reports from the 2000 Connecticut Commission of Compensation of Elected Officials and Judges, Oregon's 2008 report, the 2008 Guzzi-Costa Report, and a host of others based their recommendations on similar criteria. Other examples include James L. Stern, Charles M. Rehms, J. Joseph Loewenberg, Hirshel Kasper, and Barbara D. Dennis, *Final-Offer Arbitration* (Lexington, MA: D. C. Heath, 1975), pp. 203-13; Walter Fogel and David Lewin, "Wage Determination in the Public Sector," in *Public Sector Labor Relations*, edited by David Lewin, Peter Feuille, and Thomas A. Kochan, 2nd edition (Sun City, AZ: Thomas Horton and Daughters), pp. 269-289; Alan Rosenthal, *Engines of Democracy: Politics & Policymaking in State Legislatures* (Washington, DC: CQ Press, 2009); G. Krauss and N. Woods, *State Bureaucracy: Policy Delegation, Comparative Institutional Capacity, and Administrative Politics in the American States*, Oxford Handbook of State and Local Government, 2014.

III. ANALYSIS

METHODOLOGY AND BACKGROUND FOR ANALYSIS

Table 1 shows the salaries that are currently being paid to the Governor, Secretary of State, Attorney General, Treasurer, Auditor, Speaker of the House and Senate President. Because the Lieutenant Governor position has been vacant since 2012, the Commissioners estimated what the current salary might have been had the position continued to receive the same increases as those of the Governor.

Table 1
Current Salaries of Constitutional Officers, Senate President, and Speaker of the House

Position	Current Salary	Percentage of Governor's Salary
Governor	\$151,800	100%
Auditor	\$134,952	88.90%
Lieutenant Governor (Projected)	\$134,932	88.89%
Secretary of State	\$130,916	86.24%
Attorney General	\$130,582	86.02%
Treasurer	\$127,917	84.27%
Senate President	\$102,279	67.38%
House Speaker	\$102,279	67.38%
Total Cost	\$1,015,657	

Commissioners developed and reviewed descriptions of the jobs of each of the Constitutional Officers, and identified similar positions in the public, private, and not-for-profit sectors.⁴ For similar positions in other states, Commissioners relied upon data collected by the Council for State Governments as published in the *2014 Book of States*.⁵ The Commission compared the salaries that Massachusetts pays to each of its Constitutional Officials with those paid in other states. Table 2 summarizes the relative ranking of each of these positions with similar officials in the other 49 states. The state-by-

⁴ The descriptions of each of these positions are summarized in Appendix A.

⁵ Council of State Governments, *2014 Book of States*, available at <http://knowledgecenter.csg.org/kc/category/content-type/bos-2014>. These data reflect salary data for the 2014 fiscal year (ends June 30, 2014), and were collected by CSG in February 2014, either through survey responses or through access to state websites.

state rankings for each position and more details on the findings are included in Appendix B.

Table 2
Rank of Massachusetts Constitutional Officer Salaries Among 50 States

Position	Salary for FY2014	Rank of Massachusetts Among 50 States
Governor	\$151,800	11
Attorney General	\$130,582	20
Treasurer	\$127,917	11
Lieutenant Governor	\$134,932	6
Secretary of State	\$130,262	9
Auditor	\$137,425	14

However, salaries paid to individuals locally do not accurately reflect the buying power that a salary has in that location. Typically if one were considering relocating to a similar position in another part of the country, one would want to know how those two salaries compare in terms of their ability to purchase the goods and services needed. To accurately analyze the salaries that Massachusetts pays its Constitutional Officers compared with comparable positions in other states, we applied a cost of living index to the salaries paid to Constitutional Officers in Massachusetts, and compared these with similarly adjusted positions in the other 49 states. Table 3 summarizes the rankings of the Constitutional Officers of Massachusetts with those in the other states after adjusting them for cost of living.

Table 3
Rank of Massachusetts Constitutional Officer Adjusted Salaries Among 50 States

Position	Salary for FY2014 - Unadjusted	Rank of Massachusetts Among 50 States - Unadjusted	Salary for FY2014 - Adjusted for Cost of Living Difference	Rank of Massachusetts Among 50 States - Adjusted
Governor	\$151,800	11	\$128,318	26
Lieutenant Governor	\$134,932	6	\$114,059	11
Secretary of State	\$130,262	9	\$110,112	16
Attorney General	\$130,582	20	\$110,382	31
Treasurer	\$127,917	11	\$108,129	18
Auditor	\$137,425	14	\$116,167	20

As mandated by the legislation creating the Special Commission, the Commission studied the compensation of large for-profit and not-for-profit organizations in the Commonwealth. The positions of the public officials identified in Article LXIV of the Articles of Amendment to the Constitution do not have clear, direct private sector equivalents. However, to meet the legislative requirements, the Commission identified specific private sector positions whose responsibilities reflect public sector duties in greater or lesser fashion.⁶ A review of a compensation survey database using inputs based on all industries, which includes for-profit and not-for-profit sectors, in Massachusetts with gross revenues between \$5 billion and \$20 billion in revenue indicated that the compensation of the public officials is less than what the private sector executives currently make in all cases. For example, the Governor's base salary is between 5 percent and 8 percent of a CEO's total compensation in the private sector. Table 4 illustrates how base salaries of the elected officials compare to the private sector at various revenue sizes.

⁶ The Commission was assisted by consultants from Sullivan, Cotter and Associates, Inc. (Sullivan Cotter) and an intern, Sunshine Greene, from Simmons College School of Management. The source of the compensation data used in this analysis was the ERI Economic Research Institute's (ERI) Executive Compensation Assessor.

Table 4
Private Sector Equivalents with Constitutional Officers

Position	Current Salary	Private Sector Survey Title	Private Sector Total Compensation Salaries at Various Revenue Sizes			Current Salary as a % of the 50 th Percentile		
			\$5 billion	\$10 billion	\$20 billion	\$5 billion	\$10 billion	\$20 billion
Governor	\$151,800	Chief Executive Officer	\$1,913,970	\$2,366,042	\$2,842,970	8%	6%	5%
Lieutenant Governor	\$127,327	Executive Vice President	\$818,987	\$1,004,704	\$1,207,530	16%	13%	11%
Attorney General	\$130,582	Top Legal Executive	\$755,567	\$901,098	\$1,074,607	17%	14%	12%
Secretary of State	\$130,262	Chief Administrative Officer	\$751,648	\$902,861	\$1,084,449	17%	14%	12%
Treasurer	\$127,917	Chief Financial Officer	\$878,445	\$1,096,250	\$1,379,654	15%	12%	9%
Treasurer	\$127,917	Top Treasurer Corporate	\$529,658	\$634,662	\$760,460	24%	20%	17%
Auditor	\$134,952	Top Internal Auditor	\$193,465	\$220,002	\$252,140	70%	61%	54%
Senate President/ Speaker of the House	\$102,279	Chairman of Board (Outside Member)	\$498,997	\$576,038	\$664,964	20%	18%	15%
Senate President/ Speaker of the House	\$102,279	Chief Operating Officer	\$1,151,417	\$1,422,821	\$1,700,651	9%	7%	6%

To determine “a comparison of direct and indirect compensation of public officials with similar employment in the private sector in the commonwealth,” the Commissioners, with the assistance of Sullivan Cotter and Ms. Greene, used the following parameters from the ERI Executive Assessor:

- Geographic Location: Massachusetts
- Similar employment: The fiscal budget of the Commonwealth is \$36.5 billion. Since there are very few companies of similar size headquartered within the Commonwealth, the commissioners decided to use the parameters of “all industries” at revenue sizes of \$5 billion, \$10 billion and \$20 billion to demonstrate the range of private sector employment opportunities within the Commonwealth.

- Job comparisons: The public officials identified in Article LXIV of the Articles of Amendment to the Constitution do not have direct private sector equivalents. The commissioners acknowledge this and attempted to make the best comparisons possible to the private sector.

The job comparisons and more details on the findings are included in Appendix C.

In the following pages the Commission describes its findings with respect to the current salaries being paid to Constitutional Officers in Massachusetts.

ANALYSIS OF GOVERNOR'S COMPENSATION

The Governor of the Commonwealth is the Chief Executive Officer of the largest institution in the Commonwealth: state government. The Governor⁷ oversees total spending of \$46 billion, including a state operating budget of \$36.5 billion and a state capital budget of \$4.5 billion. There are approximately 136,000 employees in Massachusetts state government entities, of which 45,000 work in the Executive Branch. The Governor is the leader of the Commonwealth in terms of the day-to-day functioning of the government and the public official citizens turn to in times of crisis. S/he submits budgets, convenes special sessions of the legislature, oversees the management and organization of the Executive Branch and has line item veto power on appropriations bills. Among many other functions, the Governor is the Commander in Chief of the Massachusetts National Guard, and appoints a cabinet and citizens to more than 700 boards and commissions. The position is full-time, high profile and demanding. The Governor makes thousands of decisions every year and is expected to be a competent executive, a collaborative partner with the legislative branch and an effective communicator with the public. S/he faces intense public and media scrutiny and is expected to make meaningful decisions that frequently are controversial, sometimes contentious, and often affect virtually every citizen of the Commonwealth. The position of Governor has historically been viewed as the preeminent and most important constitutional office in the Commonwealth.

The Governor of Massachusetts earns a salary of \$151,800 (Table 1). Compared with compensation for governors of the other 50 states, the compensation for the Massachusetts governor ranks 11th (Table 2).

Adjusted for cost of living, the Governor's salary ranks 26th out of all 50 states (Table 3).

In 2014, more than 1,254 state employees (including state college and university employees) earned more than the Governor. Including overtime the number of employees earning more than the Governor would likely be 75% larger. The Chief Justice of the Supreme Judicial Court earns more than the Governor (\$181,239), as do the Chief Justice of the Trial Court, the Chief Justice of the Court of Appeals, and the Court Administrator, all of

⁷ See Appendix A for a description of the Governor's responsibilities.

whom earn \$173,058, as well as all Trial Court judges in Massachusetts. All district attorneys earn more than the Governor, as do many directors and other employees of quasi-independent state agencies. In terms of direct reports, the Comptroller earns more than the Governor, as do all of the members of the Governor's cabinet and his/her Chief of Staff. The Governor makes less than the Presidents and Chancellors of all 29 Massachusetts state colleges and universities, including the state's 15 community colleges.

Massachusetts is one of only six states that does not provide an official gubernatorial residence. One of the other five, Idaho, provides an annual housing stipend of \$58,000, and the Governor lives in his own house. While there is no reliable way to assign an exact dollar value to the benefit of an official residence and the ability of the Governor to host activities at an official state residence, experts have estimated a dollar value that exceeds \$100,000. Boston is the 7th most expensive city in the country, and Boston is the most expensive state capital in the nation as measured by the cost of an average single-family home.⁸ Therefore, the dollar value of a Governor's house or residence would presumably be greater than the dollar value assigned to most other states.

A prior Advisory Board on Compensation in 2008 (Guzzi-Costa report) recommended a \$175,000 salary for the Governor, as well as substantial increases in judicial compensation. While the judicial recommendations were eventually acted upon, the recommendation in terms of the Governor's salary was not. When adjusted for inflation since 2008, the \$175,000 salary would be \$193,500 in 2014.⁹

As described previously, the Commission studied the compensation of large for-profit and not-for-profit organizations in the Commonwealth. Compared to the CEOs of all such organizations in Massachusetts with revenues of \$20 billion or more, the Governor earns 5 percent of comparator CEO median total compensation: \$151,800 versus \$2,842,970 (Table 4).

ANALYSIS OF ATTORNEY GENERAL'S COMPENSATION

The Attorney General¹⁰ currently earns an annual salary of \$130,582 (Table 1). Compared with the compensation for Attorneys General in all 50 states, this salary ranks 20th (Table 2). Adjusted for cost of living, the Massachusetts Attorney General salary ranks 31st out of all 50 states (Table 3). The Attorney General earns less than every district attorney and judge in the Commonwealth. S/he also earns less than the starting salary of most first year associates at prominent Boston law firms. Informed by the work of our private sector comparator study, the Attorney General is the rough equivalent of the Top Legal Executive or General Counsel at a large company. Using the \$20 billion comparator set, the current salary is 12 percent of total compensation: \$130,582 versus \$1,074,607 (Table 4).

⁸ National Association of Realtors, 2014 2Q data.

⁹ Data provided by the Bureau of Labor Statistics, CPI Inflation Calculator.

¹⁰ See Appendix A for a description of the Attorney General's responsibilities.

ANALYSIS OF TREASURER'S COMPENSATION

The Treasurer¹¹ currently earns an annual salary of \$127,917 (Table 1). In comparison with Treasurers in the 46 states with a comparable position, this salary ranks 11th (Table 2). Adjusted for cost of living, the Massachusetts Treasurer's salary ranks 18th out of these 46 states. In terms of rough comparisons with the private sector, the Treasurer is the equivalent of Top Treasurer Corporate or Chief Financial Officer in a large company. Using the \$20 billion comparator set for private sector comparisons, the current Treasurer's salary is 17 percent of the total compensation of Top Treasurer Corporate: \$127,917 versus \$760,460 (Table 4). When compared to the Chief Financial Officer, the Treasurer's salary is 9 percent of total compensation: \$127,917 versus \$1,379,654 (Table 4).

ANALYSIS OF SECRETARY OF STATE'S COMPENSATION

The Secretary of State¹² currently earns an annual salary of \$130,262 (Table 1). In comparison with Secretaries of States in the 46 states with a comparable position, this salary ranks 9th (Table 2). Adjusted for cost of living, the Massachusetts Secretary of State's salary ranks 16th out of these 46 states. The Secretary of State earns less than the Registers of Probate in the Commonwealth, as well as 15 clerks of court and clerk magistrates, all of whom earn \$134,692. Our private sector comparator set found that the Secretary of State might best be compared with the Chief Administrative Officer of a large corporation. Using the \$20 billion revenue set, the Secretary of State's salary is 12 percent of equivalent positions: \$130,262 versus \$1,084,449 (Table 4).

ANALYSIS OF STATE AUDITOR'S COMPENSATION

The Auditor¹³ currently earns an annual salary of \$134,952. In comparison with Auditors in the 44 states with a comparable position, this salary ranks 14th (Table 2). Adjusted for cost of living, the Auditor's salary ranks 20th out of these 44 states. Our private sector comparator set found that the position of Auditor is analogous to the Top Internal Auditor of a large corporation, and the Auditor's salary is 54 percent of equivalent positions: \$134,952 versus \$252,140 (Table 4).

ANALYSIS OF LIEUTENANT GOVERNOR'S COMPENSATION

The Lieutenant Governor¹⁴ would currently earn an annual salary of \$134,932 if the last Lieutenant Governor's salary from 2012 rose at the same level as the Governor's over the past two years. In comparison with Lieutenant Governors in the 43 states with a

¹¹ See Appendix A for a description of the Treasurer's responsibilities.

¹² See Appendix A for a description of the Secretary of State's responsibilities.

¹³ See Appendix A for a description of the Auditor's responsibilities.

¹⁴ See Appendix A for a description of the Lieutenant Governor's responsibilities.

comparable position, this salary ranks 6th (Table 2). Adjusted for cost of living, the Massachusetts Lieutenant Governor's salary ranks 11th out of these 43 states. While there is no position directly analogous in the private sector, the comparator set chosen for the Lt. Governor is an Executive Vice President of a large corporation. The Lt. Governor's salary is some 11 percent of equivalent positions: \$134,932 versus \$1,207,530 (Table 4).

RELATIONSHIP AMONG THE SALARIES OF CONSTITUTIONAL OFFICERS

A rough hierarchy exists among salaries of other constitutional officers in relationship to the Governor's salary. The State Auditor currently earns 88.9 percent of the Governor's salary. The Secretary of State earns 86.2 percent of the Governor's salary. The Attorney General earns 86 percent of the Governor's salary. The Treasurer earns 84.3 percent of the Governor's salary. The position of Lieutenant Governor is now vacant; we estimate that if that position had been continuously occupied, the Lieutenant Governor would now earn 88.9 percent of the Governor's salary (Table 1).

ANALYSIS OF LEGISLATOR BASE PAY AND OTHER COMPENSATION

The base salary of legislators was established by Constitutional Amendment Article CXVIII, effective January 1, 1998, and therefore was not reviewed by the Commission. In 2014, the base salary for each legislator is \$60,033. Massachusetts legislators are elected to a two-year term; each biennial session begins on the first Wednesday in January of the odd-numbered years. All formal business of the first year of the session must be concluded by the third Wednesday in November of that year. The legislature then sits in an informal session until the first Wednesday of January of the second year. Formal session through the last day of July, and then finishes the remainder of the session in an informal session. There is a wide range of responsibilities and time commitments among the legislatures in the 50 states, therefore the Commissioners concluded that the most relevant comparisons were between Massachusetts and the other states with full-time legislatures. These comparisons are summarized below in Table 5. Massachusetts' base pay for 2014 ranks 7th among the states with full-time legislatures, both unadjusted and adjusted for cost of living.

Table 5
Base Pay for Legislators – States with Full-Time Legislatures

States with Full-Time Legislatures			States with Full-Time Legislatures		
Rank Among 11	Time	Base Salary	Time	Rank Among 11	Base Salary Adjusted
8	Alaska	\$50,400	Alaska	10	\$42,496
1	California	\$97,197	California	2	\$81,541
11	Florida	\$29,697	Florida	11	\$29,201
5	Illinois	\$67,836	Illinois	5	\$63,876
7	Massachusetts	\$60,033	Massachusetts	7	\$50,746
4	Michigan	\$71,685	Michigan	3	\$73,599
10	New Jersey	\$49,000	New Jersey	9	\$43,828
3	New York	\$79,500	New York	4	\$69,191
6	Ohio	\$60,584	Ohio	6	\$61,073
2	Pennsylvania	\$84,012	Pennsylvania	1	\$83,016
9	Wisconsin	\$49,943	Wisconsin	8	\$49,108

Constitutional Amendment Article CXVIII directly linked the adjustment in legislative salaries every two years to any changes in the median household income in the Commonwealth. In 2014, the base salary for each legislator is \$60,033. By comparison, the median household income in Massachusetts for 2013 was \$66,768, a difference of \$6,735 or 11 percent.

Below we discuss the effect of this mechanism on the salary that legislators receive.

HOUSE SPEAKER AND SENATE PRESIDENT

In addition to the base salary, the Senate President and House Speaker both earn an additional \$35,000 stipend in recognition of their increased responsibilities and time commitment. This same stipend has been in effect since 1982. When adjusted for inflation since 1982, the \$35,000 stipend would be approximately \$86,000 in 2014.¹⁵ The Senate President and House Speaker together are the leaders of a co-equal branch of state government. Both positions wield enormous authority over the budget, operations of state government and legislation, and both positions, along with that of Governor, require those who hold the positions to be on-call at all times.

For fiscal 2013, the Senate President and House Speaker both earned \$102,279.¹⁶ This includes the total of their base salary, plus a leadership stipend of \$35,000, plus up to

¹⁵ Data provided by the Bureau of Labor Statistics, CPI Inflation Calculator.

¹⁶ Specific special payment data reflect earnings rather than rate. For example, the state's Open Checkbook states that the President of the Senate and Speaker of the House earned \$102,279 in 2013. The Open Checkbook explains what can account for the difference between earnings and rate:

\$7,200 that each legislator is allowed to receive for expenses. Using these data, the current salary of the Senate President and House Speaker equates to 67 percent of the Governor's salary. When compared with the salaries paid to legislative leaders in other states with full-time legislatures (using the base salary plus leadership stipend for comparability), the Massachusetts Senate President's salary ranks 5th, and the House Speaker's salary ranks 6th. After adjusting for cost of living, the Massachusetts Senate President ranks 6th and the House Speaker ranks 7th (see Table 6).

<http://checkbook.itd.state.ma.us/StateOfMass/Help/FAQ.html#q2.2>. "The Annual Rate is the calculated annual rate for an employee, while earnings are the year-to-date actual payments received. Earnings may be lower than Annual Rate if the final payroll has not been paid, or if the employee was on unpaid leave during the year. Earnings that are higher than Annual Rate reflect payments from a number of possible sources, such as overtime, additional pay for working overnight, on weekends or holidays, or some recognitions for length of service or educational degrees."

Table 6
Comparison of Pay for House and Senate Leaders Among Full-Time Legislatures

State	Senate President Pay	Rank Among 11	Senate President Pay - Adjusted	Rank Among 11	No. of Constituents Served by Each Senator
Alaska	\$50,900	9	\$42,917	10	36,757
California	\$109,584	3	\$91,933	4	958,313
Florida	\$41,181	11	\$40,493	11	488,822
Illinois	\$95,313	4	\$89,749	5	113,438
Massachusetts	\$95,033	5	\$80,332	6	167,321
Michigan	\$76,647	7	\$78,693	7	260,411
New Jersey	\$65,317	8	\$58,423	8	222,483
New York	\$121,000	2	\$105,309	2	311,923
Ohio	\$94,437	6	\$95,199	3	350,631
Pennsylvania	\$131,148	1	\$129,593	1	255,476
Wisconsin	\$49,943	10	\$49,108	9	174,022

State	House Speaker Pay	Rank Among 11	House Speaker Pay - Adjusted	Rank Among 11
Alaska	\$50,900	9	\$42,917	10
California	\$109,584	3	\$91,933	5
Florida	\$41,181	11	\$40,493	11
Illinois	\$95,313	5	\$89,749	6
Massachusetts	\$95,033	6	\$80,332	7
Michigan	\$98,685	4	\$101,319	3
New Jersey	\$65,317	8	\$58,423	8
New York	\$121,000	2	\$105,309	2
Ohio	\$94,437	7	\$95,199	4
Pennsylvania	\$130,034	1	\$128,492	1
Wisconsin	\$50,243	10	\$49,403	9

The 2008 Advisory Board (Guzzi-Costa report) on public compensation recommended a salary for the House Speaker and Senate President of \$159,100. When adjusted for inflation since 2008, the \$159,100 salary would be slightly more than \$175,000 in 2014.¹⁷

In an effort to fulfill our mandate to compare the Senate President and Speaker of the House to comparable private sector positions, we selected the Chair of the Board and/or

¹⁷ Data provided by the Bureau of Labor Statistics, CPI Inflation Calculator.

Chief Operating Officer of a large company as similar positions. These analogies are inexact and imprecise, as the outside Lead Director of a company is only a part-time position, and clearly neither the Speaker nor the Senate President is responsible for day-to-day activities in the Executive Branch. However, both the Speaker and Senate President develop the operating budgets, as well as the operational direction and mandates of public agencies throughout state government. Nevertheless, when compared to Chairman of the Board (Outside Member), the House Speaker and Senate President earn 15 percent of equivalent compensation: \$102,279 versus \$664,964 (Table 4). When compared to the Chief Operating Officer, the Senate President and House Speaker earn 6 percent of comparable compensation: \$102,279 versus \$1,700,651 (Table 4).

BIENNIAL ADJUSTMENT

Voters adopted a constitutional amendment in 1998, effective for the 2001-02 legislative session, directly linking the biennial change in legislative salaries to the change in median household income in the Commonwealth. However, the lack of timely median household income data has forced administrations to improvise when estimating the growth in income for the year preceding the start of each session. As a result, there is no consistent method for determining the biennial change in legislative salaries. The Commission sought to find a method for calculating changes in legislative pay that is fair, consistent, and avoids arbitrariness.

The Commission has researched a variety of options and data sources for calculating biennial changes in legislative pay based on the increase/decrease of income for state residents. The Commission recommends using data from the Bureau of Economic Analysis (BEA) to measure the quarterly change in salaries and wages in Massachusetts for the most recent eight quarters to determine the biennial change in legislative salaries. For the 2015-2016 session, this calculation would measure the change in wages and salaries between Q4 2012 and Q3 2014. Table 7 shows a history of the biennial adjustments and what these might have been had the BEA method been used.

Table 7
Comparison of Actual Pay Changes and Changes Using BEA Method

Session	Actual Pay and Percentage Change	BEA, 8 Most Recent Quarters and Percentage Change
2007 (base year)	\$58,197	\$58,197
2009-10 session	\$61,440 (+5.6%)	\$62,206 (+6.9%)
2011-12 session	\$61,133 (-0.5%)	\$62,585 (+0.6%)
2013-14 session	\$60,032 (-1.8%)	\$66,410 (+6.1%)
2015-16 session projected	N/A	\$63,994 (+6.6% based on 2013-14 actual pay)[1]

Note: Calculations for BEA are based on the data that was available at the time of calculation.

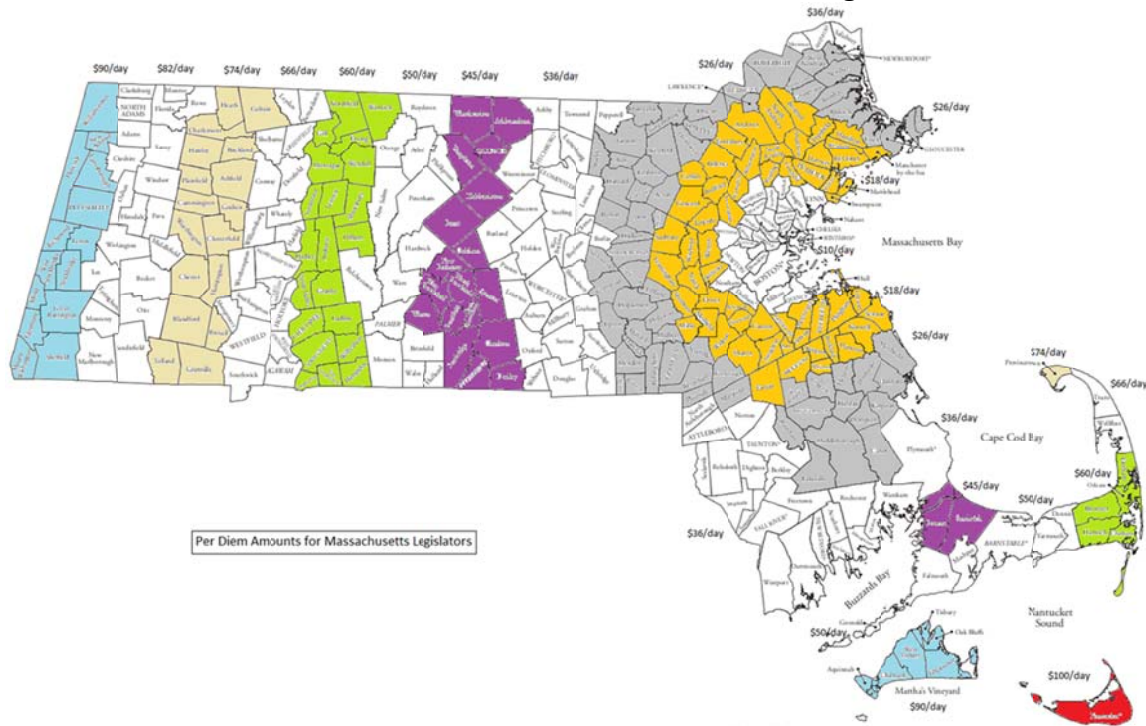
[1] The projection for the 2015-16 pay is based on the most recent seven quarters of BEA wages and salary data, covering Q4 2012 through Q2 2014. Data for Q3 2014 will be available in mid-December.

The BEA data measures statewide income in the aggregate, not the median. However, the BEA releases updated data frequently, with lag times of three months or less, so using this resource addresses the critical challenge of timely data. Wages and salaries include commissions, tips, and bonuses; voluntary employee contributions to deferred compensation plans, such as 401(k) plans; employee gains from exercising stock options; and receipts-in-kind that represent income. Wages and salaries are measured before deductions, such as for Social Security contributions, union dues, and voluntary employee contributions to defined contribution pension plans.

LEGISLATIVE PER DIEM AND OFFICE EXPENSES

Massachusetts General Laws Part I Section 9B prescribes per-diem and expense payments for legislators beyond base salaries. Each member of the legislature is paid \$7,200 a year for expenses often used to pay for computers, cell phones, and district or home office expenses. Additionally, legislators are entitled to per diem payments for each day the legislature is in session, as well as any other day a legislator goes to the State House in performance of official duties. These per diem payments range from \$10 to \$100, based on proximity to Beacon Hill (see Figure 1).

Figure 1
Per Diem Amounts for Massachusetts Legislators



Finally, there is a category of special compensation for those representatives and senators who have leadership roles. In addition to the President of the Senate and Speaker of the House, others with leadership roles such as chair/vice chair of specific committees are regulated by Section 3 Chapter 192 of the 1994 Acts (with substantive revisions in 2000 and 2005). Table 8 summarizes the range of these payments.

Table 8
Current Legislative Salaries by Position

Position	No. in Position	Present Base Pay	Stipend	Total Base Pay and Stipend	Expenses	Total Base Pay, Stipend and Expenses	Open Checkbook*
President of the Senate and Speaker of the House	2	\$60,033	\$35,000	\$95,033	\$7,200	\$102,233	\$102,279
Chairmen of the House and Senate Committees on Ways and Means	2	\$60,033	\$25,000	\$85,033	\$7,200	\$92,233	
Floor Leaders of each of the major political parties in the Senate and House	2	\$60,033	\$22,500	\$82,533	\$7,200	\$89,733	
The President pro tempore of the Senate, The Speaker pro tempore of the House,	2	\$60,033	\$15,000	\$75,033	\$7,200	\$82,233	
The Assistant and Second Assistant Floor Leaders of each of the major political parties in the Senate and the House	8	\$60,033	\$15,000	\$75,033	\$7,200	\$82,233	
The Third Assistant Floor Leaders of the minority party in the Senate and House and of the majority party in the Senate	3	\$60,033	\$15,000	\$75,033	\$7,200	\$82,233	
The Chairmen of each of the four divisions of the House	4	\$60,033	\$15,000	\$75,033	\$7,200	\$82,233	
The Chairman of the House Committee on Rules	1	\$60,033	\$15,000	\$75,033	\$7,200	\$82,233	
The Vice Chairmen of the Senate and House Committees on Ways and Means	2	\$60,033	\$15,000	\$75,033	\$7,200	\$82,233	
The ranking minority members of the Senate and House Committees on Ways and Means	2	\$60,033	\$15,000	\$75,033	\$7,200	\$82,233	
The Chairmen of the Senate and House Committees on Bonding, Capital Expenditures and State Assets; Post Audit and Oversight; State Administration and Regulatory Oversight; Health Care Financing; Financial Services; the Joint Committee on Revenue; and the Committee on Economic Development and Emerging Technologies	14	\$60,033	\$15,000	\$75,033	\$7,200	\$82,233	
The Chairmen of all other Committees of the Senate and the House of representatives established by the joint rules, or by the senate or house rules,		\$60,033	\$7,500	\$67,533	\$7,200	\$74,733	
The Vice Chairman and the ranking minority member of the House committee on rules,	2	\$60,033	\$7,500	\$67,533	\$7,200	\$74,733	
The Vice Chairman of the House Committee on Post Audit and Oversight,	1	\$60,033	\$7,500	\$67,533	\$7,200	\$74,733	
The Assistant Vice Chairmen of the Senate and House Committees on Ways and Means,	2	\$60,033	\$7,500	\$67,533	\$7,200	\$74,733	
The House Vice Chairmen of the Committees on Financial Services; Health Care Financing; Bonding, Capital Expenditures and State Assets; State Administration and Regulatory Oversight; and Revenue.	5	\$60,033	\$7,500	\$67,533	\$7,200	\$74,733	
The House ranking minority member of the Committee on Bonding, Capital Expenditures and	1	\$60,033	\$7,500	\$67,533	\$7,200	\$74,733	
The House Vice Chairman and the House ranking minority member of the committee on Economic Development and Emerging Technologies,	2	\$60,033	\$7,500	\$67,533	\$7,200	\$74,733	
The Senate and House ranking minority members of the Committee on Health Care Financing	2	\$60,033	\$7,500	\$67,533	\$7,200	\$74,733	
All other members of the House and Senate		\$60,033	\$0	\$60,033	\$7,200	\$67,233	

Note: *Specific special payment data reflects earnings rather than rate. The state's open checkbook explains what can account for the difference between earnings and rate: <http://opencheckbook.itd.state.ma.us/StateOfMass/Help/FAQ.html#q2.2>. "The Annual Rate is the calculated annual rate for an employee, while earnings are the year-to-date actual payments received. Earnings may be lower than Annual Rate if the final payroll has not been paid, or if the employee was on unpaid leave during the year. Earnings that are higher than Annual Rate reflect payments from a number of possible sources, such as overtime, additional pay for working overnight, on weekends or holidays, or some recognitions for length of service or educational degrees."

IV. CONCLUSIONS

After extensive analysis and fact finding, the Special Commission concludes that the compensation of the Commonwealth's Constitutional Officers and legislative leadership is generally outdated and inadequate. Massachusetts state government is the instrument through which we govern ourselves as a Commonwealth. It is a large and complex organization that provides vital services that affect every citizen, and as such it needs to attract talented, publicly spirited and honest individuals from diverse socio-economic and geographic backgrounds to fulfill its mission of serving every citizen. In recent years, state government has increasingly been asked and expected to provide more and better services with fewer resources. A greater premium is placed on efficiency and effectiveness in government today than in the past, and there is a greater need for modern management practices in all of its aspects.

While state government is the public's "business," its top officials cannot and should not be compensated in a manner equivalent to the private sector. Nevertheless, as the League of Women Voters testified before the Commission, compensation for public officials should be adequate enough to attract and retain qualified individuals to a public career and ensure that there is not a temptation to betray the public trust.

The capabilities that citizens should expect in their public officials are substantial and the demands of these positions are undeniable. The actions the public officials take are significant for our democracy and the economy. While these responsibilities are high profile, the risks public officials sometimes incur can also be high. The price they pay for intense public scrutiny and lack of privacy is great.

Beyond potential financial sacrifices and professional risks that elected leadership entails, there are also offsetting rewards and professional recognition. The positions which the Commission studied offer intrinsic rewards and personal and professional satisfaction. Serving the public in visible and demonstrable ways can be enormously fulfilling and, done well, adds enormous value to society. Moreover, the experience and insight gained in such positions can also lead to lucrative employment in the private sector whether in for-profit or not-for-profit industries. While no firm calculation can precisely capture these multiple dimensions, the Commission's analysis leads to the conclusion that Massachusetts needs to address public official compensation in a comprehensive fashion, adjust for certain anomalies, and adjust salaries to better conform to responsibilities.

The Special Commission finds that the Governor of Massachusetts is paid a salary not commensurate with his/her responsibilities. The current salary does not reflect the foundational role that the Governor plays in the functioning of an honest, efficient and professional government that can enjoy the trust and confidence of the public it serves. While private sector comparisons are only informative and not instructive, they do convey the importance the market place and shareholders place on executive leadership in large and complex organizations. The discrepancy with the Governor's salary is striking, given

the enormity and scope of the Governor's responsibilities and powers and the fact that s/he is responsible not to shareholders but to virtually millions of citizen stakeholders in the Commonwealth.

The Special Commission fully respects the need to maintain acceptable and appropriate salary levels for public officials and for those salaries to reflect that public service is an honor and a great privilege that requires sacrifices. Nevertheless, the Commission finds the current salary level of the Governor to be inadequate. Further, the Commission concludes that maintenance of the prevailing salary structure is potentially an impediment to attracting and retaining individuals of character and competence broadly representative of the people whom the Governor is sworn to serve. Given the singular importance of this position, the impact the Governor's actions have on every citizen, the scope of his/her responsibilities, the scrutiny the Governor faces, and the managerial imperative to maintain some reasonable relationship between the Chief Executive Officer and his/her subordinates, we believe that a substantial increase in the Governor's salary is justified.

The Commission further concludes that the Office of the Governor deserves and requires adequate housing to perform his/her official duties, as is provided by all but Massachusetts and five other states. The Mayor of Boston has the Parkman House, adjacent to the State House, from which to conduct important public business and ceremonial functions. Forty-four states provide either an official gubernatorial residence or housing allowance. Boston is one of the most expensive cities in the country. The burden on a Governor from Western Massachusetts or someone with modest means is obvious and may be a deterrent to seeking office. By providing a housing allowance, Massachusetts will ensure that any Governor will have an adequate venue from which to perform official and important state business at a reasonable distance to Beacon Hill.

Current law established the base salary of Governor at \$140,535; Attorney General at \$127,523; and Lieutenant Governor, Secretary of State, Treasurer, and Auditor at \$124,920.¹⁸ Subsequent pay increases for some or flat salaries for others has resulted in an arbitrary relationship among the salaries of other Constitutional Officers with the salary of the Governor. The Commission suggests a new hierarchy based on the responsibilities associated with each position.

The Commission concludes that the positions of House Speaker and Senate President are also inadequately compensated. The legislature is a co-equal branch of government, along with the executive and the judiciary. Yet the leadership of the legislature is paid one-third less than the leader of the executive and more than 40 percent less than the leadership of the judiciary. All are full-time, demanding and important positions. The Commission concludes that legislative leadership be compensated equivalent to the median salary of the constitutional officers.

¹⁸ For Governor salary, see M.G.L. ch.6 § 1. For Lieutenant Governor salary, see M.G.L. ch.6 § 2. For Secretary of State salary, see M.G.L. ch.9 § 1. For Treasurer salary, see M.G.L. ch.10 § 1. For Auditor salary, see M.G.L. ch.11 § 1. For Attorney General salary, see M.G.L. ch.12 § 1.

The Massachusetts legislature is full-time. Legislative base compensation has been determined by constitutional amendment and corresponds roughly to median family income in Massachusetts. The base salary is adjusted every other year to conform roughly to increases or decreases in family income. However, the methods used to make that adjustment vary from Governor to Governor; that is, each Governor can decide what formula to use to calculate the median family income. The Commission concludes that the formula that produces this biennial adjustment should be set by statute, making the calculation transparent. Further, the Commission concludes that the same biennial adjustment should apply to the salaries of the Constitutional Officers and the Senate President and House Speaker.

Legislators receive an office expense and per diem payments adjusted to distance from Boston. The per diem calculation conforms neither to state nor federal practice and does not require verification in order to receive reimbursement. While doing away with the per diem would impose a disproportionate cost on legislators living further away from Boston, the Commission believes that the current per diem policy is out-of-date. It should also be noted that in recent years fewer than half of the Senate and House members claim per diem payments.

The office expense was last set in 2000. The office expense is used to support a variety of legislator's basic official needs, including rent of a district office, furnishings, phones, office equipment, meetings with constituents, and other expenses associated with district business. Having reviewed both of these payments, the Commission concludes that it would be better to eliminate the per diem and increase the office expense, adjusted to reflect the distance individual legislators live from Boston.

V. RECOMMENDATIONS

GOVERNOR

The Special Advisory Commission recommends that the Governor earn a salary of \$185,000. This would result in the Governor of Massachusetts ranking near the top of the compensation of the governors of the fifty states. Adjusted for cost of living, the result would rank our Governor 10th, which we find appropriate given the size, complexity and importance of the Governor's position and state government in Massachusetts compared with the other states. Additionally, as Massachusetts is one of only six states that supplies neither a governor's residence nor a housing allowance for its Governor, and as Boston has the most expensive housing market of any of the state capitals,¹⁹ we recommend that the Governor receive a housing allowance of \$65,000.

¹⁹ As measured by the cost of the average single-family home. See National Association of Realtors, 2Q 2014 data.

ATTORNEY GENERAL AND TREASURER

The Special Advisory Commission recommends that the Attorney General and Treasurer, who have roughly commensurate responsibilities, earn \$175,000. This would result in the Attorney General and Treasurer salaries ranking 2nd among the 50 states, and 6th when adjusted for cost of living.

SECRETARY OF STATE, AUDITOR AND LIEUTENANT GOVERNOR

The Special Advisory Commission recommends that the Secretary of State, Auditor and Lt. Governor all earn \$165,000. This would result in the Secretary of State ranking 2nd among the 50 states and 5th when adjusted for cost of living. This would result in the Auditor ranking 5th among the 50 states and 9th when adjusted for the cost of living. This would result in the Lieutenant Governor ranking 1st among the 50 states and 2nd when adjusted for the cost of living.

HOUSE SPEAKER AND SENATE PRESIDENT

The Special Advisory Commission recommends that the House Speaker and Senate President earn \$175,000. This would result in the House Speaker and Senate President salaries ranking 1st among the 50 states both unadjusted and adjusted for cost of living.

OTHER LEGISLATIVE LEADERSHIP POSITIONS

The Special Advisory Commission recognizes that reasonable adjustments to the stipends provided to other House and Senate leadership positions are justified.

The Commission's recommendations for salaries are summarized in Table 9. Table 10 shows how these salary recommendations compare with salaries for comparable positions in other states and how they rank after adjusting for cost of living. Details for these tables are found in Tables B-5 and B-6 in Appendix B.

Table 9
Proposed Salaries of Constitutional Officers, Senate President, and House Speaker and their Percentage of Governor's Salary

Position	Proposed Salary	Percentage of Governor's Salary	Current Salary	Percentage of Governor's Salary
Governor	\$185,000	100%	\$151,800	100%
Attorney General	\$175,000	94.59%	\$130,582	86.02%
Treasurer	\$175,000	94.59%	\$127,917	84.27%
Senate President	\$175,000	94.59%	\$102,279	67.38%
House Speaker	\$175,000	94.59%	\$102,279	67.38%
Auditor	\$165,000	89.19%	\$134,952	88.90%
Lieutenant Governor	\$165,000	89.19%	\$134,932	88.89%
Secretary of State	\$165,000	89.19%	\$130,916	86.24%
Total Cost	\$1,380,000		\$1,015,657	
Additional Cost	\$364,343			

Table 10
Rank of Massachusetts Constitutional Officer Proposed Salaries (Unadjusted and Adjusted) Among Other States

Position	Proposed Salary - Unadjusted	Rank of Massachusetts Among 50 States for 2014* - Unadjusted	Proposed Salary - Adjusted for Cost of Living Difference	Rank of Massachusetts Among 50 States for 2014* - Adjusted
Governor	\$185,000	2	\$156,382	10
Attorney General	\$175,000	2	\$147,929	6
Treasurer	\$175,000	2	\$147,929	6
Speaker of House	\$175,000	1	\$147,929	1
Senate President	\$175,000	1	\$147,929	1
Lieutenant Governor	\$165,000	1	\$139,476	2
Secretary of State	\$165,000	2	\$139,476	5
Auditor	\$165,000	5	\$139,476	9

* Speaker of House and Senate President are comparisons with other states with full-time legislatures as described above.

VI. RECOMMENDED REFORMS

BIENNIAL ADJUSTMENT

The Special Advisory Commission recommends that the biennial adjustment to legislative pay be determined by using data from the Bureau of Economic Analysis to measure the quarterly change in salaries and wages in Massachusetts for the most recent eight quarters. This method will be transparent, fair and consistent. The Special Advisory Commission also recommends that this method be used to increase or decrease the compensation of all Constitutional Officers and the House Speaker and Senate President on a biennial basis.

ELIMINATE LEGISLATIVE PER DIEM

The Special Commission recommends that the per diem payments be eliminated.

LIMITATIONS ON OUTSIDE EMPLOYMENT

To preclude the potential for conflicts of interest and in recognition of the full-time nature of their duties and the increased compensation levels that we are proposing, the Special Advisory Commission strongly recommends that Constitutional Officers and the House Speaker and Senate President should be precluded from earning outside income, other than passive income from investments. We recommend that such a prohibition be substantially similar to the Congressional rules which restrict the outside income of Members of Congress. When enacted by statute, Massachusetts would then be the first state in the nation to adopt such restrictions. We believe this reform would serve the public interest and help instill confidence in the integrity of state government.

INCREASE THE LEGISLATIVE OFFICE EXPENSE

The Special Commission recommends that the office expense be increased to \$10,000 for those legislators whose districts are within a 50-mile radius of Boston, and to \$15,000 for those legislators whose districts are outside that radius.

COST TO THE TAXPAYERS

The Special Advisory Commission asserts that the totality of any and all increases must be cost neutral to the taxpayer. Further, the Commission finds that the additional costs required to fill these recommendations can be achieved through efficiencies and cost savings without impact on any state services. The Commission believes strongly that each Constitutional Office and each branch of the Legislature must identify the sources of these efficiencies and savings and report to the public on an annual basis to ensure accountability and transparency that no additional cost is imposed on the taxpayers. Table 11 summarizes the incremental costs of the Commission's recommendations above what is currently being

paid. Given that the recommendations of the Special Advisory Commission total \$934,343 – less than three one-thousandths of one percent of the state budget – we strongly believe that these costs can be borne through commensurate savings or cuts in the budgets of the respective Constitutional Offices and branches of the Legislature and that these savings should be specifically identified and enumerated in annual reports to the public.

Table 11
Cost for All Recommendations

Recommendation	Additional Cost
Changes to Salaries for Constitutional Officers	
Increase salary for Governor to \$185,000	\$33,200
Increase salary for Attorney General \$175,000	\$44,418
Increase salary for Treasurer to \$175,000	\$47,083
	\$34,084
Increase salary for Secretary of State to \$165,000	
Increase salary for Senate President to \$175,000	\$72,721
Increase salary for Speaker of the House to \$175,000	\$72,721
Increase salary for Auditor to \$165,000	\$30,048
Increase salary for Lieutenant Governor to \$165,000	\$30,068
Subtotal Salaries	\$364,343
Governor Housing Allowance	
Institute housing allowance for governor	\$65,000
Changes in Legislative Expenses	
Eliminate per diem payment*	(\$300,000)
Increase Office Expenses to \$10,000 for legislators within 50-mile radius and \$15,000 for those outside 50-mile radius	\$805,000
Subtotal Legislative Expense Changes	\$505,000
Total All Proposed Changes	\$934,343

*Estimated based on FY13 usage from Treasurer's office.

** Estimated based on difference with current (40 Senators + 160 Representatives)

FUTURE SPECIAL ADVISORY COMMISSIONS

The Special Advisory Commission recommends that the Legislature create a Special Advisory Commission to be appointed on a biennial basis to review and make recommendations on appropriate compensation of public officials. Citizens would therefore have regular input into the compensation of their elected officials. Without such a commission, infrequent evaluation of public official pay has resulted in sporadic attempts to adjust compensation levels. For example, another Commission issued the last report on public official compensation in 2008, and its recommendations were largely ignored. We believe that six years is much too long of a delay. Economic conditions in the Commonwealth can change rapidly and significantly in a short amount of time and should be accompanied by a more frequent evaluation of compensation of public officials.

APPENDIX A: JOB DUTIES AND RESPONSIBILITIES FOR CONSTITUTIONAL OFFICERS AND PUBLIC OFFICIALS IN MASSACHUSETTS

OFFICE OF THE GOVERNOR

Under the Massachusetts Constitution, the Governor is the “supreme executive magistrate” of the Commonwealth. The Governor is in effect the chief executive officer for the Executive Branch of state government responsible for developing and managing the annual state budget and working with the Massachusetts Legislature. In FY15, the Office of the Governor oversees total state spending of \$46 billion, including a state operating budget of \$36.5 billion and a state capital budget of \$4.5 billion. There are 136,000 employees in Massachusetts state government entities, of whom 45,000 work in the Executive Branch.

The Governor submits budgets, convenes special sessions of the Legislature, oversees the management and organization of the Executive Branch and has the power to veto legislation including line item veto powers on appropriations bills. Among many other functions, the Governor is the Commander in Chief of the Massachusetts National Guard, recommends judicial appointments and appoints a cabinet and citizens to more than 700 state boards and commissions.

The current executive secretariats in the Governor’s cabinet include:

- Administration & Finance
- Department of Transportation
- Education
- Energy & Environmental Affairs
- Health & Human Services
- Housing & Economic Development
- Labor & Workforce Development
- Public Safety & Security

At the beginning of each term of office, the Governor is required by state law to submit to the Legislature a detailed economic development strategy for the Commonwealth. The Office of the Governor wields substantial authority over the daily management of the state’s budget with the power to reduce state spending to maintain a balanced budget. The Governor has the authority to pardon offenses and commute prison sentences. The Governor represents the Commonwealth in meetings with visiting dignitaries and at high level events.

OFFICE OF THE LIEUTENANT GOVERNOR

The Lieutenant Governor is the first in line to discharge the powers and duties of the Office of the Governor following the incapacitation of the Governor. The Lieutenant Governor

serves in place of the Governor when he/she is outside the borders of Massachusetts. According to the Massachusetts Constitution, during such vacancy, the Lieutenant Governor shall “perform all the duties incumbent upon the governor, and shall have and exercise all the powers and authorities, which by this constitution the governor is vested with, when personally present. [See Amendments, Arts. LV.]” The Lieutenant Governor serves on the Governor’s Council, and in the absence of the Governor, serves as President of the Council.

OFFICE OF THE ATTORNEY GENERAL

The Office of the Attorney General serves as the chief attorney and top law enforcement officer for the Commonwealth. The Attorney General is responsible for protecting the public and serves as an advocate and resource for the Commonwealth and its residents. The Attorney General’s responsibilities include consumer protection, enforcing labor laws, combating fraud and public corruption, protecting civil rights, as well as enforcing laws in areas including the environment, health care, financial services, energy and insurance. The Attorney General oversees 23,000 public charities across the state and operates the Medicaid Fraud Division.

Currently, the Office of the Attorney General is organized into five major bureaus:

- Executive Bureau
- Business & Labor Bureau
- Criminal Bureau
- Government Bureau
- Public Protection & Advocacy Bureau

The Attorney General is responsible for certifying questions through the initiative petition process for the statewide ballot. The Attorney General has several regional offices across Massachusetts, which are staffed by lawyers, labor inspectors, consumer mediators, and other specialists, who provide information on resources that are available to help consumers. The regional offices work with local communities on important consumer and public safety issues.

When the Governor and Lieutenant Governor are not in the state, the Attorney General is second in the line of succession following the Secretary of State.

OFFICE OF THE SECRETARY OF STATE

The Office of the *Secretary* of State serves as the chief administrative official and elections officer in the state. The Secretary of State is responsible for administering elections including printing ballots and overseeing the nominations process, while also providing information to voters on ballot questions. The Secretary of State is responsible for managing the Registry of Deeds, ensuring that citizens have open access to public information, maintaining official record keeping, overseeing the registration of corporations, as well as managing the filing and distribution of public regulations. The

Secretary of State also manages the system of filing and public disclosure for all legislative agents.

Currently, the Secretary of State is organized into several divisions:

- Citizen Information Service
- Commonwealth Museum
- Corporations Division
- Elections & Voting Division
- Lobbyist Division
- Archives Division
- Massachusetts Historical Commission
- Public Records Division
- Publications & Regulations Division
- Registry of Deeds
- Securities Division
- State House Tours
- Records Center
- Address Confidentiality Program

When the Governor and Lieutenant Governor are not in the state, the Secretary of State assumes the powers of the Governor.

OFFICE OF THE TREASURER & RECEIVER GENERAL

The Office of the Treasurer & Receiver General is responsible for managing the state's daily cash flows including revenues from federal, state and local government currently totaling \$46 billion annually. The Office of the Treasurer serves as ex-officio Chair of the State Board of Retirement, which oversees the Massachusetts State Employees Retirement System. There are currently 88,156 active members, and the current net value of assets is \$22.7 billion. The Treasurer is also responsible for making local aid payments to cities and towns, managing the state's short-term investment pool for working capital and reconciling the state's bank accounts.

The Treasurer serves as Chair of the Board of Directors for the Massachusetts School Building Authority, a quasi-public government authority responsible for overseeing the process for making capital improvements in public schools. The Treasurer works closely with the state's Executive Office for Administration and Finance to maintain the Commonwealth's credit rating and oversee the investment of public funds.

The Office of Treasurer is currently organized into several major departments:

- Cash Management Department
- Debt Management Department
- Deferred Compensation
- Pension Reserves Investment Management Board

- School Building Authority
- State Board of Retirement
- State Lottery Commission
- Unclaimed Property Division
- Veterans' Bonus

When the Governor and Lieutenant Governor are not in the state, the Treasurer is third in the line of succession following the Secretary of State and Attorney General.

OFFICE OF THE AUDITOR

The Office of the State Auditor is responsible for conducting regular independent audits of all departments, programs, agencies, authorities, commissions, contracts, and vendors serving the Commonwealth. The Auditor's reports provide detailed financial, performance and technical assessments of the various agencies and departments in state government and make recommendations for reforms including improved accountability, efficiency, and transparency.

The Office of the State Auditor implements a state law designed to assess the financial impact of state mandates on cities and towns and protect communities from unfunded mandates. The Auditor provides information to the public on the management and efficiency of state agencies and departments and establishes a mechanism for the public to report fraud and government waste.

The Office of the State Auditor is organized into five major departments:

- Audit Operations
- Administration and Finance
- Bureau of Special Investigations
- Division of Local Mandates
- Executive Departments

When the Governor and Lieutenant Governor are not in the state, the Auditor is fourth in the line of succession.

OFFICE OF THE SENATE PRESIDENT & MASSACHUSETTS STATE SENATE

The Massachusetts State Senate is comprised of 40 members with each Senator representing a district consisting of approximately 159,000 people. As required by the Massachusetts Constitution, the Senate meets every 72 hours, year-round in either formal or informal session to consider legislation, hold hearings and conduct other business. The Massachusetts Senate is led by the President of the Senate, who is elected by the members at the start of each two-year legislative session.

The Senate President is elected by the members of the body to lead the Senate and set the agenda and priorities for the session. Once elected, the President of the Senate appoints committee chairs and other leadership positions including Majority Leader, President Pro

Tempore, Assistant Majority Leader, Majority Whip, Assistant Majority Whip and the Chair of the Committee on Ways & Means. The Senate President appoints 35 committee chairpersons and 35 committee vice chairpersons.

As one of the leaders of a co-equal branch of state government, the Senate President works with the Speaker of the House and the Governor to establish policy priorities, develop the state's annual budget, periodic passage of multi-billion dollar bond authorization bills, as well as establishing the operations of state government in areas that include taxation, health care, economic development, education, public safety, energy and the environment.

As the top executive in the State Senate, the Senate President is responsible for an annual budget of \$19 million in FY15, as well as managing an organization with 379 employees according to data from the state's Open Checkbook. The Senate President also is jointly responsible for managing an \$8.5 million joint legislative staff payroll.

The Senate President represents the State Senate at high level events, meetings with visiting dignitaries other leaders in the Commonwealth.

OFFICE OF THE HOUSE SPEAKER & MASSACHUSETTS HOUSE OF REPRESENTATIVES

The Massachusetts House of Representatives is comprised of 160 members with each member representing a district of approximately 40,000 people. As required by the Massachusetts Constitution, the House meets every 72 hours, year-round in either formal or informal session to consider legislation, hold hearings and conduct other business. The Massachusetts House is led by the Speaker of the House, who is elected by the members of the body at the beginning of each two-year session of the General Court. At the beginning of each session of the General Court, or if the Speakership is vacated, the first order of business is the election of a Speaker.

The Speaker is responsible for appointing a leadership team including the Majority Leader, Speaker Pro Tempore, Assistant Majority Leader, Second Assistant Majority Leader, Division Chairs and the Chair of the Committee on Ways & Means. The Speaker's appointments are subject to ratification of a majority party caucus vote. The Speaker appoints 36 committee chairpersons and 36 vice chairpersons.

As one of the leaders of a co-equal branch of state government, the Speaker works with the Senate President and the Governor to establish policy priorities, develop the state's annual budget, periodic passage of multi-billion dollar bond authorization bills, as well as establishing the operations of state government in areas that include taxation, health care, economic development, education, public safety, energy and the environment. The Speaker is responsible for guiding and setting the legislative agenda in the House.

As the top executive in the House of Representatives, the Speaker is responsible for an annual budget of \$39 million in FY15, as well as managing an organization with 707

employees according to data from the state's Open Checkbook. The Speaker also is jointly responsible for managing an \$8.5 million joint legislative staff payroll.

The Speaker represents the House of Representatives at high level events, meetings with visiting dignitaries other leaders in the Commonwealth.

Acknowledgements:

The Special Advisory Commission on Public Compensation compiled the information contained in this appendix from sources including The Massachusetts Political Almanac, as well as from the Executive Office of Administration & Finance and the Commonwealth's website, www.mass.gov. The Commission wishes to thank Publisher Craig Sandler and Affiliated News Services for allowing the use of information from the Massachusetts Political Almanac.

APPENDIX B: COMPARISON OF SALARIES FOR MASSACHUSETTS CONSTITUTIONAL OFFICERS WITH THOSE OF OTHER STATES

COMPARING SALARIES PAID WITH THOSE OF OTHER STATES

The Commission relied upon data provided by the Council of State Governments (CSG) for the 2014 fiscal year (ends June 30, 2014), published in the *Book of States 2014*. These data reflect salary data collected by CSG in February 2014, either through survey responses or through access to state websites.

The Commission compared the salaries that Massachusetts pays to its Governor, Lieutenant Governor, Secretary of State, Attorney General, Treasurer and Auditor with those paid by the other 49 states. The Lieutenant Governor position has been vacant since 2012, so the Commission estimated what the current salary might have been had the former Lieutenant Governor continued in that position through 2014 at \$134,932. The rank of Massachusetts among all 50 states is summarized below in Table B-1, and detailed in Table B-3.

Table B-1
Rank of Massachusetts Constitutional Officer Salaries Among 50 States

Position	Salary for FY2014	Rank of Massachusetts Among 50 States
Governor	\$151,800	11
Lieutenant Governor	\$134,932	6
Secretary of State	\$130,262	9
Attorney General	\$130,582	20
Treasurer	\$127,917	11
Auditor	\$137,425	14

ADJUSTING SALARIES FOR CONSTITUTIONAL OFFICERS IN MASSACHUSETTS AND COMPARING WITH OTHER STATES

Salaries paid to individuals locally do not accurately reflect the buying power that a salary has in that location. Typically if one were considering relocating to a similar position in another part of the country, one would want to know how those two salaries compare in terms of their ability to purchase the goods and services needed. To accurately analyze the salaries that Massachusetts pays its constitutional officers compared with comparable positions in other states, the Commissioners applied a cost of living index (using data from

the Economic Research Institute, Inc.) to the salaries paid to Constitutional Officers in Massachusetts, and compared these with similarly adjusted positions in the other 49 states. Table B-2 summarizes the results. The detailed adjustments are shown in Table B-4.

Table B-2
Rank of Massachusetts Constitutional Officer Adjusted Salaries Among 50 States

Position	Salary for FY2014 - Unadjusted	Rank of Massachusetts Among 50 States - Unadjusted	Salary for FY2014 - Adjusted for Cost of Living Difference	Rank of Massachusetts Among 50 States - Adjusted
Governor	\$151,800	11	\$128,318	26
Lieutenant Governor	\$134,932	6	\$114,059	11
Secretary of State	\$130,262	9	\$110,112	16
Attorney General	\$130,582	20	\$110,382	31
Treasurer	\$127,917	11	\$108,129	18
Auditor	\$137,425	14	\$116,167	20

Table B-3
Comparison of Salaries Paid to Constitutional Officers in 50 States

<i>State</i>	<i>Governor</i>	<i>State</i>	<i>Lieutenant Governor</i>	<i>State</i>	<i>Secretary of State</i>	<i>State</i>	<i>Attorney General</i>	<i>State</i>	<i>Treasurer</i>	<i>State</i>	<i>Auditor</i>
1 Pennsylvania	187,818	1 Pennsylvania	157,765	1 Tennessee	190,260	1 Tennessee	176,988	1 Tennessee	190,260	1 Texas	198,000
2 Tennessee	181,980	2 New York	151,500	2 Illinois	156,541	2 Alabama	166,002	2 Michigan	174,204	2 Tennessee	190,260
3 New York	179,000	3 New Jersey	141,000	3 Virginia	152,793	3 Illinois	156,541	3 Georgia	163,125	3 California	175,000
4 Illinois	177,412	4 Hawaii	140,220	4 Florida	140,000	4 Pennsylvania	156,264	4 Virginia	162,214	4 Virginia	168,279
5 New Jersey	175,000	5 Illinois	135,669	5 Oklahoma	140,000	5 Washington	151,718	5 Pennsylvania	156,264	5 Michigan	163,537
6 Virginia	175,000	6 Massachusetts	134,932	6 Pennsylvania	135,228	6 New York	151,500	6 New Jersey	141,000	6 Georgia	159,215
7 California	173,987	7 California	130,490	7 Georgia	130,690	7 California	151,127	7 Hawaii	140,220	7 Pennsylvania	156,264
8 Delaware	171,000	8 Maryland	125,000	8 California	130,490	8 Texas	150,000	8 California	139,189	8 New York	151,500
9 Washington	166,891	9 Florida	124,851	9 Massachusetts	130,262	9 Virginia	150,000	9 Illinois	135,669	9 Illinois	151,035
10 Michigan	159,300	10 North Carolina	124,676	10 Delaware	127,590	10 Wyoming	147,000	10 Florida	128,972	10 Oregon	147,324
11 Massachusetts	151,800	11 Kentucky	117,329	11 Texas	125,880	11 Delaware	145,207	11 Massachusetts	127,917	11 New Jersey	141,793
12 Connecticut	150,000	12 Alaska	115,000	12 North Carolina	124,676	12 North Dakota	143,685	12 New York	127,000	12 Rhode Island	140,050
13 Maryland	150,000	13 Louisiana	115,000	13 New York	120,800	13 Nevada	141,086	13 Maryland	125,000	13 Colorado	140,000
14 Texas	150,000	14 Oklahoma	114,713	14 Kentucky	117,329	14 New Jersey	141,000	14 North Carolina	124,676	14 Massachusetts	137,425
15 West Virginia	150,000	15 Michigan	111,510	15 Washington	116,950	15 Hawaii	140,220	15 Alaska	122,928	15 Florida	135,000
16 Nevada	149,573	16 Connecticut	110,000	16 Louisiana	115,000	16 Wisconsin	140,147	16 Kentucky	117,329	16 Alaska	133,908
17 Ohio	148,886	17 Rhode Island	108,808	17 Michigan	112,410	17 Georgia	137,791	17 Washington	116,950	17 Hawaii	133,536
18 Oklahoma	147,000	18 Utah	104,000	18 Connecticut	110,000	18 Alaska	136,350	18 Louisiana	115,000	18 Louisiana	132,620
19 Vermont	145,538	19 Iowa	103,212	19 Ohio	109,986	19 Oklahoma	132,825	19 Oklahoma	114,713	19 Arizona	128,785
20 Alaska	145,000	20 North Dakota	94,461	20 Rhode Island	108,808	20 Massachusetts	130,582	20 Delaware	113,374	20 North Carolina	124,676
21 Wisconsin	144,423	21 Washington	93,948	21 Missouri	107,746	21 Florida	128,972	21 Connecticut	110,000	21 Kentucky	117,329
22 Hawaii	143,748	22 Georgia	91,609	22 New Hampshire	105,930	22 Maryland	125,000	22 Ohio	109,986	22 Washington	116,950
23 North Carolina	141,265	23 Indiana	88,543	23 Iowa	103,212	23 North Carolina	124,676	23 Rhode Island	108,808	23 Oklahoma	114,713
24 Georgia	139,339	24 Missouri	86,484	24 Nevada	102,898	24 Iowa	123,669	24 Missouri	107,746	24 Wisconsin	114,351
25 Kentucky	138,012	25 Montana	86,362	25 Idaho	101,150	25 New Hampshire	117,913	25 New Hampshire	105,930	25 Ohio	109,985

Table B-3
Comparison of Salaries Paid to Constitutional Officers in 50 States (Continued)

<i>State</i>	<i>Governor</i>	<i>State</i>	<i>Lieutenant Governor</i>	<i>State</i>	<i>Secretary of State</i>	<i>State</i>	<i>Attorney General</i>	<i>State</i>	<i>Treasurer</i>	<i>State</i>	<i>Auditor</i>
25 Kentucky	138,012	25 Montana	86,362	25 Idaho	101,150	25 New Hampshire	117,913	25 New Hampshire	105,930	25 Ohio	109,985
26 Missouri	133,821	26 New Mexico	85,000	26 North Dakota	96,794	26 Kentucky	117,329	26 Utah	104,000	26 Delaware	108,532
27 Florida	130,273	27 Delaware	78,553	27 Vermont	95,139	27 Missouri	116,437	27 Iowa	103,212	27 Missouri	107,746
28 Iowa	130,000	28 Ohio	78,041	28 West Virginia	95,000	28 Montana	115,817	28 Nevada	102,898	28 South Dakota	105,348
29 Louisiana	130,000	29 Minnesota	77,896	29 South Carolina	92,007	29 Rhode Island	115,610	29 Idaho	101,150	29 South Carolina	104,433
30 Rhode Island	129,210	30 Wisconsin	76,261	30 Wyoming	92,000	30 Louisiana	115,000	30 West Virginia	95,000	30 Utah	104,000
31 Mississippi	122,160	31 Nebraska	75,000	31 Mississippi	90,000	31 Vermont	113,901	31 Vermont	92,269	31 Iowa	103,212
32 New Hampshire	121,896	32 Alabama	68,556	32 Minnesota	89,877	32 Minnesota	113,859	32 South Carolina	92,007	32 Minnesota	101,858
33 North Dakota	121,679	33 Colorado	68,500	33 Montana	88,099	33 Michigan	112,410	33 Wyoming	92,000	33 North Dakota	96,794
34 Minnesota	119,850	34 Nevada	63,648	34 Maryland	87,500	34 Connecticut	110,000	34 North Dakota	91,406	34 Vermont	95,139
35 Idaho	119,000	35 Vermont	61,776	35 Kansas	86,003	35 Ohio	109,986	35 Mississippi	90,000	35 West Virginia	95,000
36 Indiana	111,688	36 Tennessee	60,609	36 Alabama	85,248	36 Mississippi	108,960	36 Kansas	86,003	36 Wyoming	92,000
37 New Mexico	110,000	37 Mississippi	60,000	37 Nebraska	85,000	37 Idaho	107,100	37 Alabama	85,248	37 Mississippi	90,000
38 Utah	109,470	38 Kansas	54,000	38 New Mexico	85,000	38 South Dakota	103,892	38 Nebraska	85,000	38 Montana	88,099
39 Montana	108,167	39 South Carolina	46,545	39 South Dakota	83,135	39 Kansas	98,901	39 New Mexico	85,000	39 Alabama	85,248
40 South Carolina	106,078	40 Arkansas	41,896	40 Oregon	76,992	40 Utah	98,509	40 South Dakota	83,135	40 Nebraska	85,000
41 Nebraska	105,000	41 Virginia	36,321	41 Indiana	76,892	41 Nebraska	95,000	41 Indiana	76,892	41 New Mexico	85,000
42 Wyoming	105,000	42 Idaho	35,700	42 Arizona	70,000	42 New Mexico	95,000	42 Oregon	72,000	42 Maine	81,556
43 South Dakota	104,002	43 Texas	7,200	43 Maine	69,264	43 West Virginia	95,000	43 Arizona	70,000	43 Indiana	76,892
44 Kansas	99,636	44 Arizona	0	44 Wisconsin	68,566	44 Indiana	92,503	44 Maine	69,264	44 Arkansas	54,305
45 Oregon	98,600	45 Maine	0	45 Colorado	68,500	45 Maine	92,248	45 Wisconsin	68,566	45 Connecticut	0
46 Arizona	95,000	46 New Hampshire	0	46 Arkansas	54,305	46 South Carolina	92,007	46 Colorado	68,500	46 Idaho	0
47 Colorado	90,000	47 Oregon	0	47 Alaska	0	47 Arizona	90,000	47 Arkansas	0	47 Kansas	0
48 Arkansas	86,890	48 South Dakota	0	48 Hawaii	0	48 Oregon	82,220	48 Minnesota	0	48 Maryland	0
49 Maine	70,000	49 West Virginia	0	49 New Jersey	0	49 Colorado	80,000	49 Montana	0	49 Nevada	0
50 Alabama	0	50 Wyoming	0	50 Utah	0	50 Arkansas	72,408	50 Texas	0	50 New Hampshire	0

Sources : Book of States 2014, Table 4.11, The Council of State Governments' survey of state personnel agencies and state Web sites February 2014.

Table B-4
Comparison of Adjusted Salaries Paid to Constitutional Officers in 50 States

<i>State</i>	<i>Governor</i>	<i>Cost of Living Adj</i>	<i>Governor Adj</i>	<i>State</i>	<i>Lieutenant Governor</i>	<i>Cost of Living Adj</i>	<i>Lieutenant Governor Adj</i>	<i>State</i>	<i>Secretary of State</i>	<i>Cost of Living Adj</i>	<i>Secretary of State Adj</i>
1 Tennessee	181,980	93.7%	194,216	1 Pennsylvania	157,765	101.2%	155,894	1 Tennessee	190,260	93.7%	203,052
2 Pennsylvania	187,818	101.2%	185,591	2 New York	151,500	114.9%	131,854	2 Oklahoma	140,000	94.9%	147,524
3 Virginia	175,000	104.1%	168,108	3 Illinois	135,669	106.2%	127,749	3 Illinois	156,541	106.2%	147,402
4 Illinois	177,412	106.2%	167,055	4 New Jersey	141,000	111.8%	126,118	4 Virginia	152,793	104.1%	146,775
5 Michigan	159,300	97.4%	163,552	5 Florida	124,851	101.7%	122,764	5 Florida	140,000	101.7%	137,660
6 Delaware	171,000	106.5%	160,563	6 North Carolina	124,676	101.6%	122,713	6 Pennsylvania	135,228	101.2%	133,625
7 Washington	166,891	104.3%	160,011	7 Oklahoma	114,713	94.9%	120,878	7 Texas	125,880	95.5%	131,812
8 Texas	150,000	95.5%	157,068	8 Kentucky	117,329	97.2%	120,709	8 Georgia	130,690	99.5%	131,347
9 New Jersey	175,000	111.8%	156,530	9 Louisiana	115,000	99.3%	115,811	9 North Carolina	124,676	101.6%	122,713
10 New York	179,000	114.9%	155,788	10 Michigan	111,510	97.4%	114,487	10 Kentucky	117,329	97.2%	120,709
11 West Virginia	150,000	96.5%	155,440	11 Massachusetts	134,932	118.3%	114,059	11 Delaware	127,590	106.5%	119,803
12 Oklahoma	147,000	94.9%	154,900	12 Maryland	125,000	109.8%	113,843	12 Louisiana	115,000	99.3%	115,811
13 Ohio	148,886	99.2%	150,087	13 California	130,490	119.2%	109,471	13 Michigan	112,410	97.4%	115,411
14 Nevada	149,573	102.4%	146,067	14 Utah	104,000	97.7%	106,448	14 Washington	116,950	104.3%	112,128
15 California	173,987	119.2%	145,962	15 Iowa	103,212	98.2%	105,104	15 Ohio	109,986	99.2%	110,873
16 Wisconsin	144,423	101.7%	142,009	16 Hawaii	140,220	135.3%	103,636	16 Massachusetts	130,262	118.3%	110,112
17 Kentucky	138,012	97.2%	141,988	17 Rhode Island	108,808	108.5%	100,284	17 California	130,490	119.2%	109,471
18 Georgia	139,339	99.5%	140,039	18 Alaska	115,000	118.6%	96,965	18 Missouri	107,746	100.6%	107,103
19 North Carolina	141,265	101.6%	139,040	19 Connecticut	110,000	116.6%	94,340	19 New York	120,800	114.9%	105,135
20 Maryland	150,000	109.8%	136,612	20 North Dakota	94,461	102.0%	92,609	20 Iowa	103,212	98.2%	105,104
21 Vermont	145,538	106.8%	136,272	21 Indiana	88,543	95.8%	92,425	21 Idaho	101,150	98.6%	102,586
22 Missouri	133,821	100.6%	133,023	22 Georgia	91,609	99.5%	92,069	22 New Hampshire	105,930	103.6%	102,249
23 Iowa	130,000	98.2%	132,383	23 Washington	93,948	104.3%	90,075	23 Nevada	102,898	102.4%	100,486
24 Louisiana	130,000	99.3%	130,916	24 Missouri	86,484	100.6%	85,968	24 Rhode Island	108,808	108.5%	100,284
25 Connecticut	150,000	116.6%	128,645	25 New Mexico	85,000	99.8%	85,170	25 West Virginia	95,000	96.5%	98,446
26 Massachusetts	151,800	118.3%	128,318	26 Montana	86,362	103.0%	83,847	26 Wyoming	92,000	96.8%	95,041
27 Florida	130,273	101.7%	128,095	27 Ohio	78,041	99.2%	78,670	27 North Dakota	96,794	102.0%	94,896
28 Mississippi	122,160	96.1%	127,118	28 Nebraska	75,000	98.0%	76,531	28 Connecticut	110,000	116.6%	94,340
29 Alaska	145,000	118.6%	122,260	29 Minnesota	77,896	103.2%	75,481	29 Mississippi	90,000	96.1%	93,652
30 Idaho	119,000	98.6%	120,690	30 Wisconsin	76,261	101.7%	74,986	30 South Carolina	92,007	101.0%	91,096
31 North Dakota	121,679	102.0%	119,293	31 Delaware	78,553	106.5%	73,759	31 Vermont	95,139	106.8%	89,081
32 Rhode Island	129,210	108.5%	119,088	32 Alabama	68,556	98.2%	69,813	32 Kansas	86,003	96.7%	88,938
33 New Hampshire	121,896	103.6%	117,660	33 Colorado	68,500	103.5%	66,184	33 South Dakota	83,135	95.1%	87,419
34 Indiana	111,688	95.8%	116,585	34 Tennessee	60,609	93.7%	64,684	34 Minnesota	89,877	103.2%	87,090
35 Minnesota	119,850	103.2%	116,134	35 Mississippi	60,000	96.1%	62,435	35 Alabama	85,248	98.2%	86,811
36 Utah	109,470	97.7%	112,047	36 Nevada	63,648	102.4%	62,156	36 Nebraska	85,000	98.0%	86,735
37 New Mexico	110,000	99.8%	110,220	37 Vermont	61,776	106.8%	57,843	37 Montana	88,099	103.0%	85,533
38 South Dakota	104,002	95.1%	109,361	38 Kansas	54,000	96.7%	55,843	38 New Mexico	85,000	99.8%	85,170
39 Wyoming	105,000	96.8%	108,471	39 South Carolina	46,545	101.0%	46,084	39 Indiana	76,892	95.8%	80,263
40 Nebraska	105,000	98.0%	107,143	40 Arkansas	41,896	95.9%	43,687	40 Maryland	87,500	109.8%	79,690
41 Hawaii	143,748	135.3%	106,244	41 Idaho	35,700	98.6%	36,207	41 Oregon	76,992	105.9%	72,703
42 South Carolina	106,078	101.0%	105,028	42 Virginia	36,321	104.1%	34,890	42 Arizona	70,000	100.7%	69,513
43 Montana	108,167	103.0%	105,017	43 Texas	7,200	95.5%	7,539	43 Wisconsin	68,566	101.7%	67,420
44 Kansas	99,636	96.7%	103,036	44 Arizona	0	100.7%	0	44 Maine	69,264	103.9%	66,664
45 Arizona	95,000	100.7%	94,340	45 Maine	0	103.9%	0	45 Colorado	68,500	103.5%	66,184
46 Oregon	98,600	105.9%	93,107	46 New Hampshire	0	103.6%	0	46 Arkansas	54,305	95.9%	56,627
47 Arkansas	86,890	95.9%	90,605	47 Oregon	0	105.9%	0	47 Alaska	0	118.6%	0
48 Colorado	90,000	103.5%	86,957	48 South Dakota	0	95.1%	0	48 Hawaii	0	135.3%	0
49 Maine	70,000	103.9%	67,372	49 West Virginia	0	96.5%	0	49 New Jersey	0	111.8%	0
50 Alabama	0	98.2%	0	50 Wyoming	0	96.8%	0	50 Utah	0	97.7%	0

Sources : Book of States 2014, Table 4.11, The Council of State Governments' survey of state personnel agencies and state Web sites February 2014.

Table B-4
Comparison of Adjusted Salaries Paid to Constitutional Officers in 50 States (Continued)

State	Attorney General			State	Treasurer			State	Auditor		
	General	Cost of Living Adj	Adj		General	Cost of Living Adj	Adj		General	Cost of Living Adj	Adj
1 Tennessee	176,988	93.7%	188,888	1 Tennessee	190,260	93.7%	203,052	1 Texas	198,000	95.5%	207,330
2 Alabama	166,002	98.2%	169,045	2 Michigan	174,204	97.4%	178,854	2 Tennessee	190,260	93.7%	203,052
3 Texas	150,000	95.5%	157,068	3 Georgia	163,125	99.5%	163,945	3 Michigan	163,537	97.4%	167,902
4 Pennsylvania	156,264	101.2%	154,411	4 Virginia	162,214	104.1%	155,825	4 Virginia	168,279	104.1%	161,651
5 Wyoming	147,000	96.8%	151,860	5 Pennsylvania	156,264	101.2%	154,411	5 Georgia	159,215	99.5%	160,015
6 Illinois	156,541	106.2%	147,402	6 Illinois	135,669	106.2%	127,749	6 Pennsylvania	156,264	101.2%	154,411
7 Washington	151,718	104.3%	145,463	7 Florida	128,972	101.7%	126,816	7 California	175,000	119.2%	146,812
8 Virginia	150,000	104.1%	144,092	8 New Jersey	141,000	111.8%	126,118	8 Illinois	151,035	106.2%	142,218
9 North Dakota	143,685	102.0%	140,868	9 North Carolina	124,676	101.6%	122,713	9 Oregon	147,324	105.9%	139,116
10 Oklahoma	132,825	94.9%	139,963	10 Oklahoma	114,713	94.9%	120,878	10 Colorado	140,000	103.5%	135,266
11 Georgia	137,791	99.5%	138,483	11 Kentucky	117,329	97.2%	120,709	11 Louisiana	132,620	99.3%	133,555
12 Wisconsin	140,147	101.7%	137,804	12 California	139,189	119.2%	116,769	12 Florida	135,000	101.7%	132,743
13 Nevada	141,086	102.4%	137,779	13 Louisiana	115,000	99.3%	115,811	13 New York	151,500	114.9%	131,854
14 Delaware	145,207	106.5%	136,345	14 Maryland	125,000	109.8%	113,843	14 Rhode Island	140,050	108.5%	129,078
15 New York	151,500	114.9%	131,854	15 Washington	116,950	104.3%	112,128	15 Arizona	128,785	100.7%	127,890
16 Florida	128,972	101.7%	126,816	16 Ohio	109,986	99.2%	110,873	16 New Jersey	141,793	111.8%	126,827
17 California	151,127	119.2%	126,784	17 New York	127,000	114.9%	110,531	17 North Carolina	124,676	101.6%	122,713
18 New Jersey	141,000	111.8%	126,118	18 Massachusetts	127,917	118.3%	108,129	18 Oklahoma	114,713	94.9%	120,878
19 Iowa	123,669	98.2%	125,936	19 Missouri	107,746	100.6%	107,103	19 Kentucky	117,329	97.2%	120,709
20 North Carolina	124,676	101.6%	122,713	20 Delaware	113,374	106.5%	106,454	20 Massachusetts	137,425	118.3%	116,167
21 Kentucky	117,329	97.2%	120,709	21 Utah	104,000	97.7%	106,448	21 Alaska	133,908	118.6%	112,907
22 Louisiana	115,000	99.3%	115,811	22 Iowa	103,212	98.2%	105,104	22 Wisconsin	114,351	101.7%	112,440
23 Missouri	116,437	100.6%	115,743	23 Alaska	122,928	118.6%	103,649	23 Washington	116,950	104.3%	112,128
24 Michigan	112,410	97.4%	115,411	24 Hawaii	140,220	135.3%	103,636	24 Ohio	109,985	99.2%	110,872
25 Alaska	136,350	118.6%	114,966	25 Idaho	101,150	98.6%	102,586	25 South Dakota	105,348	95.1%	110,776
26 Maryland	125,000	109.8%	113,843	26 New Hampshire	105,930	103.6%	102,249	26 Missouri	107,746	100.6%	107,103
27 New Hampshire	117,913	103.6%	113,816	27 Nevada	102,898	102.4%	100,486	27 Utah	104,000	97.7%	106,448
28 Mississippi	108,960	96.1%	113,382	28 Rhode Island	108,808	108.5%	100,284	28 Iowa	103,212	98.2%	105,104
29 Montana	115,817	103.0%	112,444	29 West Virginia	95,000	96.5%	98,446	29 South Carolina	104,433	101.0%	103,399
30 Ohio	109,986	99.2%	110,873	30 Wyoming	92,000	96.8%	95,041	30 Delaware	108,532	106.5%	101,908
31 Massachusetts	130,582	118.3%	110,382	31 Connecticut	110,000	116.6%	94,340	31 Minnesota	101,858	103.2%	98,700
32 Minnesota	113,859	103.2%	110,328	32 Mississippi	90,000	96.1%	93,652	32 Hawaii	133,536	135.3%	98,696
33 South Dakota	103,892	95.1%	109,245	33 South Carolina	92,007	101.0%	91,096	33 West Virginia	95,000	96.5%	98,446
34 Idaho	107,100	98.6%	108,621	34 North Dakota	91,406	102.0%	89,614	34 Wyoming	92,000	96.8%	95,041
35 Vermont	113,901	106.8%	106,649	35 Kansas	86,003	96.7%	88,938	35 North Dakota	96,794	102.0%	94,896
36 Rhode Island	115,610	108.5%	106,553	36 South Dakota	83,135	95.1%	87,419	36 Mississippi	90,000	96.1%	93,652
37 Hawaii	140,220	135.3%	103,636	37 Alabama	85,248	98.2%	86,811	37 Vermont	95,139	106.8%	89,081
38 Kansas	98,901	96.7%	102,276	38 Nebraska	85,000	98.0%	86,735	38 Alabama	85,248	98.2%	86,811
39 Utah	98,509	97.7%	100,828	39 Vermont	92,269	106.8%	86,394	39 Nebraska	85,000	98.0%	86,735
40 West Virginia	95,000	96.5%	98,446	40 New Mexico	85,000	99.8%	85,170	40 Montana	88,099	103.0%	85,533
41 Nebraska	95,000	98.0%	96,939	41 Indiana	76,892	95.8%	80,263	41 New Mexico	85,000	99.8%	85,170
42 Indiana	92,503	95.8%	96,558	42 Arizona	70,000	100.7%	69,513	42 Indiana	76,892	95.8%	80,263
43 New Mexico	95,000	99.8%	95,190	43 Oregon	72,000	105.9%	67,989	43 Maine	81,556	103.9%	78,495
44 Connecticut	110,000	116.6%	94,340	44 Wisconsin	68,566	101.7%	67,420	44 Arkansas	54,305	95.9%	56,627
45 South Carolina	92,007	101.0%	91,096	45 Maine	69,264	103.9%	66,664	45 Connecticut	0	116.6%	0
46 Arizona	90,000	100.7%	89,374	46 Colorado	68,500	103.5%	66,184	46 Idaho	0	98.6%	0
47 Maine	92,248	103.9%	88,785	47 Arkansas	0	95.9%	0	47 Kansas	0	96.7%	0
48 Oregon	82,220	105.9%	77,639	48 Minnesota	0	103.2%	0	48 Maryland	0	109.8%	0
49 Colorado	80,000	103.5%	77,295	49 Montana	0	103.0%	0	49 Nevada	0	102.4%	0
50 Arkansas	72,408	95.9%	75,504	50 Texas	0	95.5%	0	50 New Hampshire	0	103.6%	0

Sources : Book of States 2014, Table 4.11, The Council of State Governments' survey of state personnel agencies and state Web sites February 2014.

Table B-5

Comparison of Proposed Massachusetts Salaries Paid to Constitutional Officers With Those in 50 States

<i>State</i>	<i>Governor</i>	<i>State</i>	<i>Lieutenant Governor</i>	<i>State</i>	<i>Secretary of State</i>
1 Pennsylvania	187,818	1 Massachusetts	165,000	1 Tennessee	190,260
2 Massachusetts	185,000	2 Pennsylvania	157,765	2 Massachusetts	165,000
3 Tennessee	181,980	3 New York	151,500	3 Illinois	156,541
4 New York	179,000	4 New Jersey	141,000	4 Virginia	152,793
5 Illinois	177,412	5 Hawaii	140,220	5 Florida	140,000
6 New Jersey	175,000	6 Illinois	135,669	6 Oklahoma	140,000
7 Virginia	175,000	7 California	130,490	7 Pennsylvania	135,228
8 California	173,987	8 Maryland	125,000	8 Georgia	130,690
9 Delaware	171,000	9 Florida	124,851	9 California	130,490
10 Washington	166,891	10 North Carolina	124,676	10 Delaware	127,590
11 Michigan	159,300	11 Kentucky	117,329	11 Texas	125,880
12 Connecticut	150,000	12 Alaska	115,000	12 North Carolina	124,676
13 Maryland	150,000	13 Louisiana	115,000	13 New York	120,800
14 Texas	150,000	14 Oklahoma	114,713	14 Kentucky	117,329
15 West Virginia	150,000	15 Michigan	111,510	15 Washington	116,950
16 Nevada	149,573	16 Connecticut	110,000	16 Louisiana	115,000
17 Ohio	148,886	17 Rhode Island	108,808	17 Michigan	112,410
18 Oklahoma	147,000	18 Utah	104,000	18 Connecticut	110,000
19 Vermont	145,538	19 Iowa	103,212	19 Ohio	109,986
20 Alaska	145,000	20 North Dakota	94,461	20 Rhode Island	108,808
21 Wisconsin	144,423	21 Washington	93,948	21 Missouri	107,746
22 Hawaii	143,748	22 Georgia	91,609	22 New Hampshire	105,930
23 North Carolina	141,265	23 Indiana	88,543	23 Iowa	103,212
24 Georgia	139,339	24 Missouri	86,484	24 Nevada	102,898
25 Kentucky	138,012	25 Montana	86,362	25 Idaho	101,150
26 Missouri	133,821	26 New Mexico	85,000	26 North Dakota	96,794
27 Florida	130,273	27 Delaware	78,553	27 Vermont	95,139
28 Iowa	130,000	28 Ohio	78,041	28 West Virginia	95,000
29 Louisiana	130,000	29 Minnesota	77,896	29 South Carolina	92,007
30 Rhode Island	129,210	30 Wisconsin	76,261	30 Wyoming	92,000
31 Mississippi	122,160	31 Nebraska	75,000	31 Mississippi	90,000
32 New Hampshire	121,896	32 Alabama	68,556	32 Minnesota	89,877
33 North Dakota	121,679	33 Colorado	68,500	33 Montana	88,099
34 Minnesota	119,850	34 Nevada	63,648	34 Maryland	87,500
35 Idaho	119,000	35 Vermont	61,776	35 Kansas	86,003
36 Indiana	111,688	36 Tennessee	60,609	36 Alabama	85,248
37 New Mexico	110,000	37 Mississippi	60,000	37 Nebraska	85,000
38 Utah	109,470	38 Kansas	54,000	38 New Mexico	85,000
39 Montana	108,167	39 South Carolina	46,545	39 South Dakota	83,135
40 South Carolina	106,078	40 Arkansas	41,896	40 Oregon	76,992
41 Nebraska	105,000	41 Virginia	36,321	41 Indiana	76,892
42 Wyoming	105,000	42 Idaho	35,700	42 Arizona	70,000
43 South Dakota	104,002	43 Texas	7,200	43 Maine	69,264
44 Kansas	99,636	44 Arizona	0	44 Wisconsin	68,566
45 Oregon	98,600	45 Maine	0	45 Colorado	68,500
46 Arizona	95,000	46 New Hampshire	0	46 Arkansas	54,305
47 Colorado	90,000	47 Oregon	0	47 Alaska	0
48 Arkansas	86,890	48 South Dakota	0	48 Hawaii	0
49 Maine	70,000	49 West Virginia	0	49 New Jersey	0
50 Alabama	0	50 Wyoming	0	50 Utah	0

Sources : Book of States 2014, Table 4.11, The Council of State Governments' survey of state personnel agencies and state Web sites February 2014.

Table B-5
Comparison of Proposed Massachusetts Salaries Paid to Constitutional Officers With Those in 50 States
(Continued)

	<i>State</i>	<i>Attorney General</i>		<i>State</i>	<i>Treasurer</i>		<i>State</i>	<i>Auditor</i>
1	Tennessee	176,988	1	Tennessee	190,260	1	Texas	198,000
2	Massachusetts	175,000	2	Massachusetts	175,000	2	Tennessee	190,260
3	Alabama	166,002	3	Michigan	174,204	3	California	175,000
4	Illinois	156,541	4	Georgia	163,125	4	Virginia	168,279
5	Pennsylvania	156,264	5	Virginia	162,214	5	Massachusetts	165,000
6	Washington	151,718	6	Pennsylvania	156,264	6	Michigan	163,537
7	New York	151,500	7	New Jersey	141,000	7	Georgia	159,215
8	California	151,127	8	Hawaii	140,220	8	Pennsylvania	156,264
9	Texas	150,000	9	California	139,189	9	New York	151,500
10	Virginia	150,000	10	Illinois	135,669	10	Illinois	151,035
11	Wyoming	147,000	11	Florida	128,972	11	Oregon	147,324
12	Delaware	145,207	12	New York	127,000	12	New Jersey	141,793
13	North Dakota	143,685	13	Maryland	125,000	13	Rhode Island	140,050
14	Nevada	141,086	14	North Carolina	124,676	14	Colorado	140,000
15	New Jersey	141,000	15	Alaska	122,928	15	Florida	135,000
16	Hawaii	140,220	16	Kentucky	117,329	16	Alaska	133,908
17	Wisconsin	140,147	17	Washington	116,950	17	Hawaii	133,536
18	Georgia	137,791	18	Louisiana	115,000	18	Louisiana	132,620
19	Alaska	136,350	19	Oklahoma	114,713	19	Arizona	128,785
20	Oklahoma	132,825	20	Delaware	113,374	20	North Carolina	124,676
21	Florida	128,972	21	Connecticut	110,000	21	Kentucky	117,329
22	Maryland	125,000	22	Ohio	109,986	22	Washington	116,950
23	North Carolina	124,676	23	Rhode Island	108,808	23	Oklahoma	114,713
24	Iowa	123,669	24	Missouri	107,746	24	Wisconsin	114,351
25	New Hampshire	117,913	25	New Hampshire	105,930	25	Ohio	109,985
26	Kentucky	117,329	26	Utah	104,000	26	Delaware	108,532
27	Missouri	116,437	27	Iowa	103,212	27	Missouri	107,746
28	Montana	115,817	28	Nevada	102,898	28	South Dakota	105,348
29	Rhode Island	115,610	29	Idaho	101,150	29	South Carolina	104,433
30	Louisiana	115,000	30	West Virginia	95,000	30	Utah	104,000
31	Vermont	113,901	31	Vermont	92,269	31	Iowa	103,212
32	Minnesota	113,859	32	South Carolina	92,007	32	Minnesota	101,858
33	Michigan	112,410	33	Wyoming	92,000	33	North Dakota	96,794
34	Connecticut	110,000	34	North Dakota	91,406	34	Vermont	95,139
35	Ohio	109,986	35	Mississippi	90,000	35	West Virginia	95,000
36	Mississippi	108,960	36	Kansas	86,003	36	Wyoming	92,000
37	Idaho	107,100	37	Alabama	85,248	37	Mississippi	90,000
38	South Dakota	103,892	38	Nebraska	85,000	38	Montana	88,099
39	Kansas	98,901	39	New Mexico	85,000	39	Alabama	85,248
40	Utah	98,509	40	South Dakota	83,135	40	Nebraska	85,000
41	Nebraska	95,000	41	Indiana	76,892	41	New Mexico	85,000
42	New Mexico	95,000	42	Oregon	72,000	42	Maine	81,556
43	West Virginia	95,000	43	Arizona	70,000	43	Indiana	76,892
44	Indiana	92,503	44	Maine	69,264	44	Arkansas	54,305
45	Maine	92,248	45	Wisconsin	68,566	45	Connecticut	0
46	South Carolina	92,007	46	Colorado	68,500	46	Idaho	0
47	Arizona	90,000	47	Arkansas	0	47	Kansas	0
48	Oregon	82,220	48	Minnesota	0	48	Maryland	0
49	Colorado	80,000	49	Montana	0	49	Nevada	0
50	Arkansas	72,408	50	Texas	0	50	New Hampshire	0

Sources : Book of States 2014, Table 4.11, The Council of State Governments' survey of state personnel agencies and state Web sites February 2014.

Table B-6
Comparison of Proposed Massachusetts Salaries Paid to Constitutional Officers With Those in 50 States
After Adjusting for Cost of Living

State	Governor	Cost of Living Adj	Governor Adj	State	Lieutenant Governor	Cost of Living Adj	Lieutenant Governor Adj	State	Secretary of State	Cost of Living Adj	Secretary of State Adj
1 Tennessee	181,980	93.7%	194,216	1 Pennsylvania	157,765	101.2%	155,894	1 Tennessee	190,260	93.7%	203,052
2 Pennsylvania	187,818	101.2%	185,591	2 Massachusetts	165,000	118.3%	139,476	2 Oklahoma	140,000	94.9%	147,524
3 Virginia	175,000	104.1%	168,108	3 New York	151,500	114.9%	131,854	3 Illinois	156,541	106.2%	147,402
4 Illinois	177,412	106.2%	167,055	4 Illinois	135,669	106.2%	127,749	4 Virginia	152,793	104.1%	146,775
5 Michigan	159,300	97.4%	163,552	5 New Jersey	141,000	111.8%	126,118	5 Massachusetts	165,000	118.3%	139,476
6 Delaware	171,000	106.5%	160,563	6 Florida	124,851	101.7%	122,764	6 Florida	140,000	101.7%	137,660
7 Washington	166,891	104.3%	160,011	7 North Carolina	124,676	101.6%	122,713	7 Pennsylvania	135,228	101.2%	133,625
8 Texas	150,000	95.5%	157,068	8 Oklahoma	114,713	94.9%	120,878	8 Texas	125,880	95.5%	131,812
9 New Jersey	175,000	111.8%	156,530	9 Kentucky	117,329	97.2%	120,709	9 Georgia	130,690	99.5%	131,347
10 Massachusetts	185,000	118.3%	156,382	10 Louisiana	115,000	99.3%	115,811	10 North Carolina	124,676	101.6%	122,713
11 New York	179,000	114.9%	155,788	11 Michigan	111,510	97.4%	114,487	11 Kentucky	117,329	97.2%	120,709
12 West Virginia	150,000	96.5%	155,440	12 Maryland	125,000	109.8%	113,843	12 Delaware	127,590	106.5%	119,803
13 Oklahoma	147,000	94.9%	154,900	13 California	130,490	119.2%	109,471	13 Louisiana	115,000	99.3%	115,811
14 Ohio	148,886	99.2%	150,087	14 Utah	104,000	97.7%	106,448	14 Michigan	112,410	97.4%	115,411
15 Nevada	149,573	102.4%	146,067	15 Iowa	103,212	98.2%	105,104	15 Washington	116,950	104.3%	112,128
16 California	173,987	119.2%	145,962	16 Hawaii	140,220	135.3%	103,636	16 Ohio	109,986	99.2%	110,873
17 Wisconsin	144,423	101.7%	142,009	17 Rhode Island	108,808	108.5%	100,284	17 California	130,490	119.2%	109,471
18 Kentucky	138,012	97.2%	141,988	18 Alaska	115,000	118.6%	96,965	18 Missouri	107,746	100.6%	107,103
19 Georgia	139,339	99.5%	140,039	19 Connecticut	110,000	116.6%	94,340	19 New York	120,800	114.9%	105,135
20 North Carolina	141,265	101.6%	139,040	20 North Dakota	94,461	102.0%	92,609	20 Iowa	103,212	98.2%	105,104
21 Maryland	150,000	109.8%	136,612	21 Indiana	88,543	95.8%	92,425	21 Idaho	101,150	98.6%	102,586
22 Vermont	145,538	106.8%	136,272	22 Georgia	91,609	99.5%	92,069	22 New Hampshire	105,930	103.6%	102,249
23 Missouri	133,821	100.6%	133,023	23 Washington	93,948	104.3%	90,075	23 Nevada	102,898	102.4%	100,486
24 Iowa	130,000	98.2%	132,383	24 Missouri	86,484	100.6%	85,968	24 Rhode Island	108,808	108.5%	100,284
25 Louisiana	130,000	99.3%	130,916	25 New Mexico	85,000	99.8%	85,170	25 West Virginia	95,000	96.5%	98,446
26 Connecticut	150,000	116.6%	128,645	26 Montana	86,362	103.0%	83,847	26 Wyoming	92,000	96.8%	95,041
27 Florida	130,273	101.7%	128,095	27 Ohio	78,041	99.2%	78,670	27 North Dakota	96,794	102.0%	94,896
28 Mississippi	122,160	96.1%	127,118	28 Nebraska	75,000	98.0%	76,531	28 Connecticut	110,000	116.6%	94,340
29 Alaska	145,000	118.6%	122,260	29 Minnesota	77,896	103.2%	75,481	29 Mississippi	90,000	96.1%	93,652
30 Idaho	119,000	98.6%	120,690	30 Wisconsin	76,261	101.7%	74,986	30 South Carolina	92,007	101.0%	91,096
31 North Dakota	121,679	102.0%	119,293	31 Delaware	78,553	106.5%	73,759	31 Vermont	95,139	106.8%	89,081
32 Rhode Island	129,210	108.5%	119,088	32 Alabama	68,556	98.2%	69,813	32 Kansas	86,003	96.7%	88,938
33 New Hampshire	121,896	103.6%	117,660	33 Colorado	68,500	103.5%	66,184	33 South Dakota	83,135	95.1%	87,419
34 Indiana	111,688	95.8%	116,585	34 Tennessee	60,609	93.7%	64,684	34 Minnesota	89,877	103.2%	87,090
35 Minnesota	119,850	103.2%	116,134	35 Mississippi	60,000	96.1%	62,435	35 Alabama	85,248	98.2%	86,811
36 Utah	109,470	97.7%	112,047	36 Nevada	63,648	102.4%	62,156	36 Nebraska	85,000	98.0%	86,735
37 New Mexico	110,000	99.8%	110,220	37 Vermont	61,776	106.8%	57,843	37 Montana	88,099	103.0%	85,533
38 South Dakota	104,002	95.1%	109,361	38 Kansas	54,000	96.7%	55,843	38 New Mexico	85,000	99.8%	85,170
39 Wyoming	105,000	96.8%	108,471	39 South Carolina	46,545	101.0%	46,084	39 Indiana	76,892	95.8%	80,263
40 Nebraska	105,000	98.0%	107,143	40 Arkansas	41,896	95.9%	43,687	40 Maryland	87,500	109.8%	79,690
41 Hawaii	143,748	135.3%	106,244	41 Idaho	35,700	98.6%	36,207	41 Oregon	76,992	105.9%	72,703
42 South Carolina	106,078	101.0%	105,028	42 Virginia	36,321	104.1%	34,890	42 Arizona	70,000	100.7%	69,513
43 Montana	108,167	103.0%	105,017	43 Texas	7,200	95.5%	7,539	43 Wisconsin	68,566	101.7%	67,420
44 Kansas	99,636	96.7%	103,036	44 Arizona	0	100.7%	0	44 Maine	69,264	103.9%	66,664
45 Arizona	95,000	100.7%	94,340	45 Maine	0	103.9%	0	45 Colorado	68,500	103.5%	66,184
47 Arkansas	86,890	95.9%	90,605	47 Oregon	0	105.9%	0	47 Alaska	0	118.6%	0
48 Colorado	90,000	103.5%	86,957	48 South Dakota	0	95.1%	0	48 Hawaii	0	135.3%	0
49 Maine	70,000	103.9%	67,372	49 West Virginia	0	96.5%	0	49 New Jersey	0	111.8%	0
50 Alabama	0	98.2%	0	50 Wyoming	0	96.8%	0	50 Utah	0	97.7%	0

Sources : Book of States 2014, Table 4.11, The Council of State Governments' survey of state personnel agencies and state Web sites February 2014.

Table B-6
Comparison of Proposed Massachusetts Salaries Paid to Constitutional Officers With Those in 50 States
After Adjusting for Cost of Living (Continued)

	State	Attorney General	Cost of Living Adj	Attorney General Adj		State	Treasurer	Cost of Living Adj	Treasurer Adj		State	Auditor	Cost of Living Adj	Auditor Adj
1	Tennessee	176,988	93.7%	188,888	1	Tennessee	190,260	93.7%	203,052	1	Texas	198,000	95.5%	207,330
2	Alabama	166,002	98.2%	169,045	2	Michigan	174,204	97.4%	178,854	2	Tennessee	190,260	93.7%	203,052
3	Texas	150,000	95.5%	157,068	3	Georgia	163,125	99.5%	163,945	3	Michigan	163,537	97.4%	167,902
4	Pennsylvania	156,264	101.2%	154,411	4	Virginia	162,214	104.1%	155,825	4	Virginia	168,279	104.1%	161,651
5	Wyoming	147,000	96.8%	151,860	5	Pennsylvania	156,264	101.2%	154,411	5	Georgia	159,215	99.5%	160,015
6	Massachusetts	175,000	118.3%	147,929	6	Massachusetts	175,000	118.3%	147,929	6	Pennsylvania	156,264	101.2%	154,411
7	Illinois	156,541	106.2%	147,402	7	Illinois	135,669	106.2%	127,749	7	California	175,000	119.2%	146,812
8	Washington	151,718	104.3%	145,463	8	Florida	128,972	101.7%	126,816	8	Illinois	151,035	106.2%	142,218
9	Virginia	150,000	104.1%	144,092	9	New Jersey	141,000	111.8%	126,118	9	Massachusetts	165,000	118.3%	139,476
10	North Dakota	143,685	102.0%	140,868	10	North Carolina	124,676	101.6%	122,713	10	Oregon	147,324	105.9%	139,116
11	Oklahoma	132,825	94.9%	139,963	11	Oklahoma	114,713	94.9%	120,878	11	Colorado	140,000	103.5%	135,266
12	Georgia	137,791	99.5%	138,483	12	Kentucky	117,329	97.2%	120,709	12	Louisiana	132,620	99.3%	133,555
13	Wisconsin	140,147	101.7%	137,804	13	California	139,189	119.2%	116,769	13	Florida	135,000	101.7%	132,743
14	Nevada	141,086	102.4%	137,779	14	Louisiana	115,000	99.3%	115,811	14	New York	151,500	114.9%	131,854
15	Delaware	145,207	106.5%	136,345	15	Maryland	125,000	109.8%	113,843	15	Rhode Island	140,050	108.5%	129,078
16	New York	151,500	114.9%	131,854	16	Washington	116,950	104.3%	112,128	16	Arizona	128,785	100.7%	127,890
17	Florida	128,972	101.7%	126,816	17	Ohio	109,986	99.2%	110,873	17	New Jersey	141,793	111.8%	126,827
18	California	151,127	119.2%	126,784	18	New York	127,000	114.9%	110,531	18	North Carolina	124,676	101.6%	122,713
19	New Jersey	141,000	111.8%	126,118	19	Missouri	107,746	100.6%	107,103	19	Oklahoma	114,713	94.9%	120,878
20	Iowa	123,669	98.2%	125,936	20	Delaware	113,374	106.5%	106,454	20	Kentucky	117,329	97.2%	120,709
21	North Carolina	124,676	101.6%	122,713	21	Utah	104,000	97.7%	106,448	21	Alaska	133,908	118.6%	112,907
22	Kentucky	117,329	97.2%	120,709	22	Iowa	103,212	98.2%	105,104	22	Wisconsin	114,351	101.7%	112,440
23	Louisiana	115,000	99.3%	115,811	23	Alaska	122,928	118.6%	103,649	23	Washington	116,950	104.3%	112,128
24	Missouri	116,437	100.6%	115,743	24	Hawaii	140,220	135.3%	103,636	24	Ohio	109,985	99.2%	110,872
25	Michigan	112,410	97.4%	115,411	25	Idaho	101,150	98.6%	102,586	25	South Dakota	105,348	95.1%	110,776
26	Alaska	136,350	118.6%	114,966	26	New Hampshire	105,930	103.6%	102,249	26	Missouri	107,746	100.6%	107,103
27	Maryland	125,000	109.8%	113,843	27	Nevada	102,898	102.4%	100,486	27	Utah	104,000	97.7%	106,448
28	New Hampshire	117,913	103.6%	113,816	28	Rhode Island	108,808	108.5%	100,284	28	Iowa	103,212	98.2%	105,104
29	Mississippi	108,960	96.1%	113,382	29	West Virginia	95,000	96.5%	98,446	29	South Carolina	104,433	101.0%	103,399
30	Montana	115,817	103.0%	112,444	30	Wyoming	92,000	96.8%	95,041	30	Delaware	108,532	106.5%	101,908
31	Ohio	109,986	99.2%	110,873	31	Connecticut	110,000	116.6%	94,340	31	Minnesota	101,858	103.2%	98,700
32	Minnesota	113,859	103.2%	110,328	32	Mississippi	90,000	96.1%	93,652	32	Hawaii	133,536	135.3%	98,696
33	South Dakota	103,892	95.1%	109,245	33	South Carolina	92,007	101.0%	91,096	33	West Virginia	95,000	96.5%	98,446
34	Idaho	107,100	98.6%	108,621	34	North Dakota	91,406	102.0%	89,614	34	Wyoming	92,000	96.8%	95,041
35	Vermont	113,901	106.8%	106,649	35	Kansas	86,003	96.7%	88,938	35	North Dakota	96,794	102.0%	94,896
36	Rhode Island	115,610	108.5%	106,553	36	South Dakota	83,135	95.1%	87,419	36	Mississippi	90,000	96.1%	93,652
37	Hawaii	140,220	135.3%	103,636	37	Alabama	85,248	98.2%	86,811	37	Vermont	95,139	106.8%	89,081
38	Kansas	98,901	96.7%	102,276	38	Nebraska	85,000	98.0%	86,735	38	Alabama	85,248	98.2%	86,811
39	Utah	98,509	97.7%	100,828	39	Vermont	92,269	106.8%	86,394	39	Nebraska	85,000	98.0%	86,735
40	West Virginia	95,000	96.5%	98,446	40	New Mexico	85,000	99.8%	85,170	40	Montana	88,099	103.0%	85,533
41	Nebraska	95,000	98.0%	96,939	41	Indiana	76,892	95.8%	80,263	41	New Mexico	85,000	99.8%	85,170
42	Indiana	92,503	95.8%	96,558	42	Arizona	70,000	100.7%	69,513	42	Indiana	76,892	95.8%	80,263
43	New Mexico	95,000	99.8%	95,190	43	Oregon	72,000	105.9%	67,989	43	Maine	81,556	103.9%	78,495
44	Connecticut	110,000	116.6%	94,340	44	Wisconsin	68,566	101.7%	67,420	44	Arkansas	54,305	95.9%	56,627
45	South Carolina	92,007	101.0%	91,096	45	Maine	69,264	103.9%	66,664	45	Connecticut	0	116.6%	0
47	Maine	92,248	103.9%	88,785	47	Arkansas	0	95.9%	0	47	Kansas	0	96.7%	0
48	Oregon	82,220	105.9%	77,639	48	Minnesota	0	103.2%	0	48	Maryland	0	109.8%	0
49	Colorado	80,000	103.5%	77,295	49	Montana	0	103.0%	0	49	Nevada	0	102.4%	0
50	Arkansas	72,408	95.9%	75,504	50	Texas	0	95.5%	0	50	New Hampshire	0	103.6%	0

Sources: Book of States 2014, Table 4.11, The Council of State Governments' survey of state personnel agencies and state Web sites February 2014.

Table B-7

Comparison of Proposed Massachusetts Salaries Paid to Legislative Leaders With Those in Other States with Full-Time Legislatures After Adjusting for Cost of Living (Continued)

State	Senate President		Senate President		No. of Constituents Served by Each Senator
	Pay	Rank Among 11	Pay - Adjusted	Rank Among 11	
Alaska	\$50,900	9	\$42,917	10	36,757
California	\$109,584	4	\$91,933	5	958,313
Florida	\$41,181	11	\$40,493	11	488,822
Illinois	\$95,313	5	\$89,749	6	113,438
Massachusetts	\$175,000	1	\$147,929	1	167,321
Michigan	\$76,647	7	\$78,693	7	260,411
New Jersey	\$65,317	8	\$58,423	8	222,483
New York	\$121,000	3	\$105,309	3	311,923
Ohio	\$94,437	6	\$95,199	4	350,631
Pennsylvania	\$131,148	2	\$129,593	2	255,476
Wisconsin	\$49,943	10	\$49,108	9	174,022

State	House Speaker		House Speaker		
	Pay	Rank Among 11	Pay - Adjusted	Rank Among 11	
Alaska	\$50,900	9	\$42,917	10	
California	\$109,584	4	\$91,933	6	
Florida	\$41,181	11	\$40,493	11	
Illinois	\$95,313	6	\$89,749	7	
Massachusetts	\$175,000	1	\$147,929	1	
Michigan	\$98,685	5	\$101,319	4	
New Jersey	\$65,317	8	\$58,423	8	
New York	\$121,000	3	\$105,309	3	
Ohio	\$94,437	7	\$95,199	5	
Pennsylvania	\$130,034	2	\$128,492	2	
Wisconsin	\$50,243	10	\$49,403	9	

APPENDIX C: COMPARISON OF SALARIES FOR MASSACHUSETTS CONSTITUTIONAL OFFICERS WITH SIMILAR JOBS IN PRIVATE SECTOR

OBJECTIVE

The objective of this analysis is based on Section 239: “There shall be a special advisory commission regarding the compensation of public officials identified in Article LXIV of the Articles of Amendment to the Constitution... The commission shall study compensation issues which shall include, but not limited to: ... (C) a comparison of direct and indirect compensation of public officials with similar employment in the private sector in the commonwealth.”

EXECUTIVE SUMMARY

The positions of the public officials identified in Article LXIV of the Articles of Amendment to the Constitution do not have clear, direct private sector equivalents. However, to meet the legislative requirements we have identified specific private sector positions whose responsibilities reflect public sector duties in greater or lesser fashion. A review of compensation survey data from all industries in Massachusetts with gross revenues between \$5 billion and \$20 billion in revenue indicated that the compensation of the public officials is less than what the private sector executives currently make in all cases and in most cases much less. The following chart is an example of how base salaries of the elected officials compares to the private sector at various revenue sizes:

Position	Base Salary	Private Sector Survey Title	Private Sector Base Salaries at		
			\$5 billion	\$10 billion	\$20 billion
Governor	\$151,800	Chief Executive Officer	\$1,045,582	\$1,209,124	\$1,384,720
Lieutenant Governor	\$127,327	Executive Vice President	\$541,612	\$623,894	\$713,573
Attorney General	\$130,582	Top Legal Executive	\$503,271	\$596,394	\$706,747
Secretary of State	\$130,262	Chief Administrative Officer	\$522,393	\$623,841	\$744,990
Treasurer	\$127,917	Top Treasurer Corporate	\$376,512	\$488,663	\$534,645
Auditor	\$134,952	Top Internal Auditor	\$164,181	\$183,888	\$207,762
Senate President/ Speaker of the House	\$102,279	Chairman of Board (Outside Member)	\$392,421	\$451,156	\$518,685
Senate President/ Speaker of the House	\$102,279	Chief Operating Officer	\$694,718	\$794,685	\$895,854

METHODOLOGY

Commissioners Chris Kealey and Cathy Minehan were assisted by consultants from Sullivan, Cotter and Associates, Inc. (SullivanCotter) and an intern, Sunshine Greene, from Simmons College School of Management. The source of the compensation data used in this analysis was the ERI Economic Research Institute's (ERI) Executive Compensation Assessor, which is more fully described at the end of this report.

To determine "a comparison of direct and indirect compensation of public officials with similar employment in the private sector in the commonwealth" the commissioners, with the assistance of SullivanCotter and Ms. Greene, used the following parameters from the ERI Executive Assessor:

- **Geographic Location:** Massachusetts
- **Similar employment:** The budget of the Commonwealth is \$36.5 billion. Since there are very few companies of similar size headquartered within the Commonwealth, the commissioners decided to use the parameters of "all industries" at revenue sizes

of \$5 billion, \$10 billion and \$20 billion to demonstrate the range of private sector employment opportunities within the Commonwealth.

- Appropriate job responsibility comparisons: The public officials identified in Article LXIV of the Articles of Amendment to the Constitution do not have direct private sector equivalents. The commissioners acknowledge this and attempted to make the best comparisons possible to the private sector. The comparisons are as follows:

Public Official	Private Sector Title
Governor	Chief Executive Officer
Lieutenant Governor	Executive Vice President
Attorney General	Top Legal Executive
Secretary of State	Chief Administrative Officer
Treasurer	Top Treasurer Corporate
Auditor	Top Internal Auditor
Senate President and Speaker of the House	Chairman of Board (Outside Member – analogous to a Lead Director) **
Senate President and Speaker of the House	Chief Operating Officer **

** These positions are particularly difficult to match. If one looks at legislative leadership as the operating heads of the Commonwealth then the Chief Operating Officer's compensation may be a good private sector comparator. Alternatively, if one views the legislative heads as leaders governing the Commonwealth in conjunction with the Governor, then the Lead Director or outside Chair of the Board might be the comparator.

The components of compensation available from ERI include:

- Salary – This is the fixed wage paid to an employee. The basis is usually weekly, monthly, or yearly, and is most often applied to exempt employees.
- Total Compensation – The sum of all payments made to an employee for a specific time period (usually annual) including base salary, incentives, and bonuses (and/or other variable pay), commissions and stock options.
- Stock Options – The right to buy company stock at a certain price within a particular period of time. The assumption is that the market price of the stock will be higher than the predetermined price at the time that the person is allowed to purchase the stock. (Please note, however, this is not always the case, and options can expire “out of the money.”)

All survey data were adjusted by 3 percent to January 1, 2015.

The private sector survey job descriptions from ERI can be found at the end of this report.

FINDINGS

Using the above mentioned inputs, the ERI Compensation Comparables Assessor demonstrated that at the revenue levels used for this study, the compensation for the public officials was less than compensation in the private sector.

**All Industries
Massachusetts
\$20,000,000,000 Revenue**

Constitutional Officer and Legislative Leaders	Current Salary (2014)	Survey Match	Base Salaries			Total Compensation			Current Salary as % of the 50th Percentile	
			25th Percentile	50th Percentile	75th Percentile	25th Percentile	50th Percentile	75th Percentile	Base Salary	Total Compensation
Governor	\$151,800	Chief Executive Officer	\$1,003,654	\$1,384,720	\$1,879,468	\$2,060,852	\$2,842,970	\$3,857,949	11%	5%
Lieutenant Governor	\$127,327 (2012)	Executive Vice President	\$517,215	\$713,573	\$968,534	\$875,222	\$1,207,530	\$1,638,990	18%	11%
Attorney General	\$130,582	Top Legal Executive	\$527,240	\$706,747	\$939,857	\$801,646	\$1,074,607	\$1,429,066	18%	12%
Secretary of State	\$130,262 (2013)	Chief Administrative Officer	\$607,044	\$744,990	\$924,202	\$883,638	\$1,084,449	\$1,345,332	17%	12%
Treasurer	\$127,917	Top Treasurer Corporate	\$458,414	\$534,645	\$633,698	\$652,017	\$760,460	\$901,375	24%	17%
Auditor	\$134,952	Top Internal Auditor	\$190,756	\$207,762	\$231,868	\$229,459	\$252,140	\$283,601	65%	54%
Senate President and Speaker of the House	\$102,279 (2013)	Chairman of Board (Outside Member)	\$395,204	\$518,685	\$679,053	\$506,636	\$664,964	\$870,588	20%	15%
Senate President and Speaker of the House	\$102,279 (2013)	Chief Operating Officer	\$658,812	\$895,854	\$1,203,654	\$1,250,679	\$1,700,651	\$2,284,865	11%	6%

**All Industries
Massachusetts
\$10,000,000,000 Revenue**

Constitutional Officer and Legislative Leaders	Current Salary (2014)	Survey Match	Base Salaries			Total Compensation			Current Salary as % of the 50th Percentile	
			25th Percentile	50th Percentile	75th Percentile	25th Percentile	50th Percentile	75th Percentile	Base Salary	Total Compensation
Governor	151,800	Chief Executive Officer	876,377	1,209,124	1,641,152	1,715,042	2,366,042	3,211,033	13%	6%
Lieutenant Governor	127,327 (2012)	Executive Vice President	452,224	623,894	846,803	728,214	1,004,704	1,363,702	20%	13%
Attorney General	130,582	Top Legal Executive	444,927	596,394	793,091	672,213	901,098	1,198,325	22%	14%
Secretary of State	130,262 (2013)	Chief Administrative Officer	508,334	623,841	773,899	735,676	902,861	1,120,058	21%	14%
Treasurer	127,917	Top Treasurer Corporate	384,699	448,663	531,773	544,163	634,662	752,258	29%	20%
Auditor	134,952	Top Internal Auditor	169,990	183,888	204,012	201,426	220,002	246,140	73%	61%
Senate President and Speaker of the House	102,279 (2013)	Chairman of Board (Outside Member)	343,765	451,156	590,629	438,894	576,038	754,152	23%	18%
Senate President and Speaker of the House	102,279 (2013)	Chief Operating Officer	584,418	794,685	1,067,222	1,046,344	1,422,821	1,911,640	13%	7%

**All Industries
Massachusetts
\$5,000,000,000 Revenue**

Constitutional Officer and Legislative Leaders	Current Salary (2014)	Survey Match	Base Salaries			Total Compensation			Current Salary as % of the 50th Percentile	
			25th Percentile	50th Percentile	75th Percentile	25th Percentile	50th Percentile	75th Percentile	Base Salary	Total Compensation
Governor	151,800	Chief Executive Officer	757,842	1,045,582	1,419,184	1,387,301	1,913,970	2,597,677	15%	8%
Lieutenant Governor	127,327 (2012)	Executive Vice President	392,595	541,612	735,107	593,613	818,987	1,111,622	24%	16%
Attorney General	130,582	Top Legal Executive	375,470	503,271	669,237	563,656	755,567	1,004,784	26%	17%
Secretary of State	130,262 (2013)	Chief Administrative Officer	425,679	522,393	648,034	612,468	751,648	932,462	25%	17%
Treasurer	127,917	Top Treasurer Corporate	322,846	376,512	446,242	454,138	529,658	627,786	34%	24%
Auditor	134,952	Top Internal Auditor	153,557	164,181	180,932	178,308	193,465	215,192	82%	70%
Senate President and Speaker of the House	102,279 (2013)	Chairman of Board (Outside Member)	299,028	392,421	513,718	380,206	498,997	653,273	26%	20%
Senate President and Speaker of the House	102,279 (2013)	Chief Operating Officer	510,909	694,718	933,400	846,748	1,151,417	1,547,019	15%	9%

EXECUTIVE COMPENSATION ASSESSOR POSITION DESCRIPTIONS

CEO

Alternate Titles:

- Chairman of the Board & CEO; Chief Executive Officer; Executive Director CEO; President; Top Executive; Top Executive Officer; Top Group Executive

Overview:

- Plans, develops, establishes and oversees interpretation and implementation of policies and objectives of organization in accordance with board directives and corporate charter.

Typical Functions:

- Responsible for the profitability of the entire organization.
- Holds position of the top executive and principal organization leader in the organization.
- This position is distinguished from others in that it is the top ranking executive and, in most cases, is the highest paid executive in the organization.
- Confers with organization officials to plan business objectives, to develop organizational policies to coordinate functions and operations between divisions and departments, and to establish responsibilities and procedures for obtaining objectives.
- Reviews activity reports and financial statements to determine progress and status in attaining objectives and revises objectives and plans in accordance with current conditions.
- Directs and coordinates formulation of financial programs to provide funding for new or continuing operations to maximize returns on investments and to increase productivity.
- Plans and develops industrial, labor and public relations policies designed to improve company's image and relations with customers, employees, stockholders and public.
- Evaluates performance of executives for compliance with established policies and objectives of firm and contributions in attaining objectives.
- May preside over Board of Directors.
- May serve as chairman of committees, such as management, executive, engineering and sales.

EVP

Alternate Titles:

- Executive Vice President; Group Vice President; Senior Vice President; Vice President Executive

Overview:

- Directs, plans, approves, revises and implements overall corporate growth strategies and personnel activities.

Typical Functions:

- Oversees a broad range of activities or functions in the organization.
- This position is distinguished in that it is responsible for a broad range of activities or functions in the organization.

- In larger organizations, Vice President level position(s) may report to the Executive Vice President.
- Develops, recommends, evaluates and obtains approval of all major corporate personnel and operational plans and programs.
- Selects, develops and motivates necessary management talent.
- Guides the development of innovative compensation and benefit programs and provides cost control of this element.
- Contributes to solutions of major public problems.
- May direct operations and/or administrative functions.
- May provide staff support services to operating groups in the areas of operations, distribution, personnel and corporate office administrative services and participate as a member of the Executive Committee in planning and controlling corporate growth and evaluating performance against objectives.

Legal Top Executive

Alternate Titles:

- Chief Legal Executive; Legal Counsel Chief; Top Legal Officer; Vice President Legal

Overview:

- Directs, oversees and controls legal activities and functions to ensure the organization's legal posture is developed and maintained.

Typical Functions:

- Establishes legal services required by the organization and ensures that the organization is protected from any legal action.
- Provides officers and directors with advice and guidance in identifying the critical problems to which the application of legal principals yields the greatest opportunities for minimizing risks and maximizing profits.
- Works with all departments on developing and modifying policies and procedures to confirm to legal requirements.
- Reviews and controls department budget to support systematically planned programs of legal actions or defenses and to assure optimum deployment of resource within approved budget.
- Keeps fully informed on all legislation affecting the organization's operations and of all new developments in corporate legal matters, and keeps all levels of management informed of applicable new laws and of the progress and results of court cases.
- Develops a professionally competent staff of attorneys and legal and paralegal generalists and specialists.
- Serves as liaison with carefully selected outside legal firms and monitors and evaluates their activities.

Chief Administrative Officer

Alternate Titles:

- Administrative Vice President; Corporate Services Head; Head of Corporate Services; Top Administrative Officer; Vice President Administration

Overview:

- Directs, plans, develops and establishes policies and objectives of functions in accordance with objectives of organization.

Typical Functions:

- Heads multifunctional support divisions or departments such as, but not limited to, administration, data communications, facilities management, human resources services, insurance, office services, purchasing, security, etc.
- Confers with organization officials to plan business objectives, to develop organizational policies and to coordinate functions.
- Provides support and assistance to other functions and operating units of the organization.
- Interprets company policy to employees and enforces company policy and practices.
- Develops human resource management policy and programs that contribute to the acquisition, retention, motivation and development of company employees capable of meeting current and future organizational needs and objectives.
- Provides physical working environment that provides a positive, productive climate for operations through maintenance, planning and general building services.
- Ensures efficiency of internal non-electronic data processing (EDP) management systems through improved organizational structure, continued surveillance, work methods programs and establishing performance standards.
- Provides non-EDP equipment and supplies that effectively meet operational requirements with a minimum expenditure.
- Counsels management on strategic planning and organization design processes, combined with recommendations and insights that contribute to overall plan strategic management and corporate direction.
- May guide the company's formal strategic planning effort.
- May provide general legal counsel to management, with a minimum use of external counsel.

Top Treasurer Corporate

Alternate Titles:

- Corporate Treasurer; Treasurer Corporate

Overview:

- Directs and coordinates the organization's treasury activities including receipt, disbursement, banking, protection and custody and investment of funds, securities and financial instruments.

Typical Functions:

- Analyzes financial records to forecast future financial position and budget requirements.
- Evaluates need for procurement of funds and investment of surplus.
- Advises CFO on investments and loans for short- and long-range financial plans.
- Prepares financial reports for CFO.
- Develops policies and procedures for account collections and extension of credit to customers.

Top Internal Auditor

Alternate Titles:

- Auditor Top; Internal Auditor Top; Top Auditor

Overview:

- Directs, develops and administers the organization's internal audit program system and procedures to determine the effectiveness of controls, accuracy of records and efficiency of operations.

Typical Functions:

- Reviews company operations and each financial system and evaluates their efficiency, effectiveness and compliance with internal corporate policies and procedures and external laws and government regulations.
- Measures and evaluates the effectiveness and efficiency of business practices and operations, the reliability of financial reporting, the process for deterring and investigating fraud and the safeguarding of company assets.
- Examines and evaluates the organization's financial and information systems, management procedures, and managerial and internal controls to ensure records and controls are accurate.
- Analyzes and recommends business improvements and ways to better execute the organization's responsibilities.
- Recommends controls for organization's computer system to ensure reliability of the system and integrity of the data.
- Provides counsel and advice to management regarding implications of audit findings, and recommends appropriate corrective measures.

Please note that the State Auditor's Office has greater responsibilities than described in the survey description. The Office conducts financial, performance and technical assessments of programs, departments, agencies, authorities, contracts and vendors. While these audits and reports may uncover problems and issues, they also contain recommendations to improve accountability, efficiency and transparency, making state government work better for the citizens of the Commonwealth. The Office consists of Audit Operations, the Administration of Finance Division, the Bureau of Special Investigations and the Division of Local Mandates.

Chairman of the Board

Alternate Titles:

- Board Chair (outside member)

Overview:

- Directs board meetings.

Typical Functions:

- Oversees board members and manages various committees.
- Represents the needs and interests of shareholders.
- Votes on various matters.
- NOTE: This is typically a position elected by other board members who are in turn elected positions.
- Likely unpaid for service if an inside member who also serves as a member of management.

- As an outside board member, pay is for board meeting and committee meeting attendance, plus other activities related to that service.

Chief Operating Officer

Alternate Titles:

- COO; President & Chief Operating Officer; Top Operations Officer; Vice President Operations

Overview:

- Heads, plans, oversees and coordinates the entire operation of an organization toward the achievement of established policies, goals and operating objectives.

Typical Functions:

- Collaborates in the planning and formulation of organization policies and practices.
- Oversees the design, operation and improvement of the system that creates and delivers the organization's products or services.
- Oversees and adjusts organization's processes and operations as necessary to ensure efficient and effective execution of policies and procedures.
- This position is nearly always the second highest paid position in the organization.
- Provides operational guidance in analyzing and appraising the effectiveness of organizational operations.
- Participates in the planning, development, implementation and evaluation of key business and performance goals, short- and long-term strategic planning and objectives, plans, budgets, programs and policies.
- Evaluates operating results throughout the organization to ensure that organization growth and objectives are being met.
- Guides and leads other members of management.
- Monitors the capital expenditure and asset redeployment activities.

Acknowledgements:

About SullivanCotter: Sullivan, Cotter and Associates, Inc. is an independent consulting firm specializing in executive, physician and employee compensation and governance in the health care and not-for-profit industry with a specific focus within health care, higher education, associations and foundations. Within the compensation arena, SullivanCotter covers direct and indirect compensation, qualified and nonqualified benefits, rewards, perquisites and other forms of remuneration. In addition, SullivanCotter performs assessments and mergers and acquisition due diligence around business valuations and fair market value.

About ERI: ERI Economic Research Institute was founded over 25 years ago to provide compensation, benefits and Human Resource research for private and public organizations in the form of published reports and software database products. Revenues for ERI are earned solely from these cost of living and salary survey software and publication sales. ERI does not provide fee-for-service consulting.

ERI's research database software subscriptions are available to management, analysts and consultants and are now widely used by client organizations. Subscribers include corporate compensation, relocation, human resources and other professionals, as well as independent consultants and counselors and US and Canadian public sector administrators (including military, law enforcement, city/county, state/provincial and federal government pay administrators).

About Executive Compensation Assessor: The Executive Compensation Assessor® software compares salaries and bonuses for more than 500 position titles in the US, Canada, and Europe. Executive compensation levels are calculated based on user input for position, industry, location, pay strategy, executive performance, and salary planning date. Compare your organization's executive pay packages to competitors, viewing their past compensation packages for top officers, including stock options and benefits. This is the most comprehensive database of executive compensation information available.

APPENDIX D: LEGISLATIVE COMPENSATION

BASE PAY FOR LEGISLATORS

Massachusetts legislators received a base pay of \$60,033 in 2013.

Voters adopted a constitutional amendment in 1998, effective for the 2001-02 legislative session, directly linking the annual change in legislative salaries to the change in median household income in the Commonwealth. However, the lack of timely median household income data has forced administrations to improvise when estimating the growth in income for the year preceding the start of each session. As a result, there is no consistent method for determining the biennial change in legislative salaries. The Commission sought to find a method for calculating changes in legislative pay that is fair, consistent, and avoids arbitrariness.

The Commission has researched a variety of options and data sources for calculating biennial changes in legislative pay based on the increase/decrease of income for state residents. The Commission recommends using data from the Bureau of Economic Analysis (BEA) that measures the quarterly change in salaries and wages.

The BEA data measures statewide income in the aggregate, not the median. However, the BEA releases updated data frequently, with lag times of three months or less, so using this resource addresses the critical challenge of timely data. Wages and salaries include commissions, tips, and bonuses; voluntary employee contributions to deferred compensation plans, such as 401(k) plans; employee gains from exercising stock options; and receipts-in-kind that represent income. Wages and salaries are measured before deductions, such as for Social Security contributions, union dues, and voluntary employee contributions to defined contribution pension plans.²⁰

The Commission specifically recommends that future administrations use BEA quarterly data measuring the change in wages and salaries in Massachusetts for the most recent eight quarters to determine the biennial change in legislative salaries. For the 2015-2016 session, this calculation would measure the change in wages and salaries between Q4 2012 and Q3 2014.

²⁰ Bureau of Economic Analysis, U.S. Department of Commerce, *State Personal Income and Employment: Concepts, Data Sources, and Statistical Methods*, September 2014.

Table D-1
Comparison of Actual Pay Changes and Changes Using BEA Method

Session	Actual Pay and Percentage Change	BEA, 8 Most Recent Quarters and Percentage Change
2007 (base year)	\$58,197	\$58,197
2009-10 session	\$61,440 (+5.6%)	\$62,206 (+6.9%)
2011-12 session	\$61,133 (-0.5%)	\$62,585 (+0.6%)
2013-14 session	\$60,032 (-1.8%)	\$66,410 (+6.1%)
<i>2015-16 session projected</i>	<i>N/A</i>	<i>\$63,994 (+6.6% based on 2013-14 actual pay)²¹</i>

Note: Calculations for BEA are based on the data that was available at the time of calculation.

LEADERSHIP STIPENDS AND SPECIAL COMPENSATION FOR LEGISLATORS

Two laws govern special compensation types for Massachusetts representatives and senators: special payments for “expenses” and “per diem” are regulated by Massachusetts General Laws Part I Section 9B, and special compensation for leadership roles, including Speaker of the House, President of the Senate, and chairman/vice chairman roles on specific committees, are regulated by Section 3 Chapter 192 of the 1994 Acts (with substantive revisions in 2000 and 2005). A section at the end of this appendix follows with relevant legal language for the two laws governing special compensation above base pay for Massachusetts legislators.

Massachusetts General Laws Part I Section 9B dictates both the per diem and expenses payments. These are paid in addition to the base salaries for legislators.

- Each member of the legislature is paid \$7,200 a year for expenses.
- Per diem payments are made for each day the legislature is in session, as well as any other day a legislator goes to the state house in performance of official duties. They range from \$10 to \$100, based on proximity to Beacon Hill (see Figure D-1, and detail below).

²¹ The projection for the 2015-16 pay is based on the most recent seven quarters of BEA wages and salary data, covering Q4 2012 through Q2 2014. Data for Q3 2014 will be available mid-December.

Per Diem Amounts for Massachusetts Legislators



Legislators in leadership positions receive stipends ranging from \$7,500 to \$35,000.

Table D-2 shows the distribution of payments under the current laws governing legislative pay. The additional sources of compensation of per diem, expenses, and compensation for leadership roles increase the average pay level above the base pay rates for Massachusetts legislators.

Table D-2
Current Legislative Salaries by Position

Position	Number in this position	Present Base Pay	Stipend	Total Base Pay and Stipend	Expenses	Total Base Pay, Stipend and Expenses	Open Checkbook*
President of the Senate and Speaker of the House	2	60,033	35,000	95,033	7,200	102,233	102,279
Chairmen of the House and Senate Committees on Ways and Means	2	60,033	25,000	85,033	7,200	92,233	
Floor Leaders of each of the major political parties in the Senate and House	2	60,033	22,500	82,533	7,200	89,733	
The President pro tempore of the Senate, The Speaker pro tempore of the House,	2	60,033	15,000	75,033	7,200	82,233	
The Assistant and Second Assistant Floor Leaders of each of the major political parties in the Senate and the House	8	60,033	15,000	75,033	7,200	82,233	
The Third Assistant Floor Leaders of the minority party in the Senate and House and of the majority party in the Senate	3	60,033	15,000	75,033	7,200	82,233	
The Chairmen of each of the four divisions of the House	4	60,033	15,000	75,033	7,200	82,233	
The Chairman of the House Committee on Rules	1	60,033	15,000	75,033	7,200	82,233	
The Vice Chairmen of the Senate and House Committees on Ways and Means	2	60,033	15,000	75,033	7,200	82,233	
The ranking minority members of the Senate and House Committees on Ways and Means	2	60,033	15,000	75,033	7,200	82,233	
The Chairmen of the Senate and House Committees on Bonding, Capital Expenditures and State Assets; Post Audit and Oversight; State Administration and Regulatory Oversight; Health Care Financing; Financial Services; the Joint Committee on Revenue; and the Committee on Economic Development and Emerging Technologies	14	60,033	15,000	75,033	7,200	82,233	
The Chairmen of all other Committees of the Senate and the House of representatives established by the joint rules, or by the senate or house rules,		60,033	7,500	67,533	7,200	74,733	
The Vice Chairman and the ranking minority member of the House committee on rules,	2	60,033	7,500	67,533	7,200	74,733	
The Vice Chairman of the House Committee on Post Audit and Oversight,	1	60,033	7,500	67,533	7,200	74,733	
The Assistant Vice Chairmen of the Senate and House Committees on Ways and Means,	2	60,033	7,500	67,533	7,200	74,733	
The House Vice Chairmen of the Committees on Financial Services; Health Care Financing; Bonding, Capital Expenditures and State Assets; State Administration and Regulatory Oversight; and Revenue.	5	60,033	7,500	67,533	7,200	74,733	
The House ranking minority member of the Committee on Bonding, Capital Expenditures and	1	60,033	7,500	67,533	7,200	74,733	
The House Vice Chairman and the House ranking minority member of the committee on Economic Development and Emerging Technologies,	2	60,033	7,500	67,533	7,200	74,733	
The Senate and House ranking minority members of the Committee on Health Care Financing	2	60,033	7,500	67,533	7,200	74,733	
All other members of the House and Senate		60,033	-	60,033	7,200	67,233	

Note: *Specific special payment data reflects earnings rather than rate. The state's open checkbook explains what can account for the difference between earnings and rate: <http://opencheckbook.itd.state.ma.us/StateOfMass/Help/FAQ.html#q2.2>. "The Annual Rate is the calculated annual rate for an employee, while earnings are the year-to-date actual payments received. Earnings may be lower than Annual Rate if the final payroll has not been paid, or if the employee was on unpaid leave during the year. Earnings that are higher than Annual Rate reflect payments from a number of possible sources, such as overtime, additional pay for working overnight, on weekends or holidays, or some recognitions for length of service or educational degrees."

Additionally there are some federal tax laws that apply to state legislators, specifically:

- Expenses claimed as Office Expenses are generally covered by Form 8829, Expenses for Business Use of Your Home <http://www.irs.gov/Businesses/Small-Businesses-&Self-Employed/Home-Office-Deduction> and Business Expenses <http://www.irs.gov/Businesses/Small-Businesses-&Self-Employed/Deducting-Business-Expenses>.
- The Internal Revenue Bulletin: 2010-17, published on April 26, 2010, T.C. 9481 http://www.irs.gov/irb/2010-17_IRB/ar12.html, specifically defines deductions for Travel for State Legislators.

COMPARISONS WITH LEGISLATORS IN OTHER STATES

Table D-3 summarizes the compensation for Office Supplies, District Offices and Staffing for legislators in the all 50 states.

Table D-3
2014 State Legislator Compensation—Office Supplies, District Offices and Staffing

State	Office Supplies, District Offices and Staffing
Alabama	None, although annual appropriation to certain positions may be allocated.
Alaska	Senators receive up to \$20,000/ year and representatives receive up to \$16,000/year for postage per their choice for postage, stationery and other legislative expenses. Staffing allowance is determined by the rules and presiding officers, depending on the time of year.
Arizona	None.
Arkansas	Legislators receive a maximum reimbursement of \$14,400/year for legislative expenses. Committee chairs, vice chairs and standing subcommittee chairs may claim additional reimbursement up to \$3,600/year.
California	Assembly members have a base allowance of \$263,000/year to cover these expenses. Senate member expenses are paid directly and maintained by the Senate Rules Committee.
Colorado	None.
Connecticut	Senators receive \$5,500/year and representatives receive \$4,500/year in unvouchered expense allowance.
Delaware	Office supplies are distributed out of the general House supply budget.
Florida	Senate: \$2,921/month for district office expenses. House: \$2,482/month for district office expenses.
Georgia	Legislators have \$7,000/year reimbursable expense account. If members request, and provide receipts, they are reimbursed for personal services, office equipment, rent, supplies, transportation, telecommunications, etc.

State	Office Supplies, District Offices and Staffing
Hawaii	No district offices. The allocation for session staffing is approximately \$5,000–\$8,000/month for the January–April legislative session.
Idaho	\$1,875/year for unvouchered constituent expense. No staffing allowance.
Illinois	Senators receive \$83,063/year and representatives \$69,409/year for office expenses, including district offices and staffing.
Indiana	These expenses come out of one main Senate budget. No district offices.
Iowa	\$300/month to cover district constituency postage, travel, telephone and other expenses. No staffing allowance.
Kansas	Allowed \$7,083/year, which is taxable income for the legislators. Staffing allowances vary for leadership, which has its own budget. Legislators are provided with secretaries during session only.
Kentucky	\$1,788.51/year for district expenses during interim.
Louisiana	Allowed \$500/month. Senators and representatives receive an additional \$1,500/month supplemental allowance for vouchered office expenses, rent and travel mileage in district. Senators and representatives have staff allowances of \$2,000/month starting salary up to \$3,000/month, with annual increases.
Maine	None; however, supplies for staff offices are provided and paid for out of general legislative account.
Maryland	\$18,265/year for normal expenses of an office with limits on postage, telephone and publications; members must document expenses. Legislators must use \$5,800 for clerical services. Senators receive one administrative assistant and session secretary.
Massachusetts	Allowed \$7,200/year for office expenses.
Michigan	\$51,900 per majority Senator for office budget and \$51,900 for minority Senator for office budget.
Minnesota	Supplies provided in the Capitol. In the House, staffing is provided centrally. Senators have one legislative assistant and are given \$75/week for interns. No district offices.
Mississippi	\$1,500/month out of session.
Missouri	\$700/month to cover all reasonable and necessary business expenses.
Montana	None.
Nebraska	No allowance; however, each member is provided with two full-time Capitol staff year-round.
Nevada	None.
New Hampshire	None.
New Jersey	Allowed \$1,250 for office supplies. Equipment and furnishings are

State	Office Supplies, District Offices and Staffing
	supplied through a district office program, and there is \$110,000/year for district office personnel. The state provides stationery for each legislator and \$10,000 for postage stamps.
New Mexico	None.
New York	Staff allowance (district and Capitol) is set by the majority leader for majority members and by the minority leader for minority members. Geographic location, seniority and leadership responsibilities will cause variations.
North Carolina	Non-leaders receive \$6,708/year for any legislative expenses not otherwise provided. Full-time secretarial assistance is provided during session.
North Dakota	None.
Ohio	None.
Oklahoma	Each member is given a \$1,500/year allotment. This may be spent on electronic communications such as cell phone bills as well as office expenses.
Oregon	\$36,367/year for session staffing and \$2,692.80 for services and supplies. For interim periods, legislators receive \$68,538/biennium to spend as they choose. They also receive an additional \$450–\$750/month during interim only, as a district allowance, depending on geographic size of district.
Pennsylvania	Staffing is determined by leadership.
Rhode Island	None.
South Carolina	Senate: \$3,400/year for postage, stationery and telephone. House: \$1,800/year for telephone and \$600/year for postage. Legislators also receive \$1,000/month for district expenses that is treated as income.
South Dakota	None.
Tennessee	Allowed \$1,000/month for expenses in district (U).
Texas	Approved allowance for staff salaries, supplies, stationery, postage, district office rental, telephone expense, etc. Senate and House allocations are not the same.
Utah	None.
Vermont	None.
Virginia	Legislators receive \$1,250/month and leadership receives \$1,750/month as an office expense allowance. Legislators receive a staffing allowance of \$56,000/year; leadership receives \$74,879/year.
Washington	Senate: \$7,800/year for legislative expenses, for which the legislator has not been otherwise entitled to reimbursement. No staffing allowance.
West Virginia	None.

State	Office Supplies, District Offices and Staffing
Wisconsin	\$15,000/two-year session in the Assembly. No available staffing at district office. \$45,000/two-year period for office expenses. \$191,700/two-year period for staffing allowance.
Wyoming	\$750/quarter through the constituent service allowance.

Source: National Conference of State Legislatures 2014

EXCERPTS OF LAWS GOVERNING SPECIAL COMPENSATION FOR LEGISLATORS

Section 3

1994 Act:

Chapter 192. AN ACT FURTHER REGULATING LEGISLATIVE AND CONSTITUTIONAL OFFICERS' COMPENSATION

Be it enacted, etc., as follows:

SECTION 1. To provide for supplementing certain items in the general appropriation act for fiscal year nineteen hundred and ninety-five, the sums set forth in section two are hereby appropriated for the several purposes and subject to the conditions specified in chapter sixty of the acts of nineteen hundred and ninety-four, and subject to the provisions of law regulating the disbursement of public funds and the conditions pertaining to appropriations in said chapter sixty for the fiscal year ending June thirtieth, nineteen hundred and ninety-five, the sums so appropriated shall be in addition to any amount available for the purpose,

SECTION 3. Notwithstanding the provisions of any other law to the contrary and except as herein provided, each member of the general court shall receive for each regular annual session forty-six thousand four hundred and ten dollars. The president of the senate and the speaker of the house of representatives shall each receive for each regular session eighty-one thousand four hundred and ten dollars. The chairman of the senate committee on ways and means and the chairman of the house committee on ways and means shall each receive for each regular session seventy-one thousand four hundred and ten dollars. The floor leaders of each of the major political parties in the senate and house of representatives shall each receive sixty-eight thousand nine hundred and ten dollars. The assistant floor leader of each of the major political parties in the senate and the assistant floor leader of each of the major political parties in the house of representatives, and the second assistant floor leaders of each of the major political parties in the senate and house of representatives, the third assistant floor leader of the minority party in the senate and house of representatives, the vice chairman of the house committee on ways and means and the vice chairman of the senate committee on ways and means and the ranking minority members of the house and senate committees on ways and means, the senate chairman and the house chairman of the committee on post audit and oversight, the senate-chairman and the house chairman of the committee on taxation, the senate chairman and the house chairman of the committee on science and technology shall each receive sixty-

one thousand four hundred and ten dollars. Other chairmen of committees of the house of representatives and the senate established by the joint rules or the house or senate rules, and the house vice chairman of the committee on post audit and oversight, the assistant vice chairman of the senate committee on ways and means and the assistant vice chairman of the house committee on ways and means and the vice chairman of the house committee on taxation shall each receive fifty-three thousand nine hundred and ten dollars, provided, however, that no chairman who serves as chairman of more than one such committee shall receive more than the compensation established for a chairman of one of any such committees. Each member of the general court shall be entitled to be paid for his compensation for each such session at the rate of one-twelfth the amount of compensation for such session for each full month of the session. Such payment shall be to him, upon his request, on the last legislative day in which the general court is in session preceding the fifteenth day of each month, and on the date preceding the last legislative day of each month, and shall be for an amount not exceeding the proportion then due at the aforesaid rate; provided, that the state treasurer may, during such regular session, make additional payments on account, in excess of such monthly rate, to any member making written request but the amount of such additional payments shall not exceed, in the aggregate, fifteen hundred dollars in any one such session, or two thousand dollars if such session continues beyond July first, and in no event shall the amount of all payments under this section during such session to any member exceed, in the aggregate, the compensation of such member for such session.

SECTION 4. Section three of this act shall survive the expiration of the fiscal year.

SECTION 5. Section 9B of said chapter 3 as appearing in the 1992 Official Edition is hereby amended by striking cut the first paragraph and inserting in place thereof the following paragraph:-

Each member of the general court shall receive thirty-six hundred dollars annually for expenses to be paid as follows:- each member shall be entitled to receive three hundred dollars on the first day of each session and the first day of each month thereafter until said sum of thirty-six hundred dollars shall have been paid; and on the last day of the session there shall be paid to each member of the general court the balance, if any, of said sum of thirty-six hundred dollars.

SECTION 6. Section 1 of chapter 6 of the General Laws as appearing in the 1992 Official Edition is hereby amended by striking out, in line 1, the word "seventy-five" and inserting in place thereof the following word:- ninety.

SECTION 7. Section 2 of said chapter 6 of the General Laws, as so appearing, is hereby amended by striking out, in line 1, the word "sixty" and inserting in place thereof the following word:- seventy-five.

SECTION 8. Section 1 of chapter 9 of the General Laws, as appearing in the 1992 Official Edition, is hereby amended by striking out, in line 8, the word "sixty" and inserting in place thereof the word:- seventy-five.

SECTION 9. Section 1 of chapter 10 of the General Laws, as appearing in the 1992 Official Edition, is hereby amended by striking out, in line 3, the word "sixty" and inserting in place thereof the following word:- seventy-five.

SECTION 10. Section 1 of chapter 11 of the General Laws, as appearing in the 1992 Official Edition, is hereby amended by striking out, in line 4, the word "sixty" and inserting in place thereof the following word:- seventy-five.

SECTION 11. Section 1 of chapter 12 of the General Laws, as appearing in the 1992 Official Edition, is hereby amended by striking out, in line 3, the word "sixty-Five" and inserting in place thereof the following word:- eighty.

SECTION 12. There is hereby established a special commission on the compensation of legislators consisting of the president and chief executive officer of the New England Electric System, the president of Robinson Lake Sawyer Miller, the president of Suffolk University and two members to be appointed by the governor. The commission shall make an investigation and study of the most independent method of determining cost-of-living adjustments to the salaries of members of the general court. Said commission shall report to the general court the results of its investigation and study, and its recommendations, if any, together with drafts of legislation necessary to carry such recommendations into effect by filing the same with the clerk of the senate and the clerk of the house of representatives on or before the second Wednesday of December, nineteen hundred and ninety-five.

SECTION 13. The provisions of sections two, three, four and five shall take effect as of January fourth, nineteen hundred and ninety-five. The provisions of sections six and seven shall take effect as of January fifth, nineteen hundred and ninety-five. The provisions of sections eight, nine, ten and eleven shall take effect as of January eighteenth, nineteen hundred and ninety-five. The remaining provisions of this act shall take effect upon passage.

Approved December 8, 1994.

2000 Act:

Chap. 0086. AN ACT RELATIVE TO THE COMPENSATION OF CERTAIN MEMBERS OF THE LEGISLATIVE COMMITTEE ON EDUCATION, ARTS AND HUMANITIES.

Whereas, The deferred operation of this act would tend to defeat its purpose, which is to provide a compensation schedule for certain members of the general court, therefore it is hereby declared to be an emergency law, necessary for the immediate preservation of the public convenience.

Be it enacted, etc., as follows:

SECTION 1. Section 3 of chapter 192 of the acts of 1994, as amended by section 262 of chapter 194 of the acts of 1998, is hereby further amended by striking out the fifth sentence and inserting in place thereof the following sentence:- The assistant floor leaders of each of the major political parties in the senate, the assistant floor leader of each of the

major political parties in the house of representatives, the second assistant floor leaders of each of the major political parties in the senate and house of representatives, the third assistant floor leader of the minority party in the senate and house of representatives, the chairmen of each of the four divisions of the house of representatives, the chairman of the house committee on rules, the chairman of the house committee on long-term debt and capital expenditures, the vice chairman of the house committee on ways and means, the vice chairman of the senate committee on ways and means, the ranking minority members of the house and senate committees on ways and means, the senate chairman and the house chairman of the committee on post audit and oversight, the senate chairman and the house chairman of the committee on taxation, the senate chairman and the house chairman of the committee on science and technology and the senate chairman and the house chairman of the committee on education, arts and humanities shall each receive for each regular session \$15,000 additional compensation.

SECTION 2. Said section 3 of said chapter 192, as amended by said section 262 of said chapter 194, is hereby further amended by striking out the sixth sentence and inserting in place thereof the following sentence:- Other chairmen of committees of the house of representatives and the senate established by the joint rules or the house or senate rules, the house vice chairman of the committee on post audit and oversight, the assistant vice chairman of the senate committee on ways and means, the assistant vice chairman of the house committee on ways and means, the house vice chairman of the committee on taxation, the vice chairman and the ranking minority member of the house committee on rules, the vice chairman and the ranking minority member of the house committee on long-term debt and capital expenditures, the house vice chairman, the senate vice chairman, the house ranking minority member and the senate ranking minority member of the committee on education, arts and humanities shall each receive for each regular session \$7,500 additional compensation; provided, however, that no chairman who serves as chairman of more than one such committee shall receive more than the compensation established for a chairman of one of any such committees.

SECTION 3. Section 1 shall take effect as of January 12, 2000. Section 2 shall take effect on January 3, 2001.

Approved May 17, 2000.

2005 Act:

Chapter 3 AN ACT RELATIVE TO COMPENSATION OF MEMBERS OF THE GENERAL COURT.

Whereas, The deferred operation of this act would tend to defeat its purpose, which is to provide forthwith a compensation schedule for certain members of the general court, therefore it is hereby declared to be an emergency law, necessary for the immediate preservation of the public convenience.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Section 9 of chapter 3 of the General Laws is hereby repealed.

SECTION 2. Section 3 of chapter 192 of the acts of 1994, as most recently amended by section 2 of chapter 86 of the acts of 2000, is hereby further amended by striking out the fifth and sixth sentences and inserting in their place the following 2 sentences:- The president pro tempore of the senate, the speaker pro tempore of the house of representatives, the assistant floor leaders of each of the major political parties in the senate, the assistant floor leaders of each of the major political parties in the house of representatives, the second assistant floor leaders of each of the major political parties in the senate and house of representatives, the third assistant floor leaders of the minority party in the senate and house of representatives and of the majority party in the senate, the chairmen of each of the four divisions of the house of representatives, the chairman of the house committee on rules, the senate and house chairmen of the committee on bonding, capital expenditures and state assets, the vice chairman of the senate committee on ways and means, the vice chairman of the house committee on ways and means, the ranking minority members of the house and senate committees on ways and means, the chairman of the senate committee on post audit and oversight, the chairman of the house committee on post audit and oversight, the senate and house chairmen of the committee on state administration and regulatory oversight, the senate and house chairmen of the committee on health care financing, the senate and house chairmen of the committee on financial services, and the house chairman of the committee on economic development and emerging technologies shall each receive for each regular annual session \$15,000 additional compensation, and shall not receive any other additional compensation under this section. Chairmen of all other committees of the senate and the house of representatives established by the joint rules, or by the senate or house rules, the vice chairman of the house committee on rules, the ranking minority member of the house committee on rules, the vice chairman of the house committee on post audit and oversight, the assistant vice chairman of the senate committee on ways and means, the assistant vice chairman of the house committee on ways and means, the house vice chairman of the committee on financial services, the house vice chairman of the committee on health care financing, the house vice chairman of the committee on bonding, capital expenditures and state assets, the house ranking minority member of the committee on bonding, capital expenditures and state assets, the house vice chairman of the committee on state administration and regulatory oversight, the house vice chairman and the house ranking minority member of the committee on economic development and emerging technologies, and the senate and house ranking minority members of the committee on health care financing shall each receive for each regular annual session \$7,500 additional compensation for each such position.

SECTION 3. This act shall take effect as of January 5, 2005.

Approved February 4, 2005.

Further updates to this law, 2006:

2006, Chapter 64 AN ACT MAKING APPROPRIATIONS FOR THE FISCAL YEAR 2006 TO PROVIDE FOR SUPPLEMENTING CERTAIN EXISTING APPROPRIATIONS AND FOR CERTAIN OTHER ACTIVITIES AND PROJECTS.

[...]SECTION 6. Section 3 of chapter 192 of the acts of 1994, as most recently amended by section 2 of chapter 3 of the acts of 2005, is hereby further amended by striking out the seventh and eighth sentences and inserting in place thereof the following sentence:- Each member of the general court shall be entitled to be paid for his compensation for each such session on a bi-weekly basis. [...]

Further updates to this law, 2007:

2007, Chapter 16 AN ACT MAKING APPROPRIATIONS FOR THE FISCAL YEAR 2007 TO PROVIDE FOR SUPPLEMENTING CERTAIN EXISTING APPROPRIATIONS AND FOR CERTAIN OTHER ACTIVITIES AND PROJECTS.

[...]SECTION 4A. The fifth sentence of section 3 of chapter 192 of the acts of 1994, as appearing in section 2 of chapter 3 of the acts of 2005, is hereby amended by striking out the words “and the house chairman of the committee on economic development and emerging technologies” and inserting in place thereof the following words “and the senate and house chairmen of the committee on economic development and emerging technologies”. [...]

Further updates to this law, 2008:

2008, Chapter 62 AN ACT MAKING APPROPRIATIONS FOR THE FISCAL YEAR 2008 TO PROVIDE FOR SUPPLEMENTING CERTAIN EXISTING APPROPRIATIONS AND FOR CERTAIN OTHER ACTIVITIES AND PROJECTS.

[...]SECTION 3A. The fifth sentence of section 3 of chapter 192 of the acts of 1994 as appearing in section 2 of chapter 3 of the acts of 2005, as most recently amended by section 4A of chapter 16 of the acts of 2007, is hereby further amended by inserting after the words “financial services,” the following words:- and the senate and the house chairmen of the joint committee on revenue.

SECTION 3B. Said fifth sentence of said section 3 of said chapter 192 is hereby further amended by inserting after the word “technologies”, as appearing in section 4A of chapter 16 of the acts of 2007, the following words:- and the house vice chairman of the committee on revenue. [...]

Further updates to this law, 2009:

2009, Chapter 5 AN ACT MAKING APPROPRIATIONS FOR THE FISCAL YEAR 2009 TO PROVIDE FOR SUPPLEMENTING CERTAIN EXISTING APPROPRIATIONS AND FOR CERTAIN OTHER ACTIVITIES AND PROJECTS.

[...]SECTION 6. The fifth sentence of section 3 of chapter 192 of the acts of 1994 is hereby amended by striking out the words “and the house vice chairman of the committee on revenue”, inserted by section 3B of chapter 62 of the acts of 2008.

SECTION 7. The sixth sentence of said section 3 of said chapter 192, as amended by section 2 of chapter 3 of the acts of 2005, is hereby further amended by inserting after the word “technologies”, in line 12, the following words:- , the house vice chairman of the committee on revenue. [...]

Table of Per Diem by Municipality

Legislators' Municipality	Per Diem
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Arlington, Belmont, Boston, Brookline, Cambridge, Chelsea, Dedham, Everett, Lynn, Malden, Medford, Melrose, Milton, Nahant, Newton, Quincy, Revere, Saugus, Somerville, Stoneham, Wakefield, Waltham, Watertown, Winchester, Winthrop or Woburn	\$10
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Abington, Andover, Avon, Bedford, Beverly, Billerica, Boxford, Braintree, Brockton, Burlington, Canton, Carlisle, Cohasset, Concord, Danvers, Dover, Easton, Framingham, Hamilton, Hanover, Hingham, Holbrook, Hull, Lexington, Lincoln, Lynnfield, Manchester by-the Sea, Marblehead, Medfield, Middleton, Millis, Natick, Needham, North Andover, North Reading, Norwell, Norwood, Peabody, Randolph, Reading, Rockland, Salem, Scituate, Sharon, Sherborn, Stoughton, Sudbury, Swampscott, Tewksbury, Topsfield, Walpole, Wayland, Wellesley, Wenham, Weston, Westwood, Weymouth, Whitman or Wilmington	\$18
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Acton, Ashland, Ayer, Bellingham, Blackstone, Bolton, Boxborough, Bridgewater, Carver, Chelmsford, Dracut, Dunstable, Duxbury, East Bridgewater, Essex, Foxborough, Franklin, Georgetown, Gloucester, Groton, Groveland, Halifax, Hanson, Harvard, Haverhill, Holliston, Hopedale, Hopkinton, Hudson, Ipswich, Kingston, Lakeville, Lawrence, Littleton, Lowell, Mansfield, Marlborough, Marshfield, Maynard, Medway, Mendon, Methuen, Middleborough, Milford, Millville, Newbury, Newburyport, Norfolk, Northborough, Norton, Pembroke, Plainville, Plympton, Raynham, Rockport, Rowley, Shirley, Southborough, Stow, Tyngsborough, Upton, Westborough, West Bridgewater, Westford, West Newbury or Wrentham	\$26
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Acushnet, Amesbury, Ashby, Attleboro, Auburn, Berkley, Berlin, Boylston, Clinton, Dighton, Douglas, Fall River, Fitchburg, Freetown, Grafton, Holden, Lancaster, Leicester, Leominster, Lunenburg, Marion, Mattapoisett, Merrimac, Millbury, Northbridge, North Attleborough, Oxford, Paxton, Pepperell, Plymouth, Princeton, Rehoboth, Rochester, Rutland, Salisbury, Seekonk, Shrewsbury, Somerset, Sterling, Sutton, Swansea, Taunton, Townsend, Uxbridge, Wareham, Webster, West Boylston, Westminster or Worcester	\$36
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Ashburnham, Barre, Bourne, Brookfield, Charlton, Dartmouth, Dudley, East Brookfield, Fairhaven, Gardner, Hubbardston, New Bedford, New Braintree, North Brookfield, Oakham, Sandwich, Southbridge, Spencer, Sturbridge, Templeton, Warren, West Brookfield, Westport or Winchendon	\$45
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Athol, Barnstable, Belchertown, Brimfield, Dennis, Falmouth, Hardwick, Holland, Mashpee, Monson, New Salem, Orange, Palmer, Petersham, Phillipston, Royalston, Wales, Ware or Yarmouth \$50

Amherst, Brewster, Chatham, Chicopee, Eastham, East Longmeadow, Erving, Gill, Granby, Hadley, Hampden, Harwich, Leverett, Longmeadow, Ludlow, Montague, Northfield, Orleans, Pelham, Shutesbury, South Hadley, Springfield, Sunderland, Warwick, Wendell or Wilbraham \$60

Agawam, Bernardston, Conway, Deerfield, Easthampton, Greenfield, Hatfield, Holyoke, Leyden, Montgomery, Northampton, Shelburne, Southampton, Southwick, Truro, Wellfleet, Westfield, Westhampton, West Springfield, Whately or Williamsburg \$66

Ashfield, Blandford, Buckland, Charlemont, Chester, Chesterfield, Colrain, Cummington, Goshen, Granville, Hawley, Heath, Huntington, Plainfield, Provincetown, Russell, Tolland or Worthington \$74

Becket, Dalton, Florida, Hinsdale, Lee, Middlefield, Monroe, Monterey, Otis, Peru, Rowe, Sandisfield, Savoy, Tyringham, Washington or Windsor \$82

Adams, Alford, Aquinnah, Cheshire, Chilmark, Clarksburg, Edgartown, Egremont, Gosnold, Great Barrington, Hancock, Lanesborough, Lenox, Mount Washington, New Ashford, New Marlborough, North Adams, Oak Bluffs, Pittsfield, Richmond, Sheffield, Stockbridge, Tisbury, West Stockbridge, West Tisbury or Williamstown \$90

Nantucket \$100

MGL Part 1 Section 9B

Section 9B. Each member of the general court shall receive \$7,200 annually for expenses to be paid as follows: each member shall be entitled to receive \$600 on the first day of each session and the first day of each month thereafter until said sum of \$7,200 shall have been paid, and on the last day of the session there shall be paid to each member of the general court the balance, if any, of said sum of \$7,200.

A member of the general court who lives in the city or town of Arlington, Belmont, Boston, Brookline, Cambridge, Chelsea, Dedham, Everett, Lynn, Malden, Medford, Melrose, Milton, Nahant, Newton, Quincy, Revere, Saugus, Somerville, Stoneham, Wakefield, Waltham, Watertown, Winchester, Winthrop or Woburn shall receive a per diem allowance for mileage, meals and lodging of \$10 per day; a member of the general court who lives in the city or town of Abington, Andover, Avon, Bedford, Beverly, Billerica, Boxford, Braintree, Brockton, Burlington, Canton, Carlisle, Cohasset, Concord, Danvers, Dover, Easton, Framingham, Hamilton, Hanover, Hingham, Holbrook, Hull, Lexington, Lincoln, Lynnfield, Manchester by-the Sea, Marblehead, Medfield, Middleton, Millis, Natick, Needham, North Andover, North Reading, Norwell, Norwood, Peabody, Randolph, Reading, Rockland, Salem, Scituate, Sharon, Sherborn, Stoughton, Sudbury, Swampscott, Tewksbury, Topsfield, Walpole, Wayland, Wellesley, Wenham, Weston, Westwood, Weymouth, Whitman or Wilmington shall receive a per diem allowance for mileage, meals and lodging of \$18 per

day; a member of the general court who lives in the city or town of Acton, Ashland, Ayer, Bellingham, Blackstone, Bolton, Boxborough, Bridgewater, Carver, Chelmsford, Dracut, Dunstable, Duxbury, East Bridgewater, Essex, Foxborough, Franklin, Georgetown, Gloucester, Groton, Groveland, Halifax, Hanson, Harvard, Haverhill, Holliston, Hopedale, Hopkinton, Hudson, Ipswich, Kingston, Lakeville, Lawrence, Littleton, Lowell, Mansfield, Marlborough, Marshfield, Maynard, Medway, Mendon, Methuen, Middleborough, Milford, Millville, Newbury, Newburyport, Norfolk, Northborough, Norton, Pembroke, Plainville, Plympton, Raynham, Rockport, Rowley, Shirley, Southborough, Stow, Tyngsborough, Upton, Westborough, West Bridgewater, Westford, West Newbury or Wrentham shall receive a per diem allowance for mileage, meals and lodging of \$26 per day; a member of the general court who lives in the city or town of Acushnet, Amesbury, Ashby, Attleboro, Auburn, Berkley, Berlin, Boylston, Clinton, Dighton, Douglas, Fall River, Fitchburg, Freetown, Grafton, Holden, Lancaster, Leicester, Leominster, Lunenburg, Marion, Mattapoisett, Merrimac, Millbury, Northbridge, North Attleborough, Oxford, Paxton, Pepperell, Plymouth, Princeton, Rehoboth, Rochester, Rutland, Salisbury, Seekonk, Shrewsbury, Somerset, Sterling, Sutton, Swansea, Taunton, Townsend, Uxbridge, Wareham, Webster, West Boylston, Westminster or Worcester shall receive a per diem allowance for mileage, meals and lodging of \$36 per day; a member of the general court who lives in the city or town of Ashburnham, Barre, Bourne, Brookfield, Charlton, Dartmouth, Dudley, East Brookfield, Fairhaven, Gardner, Hubbardston, New Bedford, New Braintree, North Brookfield, Oakham, Sandwich, Southbridge, Spencer, Sturbridge, Templeton, Warren, West Brookfield, Westport or Winchendon shall receive a per diem allowance for mileage, meals and lodging of \$45 per day; a member of the general court who lives in the city or town of Athol, Barnstable, Belchertown, Brimfield, Dennis, Falmouth, Hardwick, Holland, Mashpee, Monson, New Salem, Orange, Palmer, Petersham, Phillipston, Royalston, Wales, Ware or Yarmouth shall receive a per diem allowance for mileage, meals and lodging of \$50 per day; a member of the general court who lives in the city or town of Amherst, Brewster, Chatham, Chicopee, Eastham, East Longmeadow, Erving, Gill, Granby, Hadley, Hampden, Harwich, Leverett, Longmeadow, Ludlow, Montague, Northfield, Orleans, Pelham, Shutesbury, South Hadley, Springfield, Sunderland, Warwick, Wendell or Wilbraham shall receive a per diem allowance for mileage, meals and lodging of \$60 per day; a member of the general court who lives in the city or town of Agawam, Bernardston, Conway, Deerfield, Easthampton, Greenfield, Hatfield, Holyoke, Leyden, Montgomery, Northampton, Shelburne, Southampton, Southwick, Truro, Wellfleet, Westfield, Westhampton, West Springfield, Whately or Williamsburg shall receive a per diem allowance for mileage, meals and lodging of \$66 per day; a member of the general court who lives in the city or town of Ashfield, Blandford, Buckland, Charlemont, Chester, Chesterfield, Colrain, Cummington, Goshen, Granville, Hawley, Heath, Huntington, Plainfield, Provincetown, Russell, Tolland or Worthington shall receive a per diem allowance for mileage, meals and lodging of \$74 per day; a member of the general court who lives in the city or town of Becket, Dalton, Florida, Hinsdale, Lee, Middlefield, Monroe, Monterey, Otis, Peru, Rowe, Sandisfield, Savoy, Tyngsborough, Washington or Windsor shall receive a per diem allowance for mileage, meals and lodging of \$82 per day; a member of the general court who lives in the city or town of Adams, Alford, Aquinnah, Cheshire, Chilmark, Clarksburg, Edgartown, Egremont, Gosnold, Great Barrington, Hancock, Lanesborough, Lenox, Mount Washington, New Ashford, New Marlborough, North Adams, Oak Bluffs, Pittsfield, Richmond, Sheffield, Stockbridge,

Tisbury, West Stockbridge, West Tisbury or Williamstown shall receive a per diem allowance for mileage, meals and lodging of \$90 per day; a member of the general court who lives in the town of Nantucket shall receive a per diem allowance for mileage, meals and lodging of \$100 per day.

Whenever the general court is not in session, but not having prorogued, each member shall also receive such per diem allowance for each day for travel from his place of residence to the state house and return therefrom, while in the performance of his official duties, upon certification to the state treasurer that he was present at the state house.

Each member of the general court shall also be paid such per diem allowance after prorogation of the general court for each day for travel from his place of residence to the state house and return therefrom while in the performance of his official duties upon certification to the state treasurer that he was present at the state house.

There were no other updates to this law referencing section 3 of chapter 192 of the acts of 1994.

FEDERAL AND STATE HOUSING, MEALS AND INCIDENTAL EXPENSES (M&IE), AND MILEAGE REIMBURSEMENT COMPARED TO MASSACHUSETTS LEGISLATIVE PER DIEM

Federal Travel Rates are published by the General Services Administration (GSA) on a federal fiscal year basis (October 1 to September 30). They include:

- Lodging rates (excluding taxes) by location and time of year. (Attachment A)
- Meal and Incidental Expenses (M&IE) rates that do include taxes and tips (Attachment B – top of page)
- Mileage Rates for use of a personal vehicle (Attachment B – bottom of page)

Sources: <http://www.gsa.gov/portal/category/100000> and <http://www.irs.gov/2014-Standard-Mileage-Rates-for-Business,-Medical-and-Moving-Announced>

Massachusetts State Mileage Rate (Attachment C)

Sources: <http://www.mass.gov/anf/employment-equal-access-disability/hr-policies/leave-program/red-book/>
<http://www.mass.gov/anf/employment-equal-access-disability/employee-benefits-and-comp/mileage-rates/private-auto-employee-reimbursement-rates-per-mile.html>

Comparisons of Federal and State Compensation Rates for Travel to Massachusetts Legislative Per Diem Rates (Examples) (Attachment D)

Attachment A: Lodging rates (excluding taxes) by location and time of year

FY 2015 Per Diem Rates - Effective October 1, 2014						
STATE	DESTINATION	COUNTY / LOCATION DEFINED	SEASON BEGIN	SEASON END	FY2015 Lodging Rate	FY2015 M&IE
	Standard CONUS rate applies to all counties not specifically listed. Cities not listed may be located in a listed county.				\$83	\$46
MA	Boston / Cambridge	Suffolk, city of Cambridge	October 1	October 31	\$ 258	\$ 71
MA	Boston / Cambridge	Suffolk, city of Cambridge	November 1	March 31	\$ 179	\$ 71
MA	Boston / Cambridge	Suffolk, city of Cambridge	April 1	June 30	\$ 231	\$ 71
MA	Boston / Cambridge	Suffolk, city of Cambridge	July 1	August 31	\$ 210	\$ 71
MA	Boston / Cambridge	Suffolk, city of Cambridge	September 1	September 30	\$ 258	\$ 71

Note: Lodging taxes are not included in the CONUS per diem rate.

Source: <http://www.gsa.gov/portal/category/100000>

Attachment B: Meal and Incidental Expenses (M&IE) rates that do include taxes and tips

Meals and Incidental Expenses (M&IE) Breakdown

The separate amounts for breakfast, lunch and dinner listed in the chart are provided should you need to deduct any of those meals from your trip voucher. For example, if your trip includes meals that are already paid for by the government (such as through a registration fee for a conference), you will need to deduct those meals from your voucher. Refer to [Section 301-11.18 of the Federal Travel Regulation](#) for specific guidance on deducting these amounts from your per diem reimbursement claims for meals furnished to you by the government. Other organizations may have different rules that apply for their employees; please check with your organization for more assistance.

The table lists the six M&IE tiers in the lower 48 continental United States (currently ranging from \$46 to \$71). If you need to deduct a meal amount, first determine the location where you will be working while on official travel. You can look up the location-specific information at www.gsa.gov/perdiem. The M&IE rate for your location will be one of the six tiers listed on this table. Find the corresponding amount on the first line of the table (M&IE Total) and then look below for each specific meal deduction amount.

The table also lists the portion of the M&IE rate that is provided for incidental expenses (currently \$5 for all tiers).

Total	Continental Breakfast/ Breakfast	Lunch	Dinner	IE
\$71	\$12	\$18	\$36	\$5

This table lists the amount federal employees receive for the first and last calendar day of travel. The first and last calendar day of travel is calculated at 75 percent.

Total	First & Last Day of Travel
\$71	\$53.25

Source: <http://www.gsa.gov/portal/category/100000>

Federal Mileage Rates for use of a personal vehicle

Beginning on Jan. 1, 2014, the standard mileage rates for the use of a car (also vans, pickups or panel trucks) will be:

- 56 cents per mile for business miles driven
- 23.5 cents per mile driven for medical or moving purposes
- 14 cents per mile driven in service of charitable organizations

Source: <http://www.irs.gov/2014-Standard-Mileage-Rates-for-Business,-Medical-and-Moving-Announced>

Attachment C: Massachusetts State Travel Policy and Mileage Rate

**THE COMMONWEALTH OF MASSACHUSETTS
HUMAN RESOURCES DIVISION**

**RULES GOVERNING PAID LEAVE AND OTHER BENEFITS
FOR MANAGERS AND CONFIDENTIAL EMPLOYEES**

June 13, 2011

http://www.mass.gov/anf/docs/hrd/policies/publications/pol_redbk.rtf

As authorized by Massachusetts General Laws, Chapter 7, Section 28

9.00 TRAVEL EXPENSES AND MEAL REIMBURSEMENT

Pages 31 – 35

9.00 TRAVEL EXPENSES AND MEAL REIMBURSEMENT

9.01 Out of State Travel

No expenses for out-of-state travel, including the use of state-owned cars, shall be reimbursed unless prior approval is given by the Appointing Authority and Cabinet Secretary (M.G.L., Chapter 30, §25B).

9.02 Economy of Travel Expenses

In every case the means of transportation which is least expensive to the Commonwealth and which is in the interest of economy, with proper consideration to the circumstances, should be used. Railroads or busses are preferred to transportation by plane, taxi or privately-owned automobile. Commutation and reduced-rate round trip tickets shall be used when possible. The cost of transportation shall include fares less federal taxes. Pullman charges will not be reimbursable for distances less than 100 miles; when they are used, Pullman check or voucher shall be submitted. Reference should be made to the detailed procedures for cost-effective authorized travel as issued from time to time by the Secretary of Administration and Finance.

9.03 Travel Between Home and Work Assignment

- Transportation of any kind between an employee's home and permanently assigned office (official headquarters) is not reimbursable (M.G.L., Chapter 30, §25).
- If employees travel from home to temporary assignments rather than to their permanently assigned offices, transportation expenses shall be allowed either for the distance from their homes to places of temporary assignment, or from their permanently assigned offices to places of temporary assignment, whichever is nearer.
- In all instances in which the Appointing Authority assigns the employee's home as his/her permanent office, prior approval must be given by the Personnel Administrator before such assignment becomes valid.
- The designation of the permanently assigned office for purposes of this rule by the Appointing Authority with the approval of the Personnel Administrator shall be final unless the employee files an appeal within 10 days in accordance with Rule 1.05.

9.04 Full Travel Status

This is defined as temporary absence from home on assignment to duty for more than 24 hours. The following items shall be reimbursable while on full travel status:

- Reasonable charges for hotel rooms, based upon submission of receipted hotel bill.
- Reasonable tips other than those for meals.
- Telephone and facsimile (fax) charges over 25 cents, if itemized and listing the exchange called or place to which fax was sent.

9.05 Unallowable Travel Expenses

Reimbursement shall not be made for expenses incurred for the sole benefit of the traveler, such as valet service, entertainment, laundry service, etc.

9.06 Duration of Full Travel Status

Full travel status, other than out-of-state travel, for any employee shall not exceed a period of 30 consecutive days unless prior approval is given by the Personnel Administrator.

9.07 Use of State-owned Automobiles

- State-owned cars shall be used on official business only. They shall not be operated outside the necessary working hours (working hours to include time required to travel to and from place of authorized garaging).
- Pleasure riding or use for private purposes is absolutely forbidden.
- No operator of a state-owned motor vehicle shall transport a passenger or passengers other than those traveling on official business except with the approval of the Appointing Authority.

9.08 Liability When Using State-owned Automobiles

Operators are personally responsible for damage liabilities arising from accidents occurring during non-work related travel or involving passengers not traveling on official business. Any accident in which a state-owned vehicle is involved shall be reported immediately to the Secretary of Administration and Finance. Any such accident involving death or personal injury shall be reported immediately in writing to the Registrar of Motor Vehicles. (M.G.L., Chapter 90, §26).

9.09 Reimbursement of Expenses of State-owned Automobiles

Reimbursement shall be allowed for expenses incurred in the operation of state-owned cars, including charges for gas, oil and reasonable charges for minor repairs, public garage and parking fees, toll charges and reasonable charges for car washing.

9.10 Privately-owned Automobiles and Mileage Rate

- When use of a person's private automobile is necessary and has been authorized by the Appointing Authority, the approved mileage rate will be allowed. In addition to the approved mileage rate, reimbursement will be allowed for reasonable charges for tolls, garaging and parking.
- From time to time, the Secretary of Administration and Finance may adjust the mileage rate up or down, depending upon current conditions.
- For each trip, the city or town visited must be reported. If several addresses are visited within a city or town, state the number visited and total mileage covered.
- Mileage reported shall be based upon actual odometer readings or computed from a recognized mileage chart.
- Private automobile mileage reimbursement shall be payable only to one of two or more employees traveling together in the same vehicle.

9.11 Unallowable Expenses for Automobiles

- No reimbursement shall be allowed or obligation incurred for the private garaging of a state-owned automobile operated by an employee as transportation from the place of employment to the vicinity of residence.
- No payment shall be made or obligation incurred for the garaging of any automobile in private garages under any circumstances except upon prior approval by the Secretary of Administration and Finance.
- No charges for simonizing, polishing, or repainting will be allowed unless approved in advance by the State Purchasing Agent.

9.12 Meal Reimbursement

- The rules on meal reimbursement (Rules 9.12 to 9.18) apply to all persons employed by offices, departments, boards, commissions and other agencies receiving state appropriations (see Rule 1.04 and M.G.L., Chapter 7, §28).
- Reimbursement shall be allowed for meals while on full travel status.

9.13 Amount of Meal Reimbursement

Employees who are required to travel to other locations for business shall receive a per diem payment of \$30.00 for meals, for each whole day during which they are on such assignment.

1. A whole day shall be a 24 hour period commencing at midnight;
2. The duration of travel shall begin from the employee's departure from his/her home or work location directly to the destination of the travel assignment, and shall conclude with the employee's arrival at his/her home or work location directly from such travel assignment.

The rates above shall apply only when meals are not included in the rate charged for lodging or otherwise included in registration or conference fees.

For travel for partial day periods (see rules 9.15 through 9.17), individual meal allowances are as follows:

Breakfast:	\$6.00
Lunch:	\$8.00
Dinner:	\$16.00

9.14 Meal Reimbursement for Certain Unclassified Employees

- Rule 9.13 shall not apply to any Cabinet Secretary or Department Director.
- Reimbursement for those persons shall be the reasonable and necessary meal expenses as may be allowed by the Appointing Authority or person designated by statute to approve expenses.

9.15 When Meals May be Reimbursed

For travel status of 24 hours or more, the following are the allowances on the first day:

- When travel status begins before 6:00 A.M., the person will be entitled to the entire per diem amount.
- When travel status begins between 6:00 A.M. and noon, the person will be entitled to midday and evening meals.
- When travel status begins between noon and evening, the person will be entitled to the evening meal.

For travel status of 24 hours or more, the following are the allowances on the final day:

- When travel status ends between 6:00 A.M., and noon, the person will be entitled to breakfast.
- When travel status ends between noon and 6:00 P.M., breakfast and midday meals will be allowed.
- When travel status ends after 6:00 P.M., the entire per diem amount will be allowed.

Breakfast at the beginning and evening meal at the end of travel status will not be allowed unless the charge is accompanied by a statement of necessity for early departure or late return.

9.16 Meal Reimbursement for Travel Less Than 24 Hours in Duration

- For travel of one day's duration starting two hours or more before compensated time, the person will be entitled to the breakfast allowance. Voucher must state time of departure and time compensation commenced.
- For travel of one day's duration ending two hours or more after compensated time, the person will be entitled to the evening meal allowance. Voucher must state the time compensation ceases and time of arrival home.
- In no event will the midday meal be allowed for travel of less than 24 hours' duration.
- Voucher must state necessity for early departure or late return as well as a statement giving the regularly scheduled work hours.
- In computing travel under this rule, the two hour travel time must be computed from the person's permanently assigned office or home, whichever is nearer to the place of temporary assignment.

9.17 Meals Reimbursement for Inmates/Patients

Reimbursement at the rates in Rule 9.13 shall be made for meal expenses incurred by an employee who purchases a meal or meals for inmates or patients who are being transferred from one institution to another, or an employee who is assisting in the performance of official duties. In all such cases, the name or the number of the inmate or patient must be stated.

9.18 Unallowable Meal Reimbursement

Meals served by air and steamship lines at no charge to the traveler or where the price of passage includes a meal or meals shall not be reimbursable.

9.19 Foreign Travel

- Employees traveling in foreign countries shall report their expenditures by items in dollars, noting on hotel bills and other receipts submitted with vouchers the equivalent value in dollars at the then current rate of exchange.
- Supplemental expenses such as fees for passports, visas, photographs, birth and marriage certificates and inoculations shall be reimbursable.

Massachusetts State Private Auto Employee Reimbursement Rates Per Mile Effective 5/22/11 unless otherwise noted

Employee Type	Amount	Comments
Managers and Confidential Employees	45 Cents	
Unit 1	45 Cents	
Unit 2	45 Cents	
Unit 3	45 Cents	
Unit 4	45 Cents	Effective 7/17/11
Unit 4A	45 Cents	Effective 7/17/11
Unit 5	45 Cents	Effective 7/17/11
Unit 5A	22 Cents	
Unit 6	45 Cents	
Unit 7	45 Cents	
Units 8 & 10	45 Cents	
Unit 9	45 Cents	

<http://www.mass.gov/anf/employment-equal-access-disability/employee-benefits-and-comp/mileage-rates/private-auto-employee-reimbursement-rates-per-mile.html>

Attachment D: Comparisons of Federal and State Compensation Rates for Travel to Massachusetts Legislative Per Diem Rates (Examples)

The following table provides several example comparisons of what a legislator would receive based upon Federal and State Travel Reimbursement Rates for three (3) consecutive days at the State House and one day at the State House.

For the purpose of comparison we assumed that a legislator from Pittsfield might stay overnight for 2 nights during 3 consecutive days at the State House.

Example I: Legislator in Pittsfield MA (Traveling from District Office)

Scenario I-A: Leaves office on Tuesday morning at 6:00 AM; returns home Thursday night after 6:00 PM

Scenario I-B: Leaves office on Tuesday morning at 6:00 AM; returns home on Tuesday night at midnight.

Example II: Legislator in Worcester MA (Traveling from District Office)

Scenario II-A: Leaves office on Tuesday morning at 6:00 AM; returns home Thursday night at 6:00 PM

Scenario II-B: Leaves office on Tuesday morning at 6:00 AM; returns home on Tuesday night at midnight.

Example I: Legislator living in Newton MA (No District Office)

Scenario III-A: Leaves home on Tuesday morning at 6:00 AM; returns home on Tuesday night at midnight; Leaves home on Wednesday morning at 6:00 AM; returns home on Wednesday night at midnight; Leaves home on Thursday morning at 6:00 AM; returns home on Thursday night at midnight

Scenario III-B: Leaves home on Tuesday morning at 6:00 AM; returns home on Tuesday night at midnight.

Comparisons of Federal and State Compensation Rates for Travel to Massachusetts Legislative Per Diem Rates (Examples)						
	Federal Rates 2014		State Rates 2014		Present Per Diem Rates	
Examples	Federal Rates 2014	Federal Amount Reimbursed	State Rates 2014	State Amount Reimbursed	Per Diem Rates by Present Law	Per Diem Amount Reimbursed
Example I-A: Pittsfield from District Office						
Lodging (minimum)	2 nights at \$179/day	358.00	2 nights at \$179/day	358.00		
Meals or Per Diem	\$71/day; 0.5 day at \$33	175.00	\$30/day; 0.5 day at \$14	74.00	3 days at \$90	270.00
Mileage (141 mi)	141 Miles one way at \$.56/mi	157.92	141 Miles one way at \$.45/mi	126.9		
Total:		\$ 690.92		\$ 558.90		\$ 270.00
Example I-B: Pittsfield from District Office						
Meals or Per Diem	0.5 day at \$33	33.00			1 day at \$90	90.00
Mileage (141 mi)	141 Miles one way at \$.56/mi	157.92	141 Miles one way at \$.45/mi	126.9		
Total:		\$ 190.92		\$ 126.90		\$ 90.00
Example II-A: Worcester with District Office						
Per Diem	3 days at 12+ hour/ day at \$33/day;	99.00			3 days at \$36	108.00
Mileage (47 mi)	47 Miles one way at \$.56/mi	157.92	47 Miles one way at \$.45/mi	126.90		
Total:		\$ 256.92		\$ 126.90		\$ 108.00
Example II-B: Worcester from District Office						
Per Diem	0.5 day at \$33	33.00				36.00
Mileage (47 mi)	47 Miles one way at \$.56/mi	52.64	47 Miles one way at \$.45/mi	42.30		
Total:		\$ 85.64		\$ 42.30		\$ 36.00
Example III-A: Newton (No District Office)						
Per Diem					3 days at \$10/day	30.00
Total:						\$ 30.00
Example II-B: Newton (No District Office)		D-29				
Per Diem					1 day at \$10/day	10.00
Total:						\$ 10.00

APPENDIX E: LEGISLATIVE AUTHORIZATION

SECTION 239. There shall be a special advisory commission regarding the compensation of public officials identified in Article LXIV of the Articles of Amendment to the Constitution. The commission shall consist of 7 members: (i) 1 of whom shall have experience in human resources and represent an organization of employers in the commonwealth, to be appointed by the state secretary; (ii) 1 of whom shall represent a school of business administration located in the commonwealth, to be appointed by the state auditor; (iii) 2 of whom shall represent a membership-based public advocacy organization with experience in matters relating to government accountability, transparency and public integrity; 1 of whom shall represent a Massachusetts-based public policy research organization; and 1 of whom shall represent a taxpayer advocacy organization in the commonwealth, all to be appointed by the governor; and (iv) 1 of whom shall be the secretary of administration and finance. The governor shall select 1 of the nonprofit or private sector appointees to serve as chair. The commission shall study compensation issues which shall include, but not be limited to: (A) a review of all forms of direct and indirect compensation of public officials identified in said Article LXIV, including base salaries, stipends, general expenses, per-diem allowances and any other form of compensation; (B) a state-by-state comparison of direct and indirect compensation of comparable public officials; (C) a comparison of direct and indirect compensation of public officials with similar employment in the private sector in the commonwealth; and (D) an analysis of the methods of calculating median family income for the purpose of Article CXVIII of the Articles of Amendment to the Constitution. The commission shall submit a report, including drafts of any recommendations for legislation, on or before September 30, 2014. The comptroller shall provide the commission with all records of compensation requested by the commission.

Amendment in Section 58 of Chapter 359 of the Supplemental Budget Bill: Section 239 of said chapter 165 is hereby amended by striking out the words "September 30" and inserting in place thereof the following words: December 1.

APPENDIX F: COMMISSIONERS

CHAIR

Ira A. Jackson, Dean

John W. McCormack Graduate School of Policy and Global Studies, University of Massachusetts Boston

Jackson has a distinguished history of public service and both executive and academic leadership. He has held senior positions at Harvard's Kennedy School of Government, MIT, and the Drucker School at Claremont Graduate University. Jackson also served as the executive vice president and executive director of external affairs at BankBoston and revenue commissioner for the Commonwealth of Massachusetts. Jackson has earned numerous awards for outstanding public service and leadership including the Big Citizen Award from City Year.

- *Appointed by Governor Patrick*

MEMBERS

Mary Ann Ashton, Co-President

League of Women Voters-Acton Area

Ashton has focused her professional and volunteer activities for more than 20 years on data analysis and communications applied to solve problems, specializing in economic and management analysis. As a volunteer, she has served on her local Finance Committee, as a member and chair of the School Committee, and also as a leader of several parent-teacher organizations. In addition, she has served on the boards of several nonprofit organizations devoted to children, arts, and nature.

- *Appointed by Governor Patrick*

J. Lynn Griesemer, Associate Vice President for Economic Development **University of Massachusetts President's Office**

Griesemer has worked closely with the President's Office managing initiatives in economic development and related areas. Her accomplishments include the development of the UMass Center at Springfield, development and growth of the STEM Summit, development of the Academy for Newly Elected Legislators in Massachusetts, management of the Life Science Initiative, development of MassBenchmarks, and the considerable expansion of the University of Massachusetts Donahue Institute.

- *Appointed by Governor Patrick*

Christopher Kealey, Deputy Director
Massachusetts Business Roundtable

As deputy director of the Massachusetts Business Roundtable, Kealey works with CEOs and senior executives to improve the long-term strength of the economy in the Commonwealth. Kealey has more than 20 years' experience in the private and public sectors as a senior policy, government affairs and communications executive in areas including economic development, real estate development, life sciences, clean energy, and health care technology. He served as chief of staff for the Massachusetts Technology Collaborative, as well as chief of staff and communications director at MassDevelopment.

- *Appointed by the Secretary of the Commonwealth*

Cathy Minehan, Dean
College of Management, Simmons College

A recognized expert on business and finance, Minehan worked at the Federal Reserve Bank of Boston for 39 years, having served as the president and CEO of the Boston Bank and a member of the Federal Open Market Committee. She also holds director positions at Arlington Advisory Partners LLC; VISA, Inc.; Massachusetts Mutual Life Insurance Company; and MITRE Corporation. She serves as chairman of the Board of Trustees of the Massachusetts General Hospital as well as the Massachusetts Governor's Council of Economic Advisors.

- *Appointed by the State Auditor*

Michael Widmer, PhD, President
Massachusetts Taxpayers Foundation

Widmer has been president of the Massachusetts Taxpayers Foundation since 1992 after more than 20 years of management and political experience in both the public and private sectors in Massachusetts. He is dedicated to finding public policy improvements in health care, business costs, capital spending, state and municipal finances, transportation restructuring, and state government reform.

- *Appointed by Governor Patrick*

EX-OFFICIO MEMBER

Scott Jordan, Undersecretary of Administration and Finance
Commonwealth of Massachusetts

Prior to his current role as the state's undersecretary of administration and finance, Jordan was executive director of the Massachusetts Water Pollution Abatement Trust, director of finance for the City of Lawrence, director of debt finance for A&F, and deputy director at the state Office of Tax Policy Analysis. Jordan represents Secretary of Administration and Finance Glen Shor on this commission.

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Special Advisory Commission on Public Compensation Preliminary Findings of Fact

Released 11-5-14

Introduction

The Special Advisory Commission Regarding the Compensation of Public Officials, created by legislation, organized in September 2014 and consisting of seven Commissioners, is mandated to complete its work by December 1. The Special Advisory Commission will conduct Public Hearings in Boston at 2 pm on November 6 and in Springfield at 10 am on November 14.

The November 6 Public Hearing will be located at:

Massachusetts State House
24 Beacon Street, Hearing Room 222
Boston, MA 02133

The November 14 Public Hearing will be located at:

Springfield State Office Building
436 Dwight Street, Room 303
Springfield, MA 01103

To encourage widespread public participation and awareness, we are issuing these preliminary findings of fact, which attempt to capture much of our learning to date. These preliminary findings of fact reflect our analysis of data and incorporate our

mandate to include a review of “(A) all forms of direct and indirect compensation of public officials identified in said Article LXIV, including base salaries, stipends, general expenses, per-diem allowances and any other form of compensation; (B) a state-by-state comparison of direct and indirect compensation of comparable public officials; (C) a comparison of direct and indirect compensation of public officials with similar employment in the private sector in the commonwealth; and (D) an analysis of the methods of calculating median family income for the purpose of Article CXVIII of the Articles of Amendment to the Constitution.”

The Commission’s research has been tightly constrained by time. Nevertheless, we are confident that our analysis fulfills the mandate in the legislation. These are preliminary findings of fact and do not reflect the final recommendations of the Special Advisory Commission. Those recommendations will be determined and written only after the two Public Hearings this month.

The elected positions evaluated in this report rely on the public's trust and confidence. Because the positions are paid with public funding, we believe the public should now and in the future have input into the appropriate compensation of its elected officials. That is why we are holding public hearings and providing access to all information in a transparent and accessible manner. Supporting materials can be found on the Commission’s website:

www.masspubliccomp.umb.edu. If unable to attend a Public Hearing, the public is encouraged to write us at: MassPublicComp@umb.edu.

Guided by our legislative mandate, the members of the Commission structured their research and findings around a few basic questions regarding the compensation of public officials. We invite the public to comment on these and other questions suggested by our findings of fact:

- Does the Governor’s salary accurately and adequately reflect his/her responsibilities?

- Where does Massachusetts rank in terms of gubernatorial salary in comparison to other states?
- Does the relationship between the Governor's salary and other Constitutional Officers' salaries appropriately reflect the importance of each position's respective responsibilities?
- Does the relationship between the Governor's salary and those of the Senate President and the House Speaker appropriately reflect the importance of each position's responsibilities?
- How do current salaries of Constitutional Officers, the Senate President and House Speaker compare with compensation for private sector positions with similar responsibilities?
- What formulas have been used for the biennial adjustment to legislative pay, and what has their effect been on the salaries of legislators? What is the most appropriate data to rely upon so that future adjustments are consistent and transparent?
- When considering revising the compensation for certain public officials, should we also consider simultaneous procedural reforms? If so, what kind of reforms seem most appropriate? Should consideration be given to restrictions on outside income for fulltime public officials, as a previous Special Advisory Commission recommended in 2008? Should future Special Advisory Commissions of this kind be established, and with what frequency should they be appointed, and by whom?

Governor

1. The Governor of the Commonwealth is in effect the Chief Executive Officer of the largest institution in the Commonwealth: state government.

The Governor oversees a total budget of \$46 billion, including a state operating budget of \$36.5 billion and a state capital budget of \$4.5 billion. There are some 136,000 employees in Massachusetts state government entities, of whom 45,000 work in the executive branch. The Governor is the leader of the Commonwealth in terms of the day-to-day functioning of the government and the public official citizens turn to in times of crisis. S/he submits budgets, convenes special sessions of the legislature, oversees the management and organization of the Executive Branch and has line item veto power on appropriations bills. Among many other functions, the Governor is the Commander in Chief of the Massachusetts National Guard, and appoints a cabinet and citizens to more than 700 boards and commissions. The position is full-time, high profile and demanding. The Governor makes thousands of decisions every year and is expected to be a competent executive, a collaborative partner with the legislative branch and an effective communicator with the public. S/he faces intense public and media scrutiny and is expected to make meaningful decisions that frequently are controversial, sometimes contentious, and often affect virtually every citizen of the Commonwealth. The position of Governor has historically been viewed as the preeminent and most important constitutional office in the Commonwealth.

2. The Governor of Massachusetts earns a salary of \$151,800 (Table 1). Compared with Governors of the other 50 states, Massachusetts ranks 11th in terms of gubernatorial compensation (Table 2). Compared with the salaries of what the Special Commission has identified as 13 other comparable states, Massachusetts ranks 7th (Table 3).

3. In 2014, more than 1,254 state employees (including state colleges and university employees) earned more than the Governor, not including overtime, which would have made the number of employees earning more than the Governor would likely be 75% larger. The Chief Justice of the

Supreme Judicial Court earns more than the Governor (\$181,239), as do the Chief Justice of the Trial Court, the Chief Justice of the Court of Appeals, and the Court Administrator, all of whom earn \$173,058, as well as all Trial Court judges in Massachusetts. All district attorneys earn more than the Governor, as do many directors and other employees of quasi-independent state agencies. In terms of direct reports, the Comptroller earns more than the Governor, as do all of the members of the Governor's cabinet and his/her Chief of Staff. The Governor makes less than the Presidents and Chancellors of all 29 Massachusetts state colleges and universities, including the state's 15 community colleges.

4. Massachusetts is one of only six states that does not provide an official gubernatorial residence. One of the other five, Idaho, provides an annual housing stipend of \$58,000—and the Governor lives in his own house. While there is no reliable way to assign an exact dollar value to the benefit of an official residence and the ability of the Governor to host activities at an official state residence, experts have estimated a dollar value that exceeds \$100,000. Boston is the 7th most expensive city in the country, and Boston is the 3rd most expensive state capital in the nation; therefore, the dollar value of a Governor's House or Residence would presumably be greater than the dollar value assigned to most other states.

5. A prior Advisory Board on Compensation in 2008 recommended a \$175,000 salary for the Governor, as well as substantial increases in judicial compensation. While the judicial recommendations were eventually acted upon, the recommendation in terms of the Governor's salary was not.

6. As mandated by the legislation creating the Special Commission, we studied the compensation of large for-profit and nonprofit organizations in the Commonwealth. The positions of the public officials identified in Article

LXIV of the Articles of Amendment to the Constitution do not have clear, direct private sector equivalents. However, to meet the legislative requirements we have identified specific private sector positions whose responsibilities reflect public sector duties in greater or lesser fashion. Compared to the CEOs of all such organizations in Massachusetts with revenues of \$20 billion or more, the Governor earns 5% of comparator CEO median total compensation: \$151,800 versus \$2,842,970 (Table 4). It should be recognized that private sector, for-profit, cash compensation for any given year is often supplemented by long term incentive awards that are in equity form and multiples of cash compensation for the year. Thus, private sector salaries, particularly in the for-profit area, are likely considerably understated.

7. Tradition and prevailing practice establish a rough hierarchy of salaries of other constitutional officers in relationship to the Governor's salary. The State Auditor currently earns 88.9% of the Governor's salary. The Secretary of State earns 86.2% of the Governor's salary. The Attorney general earns 86% of the Governor's salary. The Treasurer earns 84.3% of the Governor's salary. The position of Lieutenant Governor is now vacant; we estimate that if that position had been continuously occupied, the Lt. Governor would now earn 88.8% of the Governor's salary (Table 1).

Attorney General

8. The Attorney General currently earns an annual salary of \$130,582. In comparison with Attorneys General in all 50 states, this salary ranks 20th (Table 2). Among our group of comparable states, Massachusetts ranks 9th out of 14 (Table 3). The Attorney General earns less than every district attorney and judge in the Commonwealth. S/he also earns less than the starting salary of most first year associates at prominent Boston law firms. Informed by the work of our private sector comparator study, the Attorney General is the rough equivalent of the Top Legal Executive or General Counsel at a large company. Using the \$20 billion comparator set, the

current salary is 12% of total compensation: \$130,582 versus \$1,074,607 (Table 4).

Treasurer

9. The Treasurer currently earns an annual salary of \$127,917. In comparison with Treasurers in the 46 other states with a comparable position, this salary ranks 11th (Table 2). Among our group of comparable states, Massachusetts ranks 6th out of 14 (Table 3). In terms of rough comparisons with the private sector, the Treasurer is the equivalent of Top Treasurer Corporate or Chief Financial Officer in a large company. Using the \$20 billion comparator set for private sector comparisons, the current Treasurer's salary is 17% of the total compensation of Top Treasurer Corporate: \$127,917 versus \$760,460 (Table 4). When compared to the Chief Financial Officer, the Treasurer's salary is 9% of total compensation: \$127,917 versus \$1,379,654 (Table 4).

Secretary of State

10. The Secretary of State currently earns an annual salary of \$130,262. In comparison with Secretaries of States in the 45 other states with a comparable position, this salary ranks 9th (Table 2). Among our group of comparable states, Massachusetts ranks 5th out of 14 (Table 3). The Secretary of State earns less than the Registers of Probate in the Commonwealth, as well as 15 clerks of court and clerk magistrates, all of whom earn \$134,692. Our private sector comparator set found that the Secretary of State might best be compared with the Chief Administrative Officer of a large corporation. Using the \$20 billion revenue set, the Secretary of State's salary is 12% of equivalent positions: \$130,262 versus \$1,084,449 (Table 4).

State Auditor

11. The Auditor currently earns an annual salary of \$134,952. In comparison with Auditors in the 44 other states with a comparable position, this salary ranks 14th (Table 2). Among our group of comparable states, Massachusetts ranks 7th out of 14 (Table 3). Our private sector comparator set found that the position of Auditor is analogous to the Top Internal Auditor of a large corporation, and the Auditor's salary is 54% of equivalent positions: \$134,952 versus \$252,140 (Table 4).

Lieutenant Governor

12. The Lieutenant Governor would currently earn an annual salary of \$134,932 if the last Lieutenant Governor's salary from 2012 rose at the same level as the Governor's over the past two years. In comparison with Lieutenant Governors in the 42 other states with a comparable position, this salary ranks 6th (Table 2). Among our group of comparable states and using our projected salary, Massachusetts ranks 4th among all 14 (Table 3). While there is no position directly analogous in the private sector, the comparator set chosen for the Lt. Governor is an Executive Vice President of a large corporation. The Lt. Governor's salary is some 11% of equivalent positions: \$134,932 versus \$1,207,530 (Table 4).

Legislative Payment

13. The base salary of legislators was established by Constitutional Amendment Article CXVIII, effective January 1, 1996, and therefore was not reviewed by the Commission.

14. According to Open Checkbook, the Senate President and House Speaker both earn \$102,279. The Commission recognizes that this includes the total of their base salary, plus leadership stipend, plus up to \$7,200 that every legislator is allowed to receive for expenses. For the purposes of this review, the Commission is currently using the Open Checkbook data with the understanding that there may need to be further clarification prior to the issuance of the final report. Using this data, the current salary of the Senate President and House Speaker equates to 67% of the Governor's salary. The Senate President and House Speaker together are the leaders of a co-equal branch of state government. Both positions wield enormous authority over the budget, operations of state government and legislation, and both positions, along with that of Governor, require those who hold the positions to be on-call at all times.

15. The 2008 Advisory Board report on public compensation recommended a salary for the House Speaker and Senate President of \$159,100.

16. In an effort to fulfill our mandate by comparing the Senate President and Speaker of the House to comparable private sector positions, we utilized comparisons to a Chairman of the Board and/or Chief Operating Officer of a large company. These analogies are inexact and imprecise, as the outside Lead Director of a company is only a part-time position, and clearly neither the Speaker nor the Senate President is responsible for day to day activities in the Executive Branch. However, both the Speaker and Senate President do help to establish the operating budgets, as well as the operational direction and mandates of public agencies throughout state government. Nevertheless, when compared to Chairman of the Board (Outside Member), the House Speaker and Senate President earn 15% of equivalent compensation: \$102,279 versus \$664,964 (Table 4). When compared to the Chief Operating Officer, the Senate President and House Speaker earn 6% of comparable compensation: \$102,279 versus \$1,700,651 (Table 4).

17. Voters adopted a constitutional amendment in 1998, effective for the 2001-02 legislative session, directly linking the biennial change in legislative salaries to the change in median household income in the Commonwealth. However, the lack of timely median household income data has forced administrations to improvise when estimating the growth in income for the year preceding the start of each session. As a result, there is no consistent method for determining the biennial change in legislative salaries. The Commission sought to find a method for calculating changes in legislative pay that is fair, consistent, and avoids arbitrariness.

The Commission has researched a variety of options and data sources for calculating biennial changes in legislative pay based on the increase/decrease of income for state residents. The Commission is considering a recommendation that future administrations use data from the Bureau of Economic Analysis (BEA) to measure the quarterly change in salaries and wages in Massachusetts for the most recent eight quarters to determine the biennial change in legislative salaries. For the 2015-2016 session, this calculation would measure the change in wages and salaries between Q4 2012 and Q3 2014.

The BEA data measures statewide income in the aggregate, not the median. However, the BEA releases updated data frequently, with lag times of three months or less, so using this resource addresses the critical challenge of timely data. Wages and salaries include commissions, tips, and bonuses; voluntary employee contributions to deferred compensation plans, such as 401(k) plans; employee gains from exercising stock options; and receipts-in-kind that represent income. Wages and salaries are measured before deductions, such as for Social Security contributions, union dues, and voluntary employee contributions to defined contribution pension plans.¹

18. Massachusetts General Laws Part I Section 9B prescribes per-diem and expenses payment for legislators beyond base salaries. Each member of the legislature is paid \$7,200 a year for expenses often used to pay for

¹ Bureau of Economic Analysis, U.S. Department of Commerce, *State Personal Income and Employment: Concepts, Data Sources, and Statistical Methods*, September 2014.

computer, cell phones, and district or home office expenses. Additionally, legislators are entitled to per diem payments for each day the legislature is in session, as well as any other day a legislator goes to the state house in performance of official duties. These per diem payments range from \$10 to \$100, based on proximity to Beacon Hill.

For Release November 5, 2014

Submitted by members of the Special Advisory Commission:

Mary Ann Ashton

J. Lynn Griesemer

Ira A. Jackson, Chair

Scott Jordan

Christopher Kealey

Cathy Minehan

Michael Widmer

Table 1**Current Salaries of Constitutional Officers, Senate President, and House Speaker and their
Percentage of Governor's Salary**

Position	Current Salary	Percentage of Governor's Salary
Governor	\$151,800	100%
Lieutenant Governor	\$134,932 (Projected)	88.88%
Attorney General	\$130,582	86.02%
Treasurer	\$127,917	84.26%
Auditor	\$134,952	88.90%
Secretary of State	\$130,916	86.24%
Senate President	\$102,279	67.37%
House Speaker	\$102,279	67.37%
Total Cost	\$1,015, 657	

Table 2

Comparison of Salaries Paid to Constitutional Officers in 50 States

Governor		Lieutenant Governor		Secretary of State		Attorney General		Treasurer		Auditor							
State		State		State		State		State		State							
1	Pennsylvania	187,818	1	Pennsylvania	157,765	1	Tennessee	190,260	1	Tennessee	176,988	1	Tennessee	190,260	1	Texas	198,000
2	Tennessee	181,980	2	New York	151,500	2	Illinois	156,541	2	Alabama	166,002	2	Michigan	174,204	2	Tennessee	190,260
3	New York	179,000	3	New Jersey	141,000	3	Virginia	152,793	3	Illinois	156,541	3	Georgia	163,125	3	California	175,000
4	Illinois	177,412	4	Hawaii	140,220	4	Florida	140,000	4	Pennsylvania	156,264	4	Virginia	162,214	4	Virginia	168,279
5	New Jersey	175,000	5	Illinois	135,669	5	Oklahoma	140,000	5	Washington	151,718	5	Pennsylvania	156,264	5	Michigan	163,537
6	Virginia	175,000	6	Massachusetts	134,932	6	Pennsylvania	135,228	6	New York	151,500	6	New Jersey	141,000	6	Georgia	159,215
7	California	173,987	7	California	130,490	7	Georgia	130,690	7	California	151,127	7	Hawaii	140,220	7	Pennsylvania	156,264
8	Delaware	171,000	8	Maryland	125,000	8	California	130,490	8	Texas	150,000	8	California	139,189	8	New York	151,500
9	Washington	166,891	9	Florida	124,851	9	Massachusetts	130,262	9	Virginia	150,000	9	Illinois	135,669	9	Illinois	151,035
10	Michigan	159,300	10	North Carolina	124,676	10	Delaware	127,590	10	Wyoming	147,000	10	Florida	128,972	10	Oregon	147,324
11	Massachusetts	151,800	11	Kentucky	117,329	11	Texas	125,880	11	Delaware	145,207	11	Massachusetts	127,917	11	New Jersey	141,793
12	Connecticut	150,000	12	Alaska	115,000	12	North Carolina	124,676	12	North Dakota	143,685	12	New York	127,000	12	Rhode Island	140,050
13	Maryland	150,000	13	Louisiana	115,000	13	New York	120,800	13	Nevada	141,086	13	Maryland	125,000	13	Colorado	140,000
14	Texas	150,000	14	Oklahoma	114,713	14	Kentucky	117,329	14	New Jersey	141,000	14	North Carolina	124,676	14	Massachusetts	137,425
15	West Virginia	150,000	15	Michigan	111,510	15	Washington	116,950	15	Hawaii	140,220	15	Alaska	122,928	15	Florida	135,000
16	Nevada	149,573	16	Connecticut	110,000	16	Louisiana	115,000	16	Wisconsin	140,147	16	Kentucky	117,329	16	Alaska	133,908
17	Ohio	148,886	17	Rhode Island	108,808	17	Michigan	112,410	17	Georgia	137,791	17	Washington	116,950	17	Hawaii	133,536
18	Oklahoma	147,000	18	Utah	104,000	18	Connecticut	110,000	18	Alaska	136,350	18	Louisiana	115,000	18	Louisiana	132,620
19	Vermont	145,538	19	Iowa	103,212	19	Ohio	109,986	19	Oklahoma	132,825	19	Oklahoma	114,713	19	Arizona	128,785
20	Alaska	145,000	20	North Dakota	94,461	20	Rhode Island	108,808	20	Massachusetts	130,582	20	Delaware	113,374	20	North Carolina	124,676
21	Wisconsin	144,423	21	Washington	93,948	21	Missouri	107,746	21	Florida	128,972	21	Connecticut	110,000	21	Kentucky	117,329
22	Hawaii	143,748	22	Georgia	91,609	22	New Hampshire	105,930	22	Maryland	125,000	22	Ohio	109,986	22	Washington	116,950
23	North Carolina	141,265	23	Indiana	88,543	23	Iowa	103,212	23	North Carolina	124,676	23	Rhode Island	108,808	23	Oklahoma	114,713
24	Georgia	139,339	24	Missouri	86,484	24	Nevada	102,898	24	Iowa	123,669	24	Missouri	107,746	24	Wisconsin	114,351
25	Kentucky	138,012	25	Montana	86,362	25	Idaho	101,150	25	New Hampshire	117,913	25	New Hampshire	105,930	25	Ohio	109,985
26	Missouri	133,821	26	New Mexico	85,000	26	North Dakota	96,794	26	Kentucky	117,329	26	Utah	104,000	26	Delaware	108,532
27	Florida	130,273	27	Delaware	78,553	27	Vermont	95,139	27	Missouri	116,437	27	Iowa	103,212	27	Missouri	107,746
28	Iowa	130,000	28	Ohio	78,041	28	West Virginia	95,000	28	Montana	115,817	28	Nevada	102,898	28	South Dakota	105,348
29	Louisiana	130,000	29	Minnesota	77,896	29	South Carolina	92,007	29	Rhode Island	115,610	29	Idaho	101,150	29	South Carolina	104,433
30	Rhode Island	129,210	30	Wisconsin	76,261	30	Wyoming	92,000	30	Louisiana	115,000	30	West Virginia	95,000	30	Utah	104,000
31	Mississippi	122,160	31	Nebraska	75,000	31	Mississippi	90,000	31	Vermont	113,901	31	Vermont	92,269	31	Iowa	103,212
32	New Hampshire	121,896	32	Alabama	68,556	32	Minnesota	89,877	32	Minnesota	113,859	32	South Carolina	92,007	32	Minnesota	101,858
33	North Dakota	121,679	33	Colorado	68,500	33	Montana	88,099	33	Michigan	112,410	33	Wyoming	92,000	33	North Dakota	96,794
34	Minnesota	119,850	34	Nevada	63,648	34	Maryland	87,500	34	Connecticut	110,000	34	North Dakota	91,406	34	Vermont	95,139
35	Idaho	119,000	35	Vermont	61,776	35	Kansas	86,003	35	Ohio	109,986	35	Mississippi	90,000	35	West Virginia	95,000
36	Indiana	111,688	36	Tennessee	60,609	36	Alabama	85,248	36	Mississippi	108,960	36	Kansas	86,003	36	Wyoming	92,000
37	New Mexico	110,000	37	Mississippi	60,000	37	Nebraska	85,000	37	Idaho	107,100	37	Alabama	85,248	37	Mississippi	90,000
38	Utah	109,470	38	Kansas	54,000	38	New Mexico	85,000	38	South Dakota	103,892	38	Nebraska	85,000	38	Montana	88,099
39	Montana	108,167	39	South Carolina	46,545	39	South Dakota	83,135	39	Kansas	98,901	39	New Mexico	85,000	39	Alabama	85,248
40	South Carolina	106,078	40	Arkansas	41,896	40	Oregon	76,992	40	Utah	98,509	40	South Dakota	83,135	40	Nebraska	85,000
41	Nebraska	105,000	41	Virginia	36,321	41	Indiana	76,892	41	Nebraska	95,000	41	Indiana	76,892	41	New Mexico	85,000
42	Wyoming	105,000	42	Idaho	35,700	42	Arizona	70,000	42	New Mexico	95,000	42	Oregon	72,000	42	Maine	81,556
43	South Dakota	104,002	43	Texas	7,200	43	Maine	69,264	43	West Virginia	95,000	43	Arizona	70,000	43	Indiana	76,892
44	Kansas	99,636	44	Arizona	0	44	Wisconsin	68,566	44	Indiana	92,503	44	Maine	69,264	44	Arkansas	54,305
45	Oregon	98,600	45	Maine	0	45	Colorado	68,500	45	Maine	92,248	45	Wisconsin	68,566	45	Connecticut	0
46	Arizona	95,000	46	New Hampshire	0	46	Arkansas	54,305	46	South Carolina	92,007	46	Colorado	68,500	46	Idaho	0
47	Colorado	90,000	47	Oregon	0	47	Alaska	0	47	Arizona	90,000	47	Arkansas	0	47	Kansas	0
48	Arkansas	86,890	48	South Dakota	0	48	Hawaii	0	48	Oregon	82,220	48	Minnesota	0	48	Maryland	0
49	Maine	70,000	49	West Virginia	0	49	New Jersey	0	49	Colorado	80,000	49	Montana	0	49	Nevada	0
50	Alabama	0	50	Wyoming	0	50	Utah	0	50	Arkansas	72,408	50	Texas	0	50	New Hampshire	0

Sources : Book of States 2014, Table 4.11, The Council of State Governments' survey of state personnel agencies and state Web sites February 2014.

Comparisons of Salaries with Those of All 50 States

We relied upon data provided by the Council of State Governments for the 2014 fiscal year (ends June 30, 2014), published in the *Book of States 2014*. These data reflects salary data collected by CSG in February 2014, either through survey responses or through access to state websites.

We compared the salaries that Massachusetts pays to its Governor, Lieutenant Governor, Secretary of State, Attorney General, Treasurer and Auditor with those paid by the other 50 states. The Lieutenant Governor position has been vacant since xx, so we estimated what the current salary might have been had the former Lieutenant Governor continued in that position through 2014 at \$134,932. The rank of Massachusetts among all 50 states is shown above in Table 2.

Rank of Massachusetts Constitutional Officer Salaries Among 50 States

Position	Salary for FY2014	Rank of Massachusetts Among 50 States
Governor	\$151,800	11
Lieutenant Governor	\$134,932	6
Secretary of State	\$130,262	9
Attorney General	\$130,582	20
Treasurer	\$127,917	11
Auditor	\$137,425	14

Table 3

Comparison of Salaries Paid to Constitutional Officers in Comparable States

Rank among 14	State	Governor	Rank among 14	State	Lieutenant Governor	Rank among 14	State	Secretary of State	Rank among 14	State	Attorney General	Rank among 14	State	Treasurer	Rank among 14	State	Auditor
11	Alaska	145,000	8	Alaska	115,000	13	Alaska	0	8	Alaska	136,350	10	Alaska	122,928	8	Alaska	133,908
5	California	173,987	5	California	130,490	4	California	130,490	4	California	151,127	4	California	139,189	1	California	175,000
8	Connecticut	150,000	9	Connecticut	110,000	9	Connecticut	110,000	13	Connecticut	110,000	12	Connecticut	110,000	13	Connecticut	0
13	Georgia	139,339	11	Georgia	91,609	3	Georgia	130,690	7	Georgia	137,791	1	Georgia	163,125	3	Georgia	159,215
2	Illinois	177,412	3	Illinois	135,669	1	Illinois	156,541	1	Illinois	156,541	5	Illinois	135,669	5	Illinois	151,035
9	Maryland	150,000	6	Maryland	125,000	12	Maryland	87,500	10	Maryland	125,000	8	Maryland	125,000	14	Maryland	0
7	Massachusetts	151,800	4	Massachusetts	134,932	5	Massachusetts	130,262	9	Massachusetts	130,582	6	Massachusetts	127,917	7	Massachusetts	137,425
14	Minnesota	119,850	13	Minnesota	77,896	11	Minnesota	89,877	12	Minnesota	113,859	14	Minnesota	0	12	Minnesota	101,858
3	New Jersey	175,000	2	New Jersey	141,000	14	New Jersey	0	6	New Jersey	141,000	3	New Jersey	141,000	6	New Jersey	141,793
1	New York	179,000	1	New York	151,500	7	New York	120,800	3	New York	151,500	7	New York	127,000	4	New York	151,500
12	North Carolina	141,265	7	North Carolina	124,676	6	North Carolina	124,676	11	North Carolina	124,676	9	North Carolina	124,676	9	North Carolina	124,676
10	Ohio	148,886	12	Ohio	78,041	10	Ohio	109,986	14	Ohio	109,986	13	Ohio	109,986	11	Ohio	109,985
4	Virginia	175,000	14	Virginia	36,321	2	Virginia	152,793	5	Virginia	150,000	2	Virginia	162,214	2	Virginia	168,279
6	Washington	166,891	10	Washington	93,948	8	Washington	116,950	2	Washington	151,718	11	Washington	116,950	10	Washington	116,950

Selecting States That Are Comparable to Massachusetts

We collected data on thirteen criteria, and analyzed these data to select a group of 13 other states that are most comparable to Massachusetts. The basis of the comparability included states with full-time legislatures, population, population density, per capita personal income, median household income, cost of living index, number of state employees, size of state government payroll, total state general revenue, total state expenditures, states that are technology leaders, cost of staying in each state capital, and median single-family housing cost for each state capital. For each set of data, we selected the ten states that were closest in ranking to Massachusetts.

Rank of Massachusetts Constitutional Officer Salaries Among Comparable States

Position	Salary for FY2014	Rank of Massachusetts Among 13 Comparable States
Governor	\$151,800	7
Lieutenant Governor	\$134,932	4
Secretary of State	\$130,262	5
Attorney General	\$130,582	9
Treasurer	\$127,917	6
Auditor	\$137,425	7

Table 4
Private Sector Equivalents

Position	Current Salary	Private Sector Survey Title	Private Sector Total Compensation Salaries at Various Revenue Sizes			Current Salary as a % of the 50 th Percentile		
			\$5 billion	\$10 billion	\$20 billion	\$5 billion	\$10 billion	\$20 billion
Governor	\$151,800	Chief Executive Officer	\$1,913,970	\$2,366,042	\$2,842,970	8%	6%	5%
Lieutenant Governor	\$134,932	Executive Vice President	\$818,987	\$1,004,704	\$1,207,530	16%	13%	11%
Attorney General	\$130,582	Top Legal Executive	\$755,567	\$901,098	\$1,074,607	17%	14%	12%
Secretary of State	\$130,262	Chief Administrative Officer	\$751,648	\$902,861	\$1,084,449	17%	14%	12%
Treasurer	\$127,917	Chief Financial Officer	\$878,445	\$1,096,250	\$1,379,654	15%	12%	9%
Treasurer	\$127,917	Top Treasurer Corporate	\$529,658	\$634,662	\$760,460	24%	20%	17%
Auditor	\$134,952	Top Internal Auditor	\$193,465	\$220,002	\$252,140	70%	61%	54%
Senate President/ Speaker of the House	\$102,279	Chairman of Board (Outside Member)	\$498,997	\$576,038	\$664,964	20%	18%	15%
Senate President/ Speaker of the House	\$102,279	Chief Operating Officer	\$1,151,417	\$1,422,821	\$1,700,651	9%	7%	6%

Executive Summary

The positions of the public officials identified in Article LXIV of the Articles of Amendment to the Constitution do not have clear, direct private sector equivalents. However, to meet the legislative requirements we have identified specific private sector positions whose responsibilities reflect public sector duties of greater or lesser fashion. A review of a compensation survey database using inputs based on all industries, which includes for-profit and not-for-profit sectors, in Massachusetts with gross revenues between \$5 billion and \$20 billion in revenue indicated that the compensation of the public officials is less than what the private sector executives currently make in all cases. For example, the Governor's base salary is between 5% and 8% of a CEO's total compensation in the private sector. The following chart is an example of how base salaries of the elected officials compares to the private sector at various revenue sizes:

Methodology

The Commission was assisted by consultants from Sullivan, Cotter and Associates, Inc. (Sullivan Cotter) and an intern, Sunshine Greene, from Simmons College School of Management. The source of the compensation data used in this analysis was the ERI Economic Research Institute's (ERI) Executive Compensation Assessor.

To determine "a comparison of direct and indirect compensation of public officials with similar employment in the private sector in the commonwealth" the commissioners, with the assistance of Sullivan Cotter and Ms. Greene, used the following parameters from the ERI Executive Assessor:

Geographic Location: Massachusetts

Similar employment: The budget of the Commonwealth is \$36.5 billion. Since there are very few companies of similar size headquartered within the Commonwealth, the commissioners decided to use the parameters of "all industries" at revenue sizes of \$5 billion, \$10 billion and \$20 billion to demonstrate the range of private sector employment opportunities within the Commonwealth.

Job comparisons: The public officials identified in Article LXIV of the Articles of Amendment to the Constitution do not have direct private sector equivalents. The commissioners acknowledge this and attempted to make the best comparisons possible to the private sector. The comparisons are as follows:

Public Official	Private Sector Title
Governor	Chief Executive Officer
Lieutenant Governor	Executive Vice President
Attorney General	Top Legal Executive
Secretary of State	Chief Administrative Officer
Treasurer	Chief Financial Officer
Treasurer	Top Treasurer Corporate
Auditor	Top Internal Auditor
Senate President and Speaker of the House	Chairman of Board (Outside Member – analogous to a Lead Director) **
Senate President and Speaker of the House	Chief Operating Officer **

** These positions are particularly difficult to match. If one looks at legislative leadership as the operating heads of the Commonwealth then the Chief Operating Officer's compensation may be a good private sector comparator. Alternatively, if one views the legislative heads as leaders governing the Commonwealth in conjunction with the Governor, then the Lead Director or outside Chair of the Board might be the comparator.

The components of compensation available from ERI include:

Salary – This is the fixed wage paid to an employee. The basis is usually weekly, monthly, or yearly, and is most often applied to exempt employees.

Total Compensation – The sum of all payments made to an employee for a specific time period (usually annual) including base salary, incentives, and bonuses (and/or other variable pay), commissions and stock options. It should also be noted that the data does not include performance based long term equity awards that are often made in the private sector.

Stock Options – The right to buy company stock at a certain price within a particular period of time. The assumption is that the market price of the stock will be higher than the predetermined price at the time that the person is allowed to purchase the stock. (Please note, however, this is not always the case, and options can expire “out of the money.”)

All survey data were adjusted by 3% to January 1, 2015.

It should be recognized that private sector, for-profit, cash compensation for any given year is often supplemented by long term incentive awards that are in equity form and multiples of cash compensation for the year. Thus, private sector salaries, particularly in the for-profit area, are likely considerably understated.

Table 5
Comparison of Actual Pay Changes and Changes Using BEA Method

Session	Actual Pay and Percentage Change	BEA, 8 Most Recent Quarters and Percentage Change
2007 (base year)	\$58,197	\$58,197
2009-10 session	\$61,440 (+5.6%)	\$62,206 (+6.9%)
2011-12 session	\$61,133 (-0.5%)	\$62,585 (+0.6%)
2013-14 session	\$60,032 (-1.8%)	\$66,410 (+6.1%)
2015-16 session projected	N/A	\$63,994 (+6.6% based on 2013-14 actual pay)[1]

Note: Calculations for BEA are based on the data that was available at the time of calculation.

[1] The projection for the 2015-16 pay is based on the most recent seven quarters of BEA wages and salary data, covering Q4 2012 through Q2 2014. Data for Q3 2014 will be available mid-December.

E

**REPORT OF THE
COMMITTEE TO STUDY THE
COMPENSATION OF THE
COUNTY EXECUTIVE,
COUNTY COUNCIL,
SHERIFF, AND
STATE'S ATTORNEY**

SEPTEMBER 2013

September 13, 2013

Nancy Navarro, President
Montgomery County Council
100 Maryland Avenue
Rockville, MD 20850

Dear Council President Navarro:

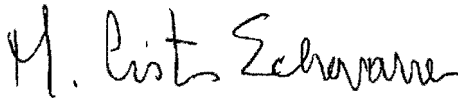
We submit the following report of the Council-appointed Committee to Study the Compensation of the County Executive, County Council, Sheriff, and State's Attorney for the next term of office. As with similar committees in the past, our goal has been to provide fair and appropriate recommendations for compensation for the positions under review.

To that end, the Committee researched the histories of the positions and conducted extensive personal interviews with officeholders, including the County Executive, current and past members of the County Council, the Sheriff, and the State's Attorney. We compiled data on counties from across the country with similar demographics, median income, governing bodies, and roles of elected officials. The Committee investigated additional information from various sources, which are described in detail in the report.

After several months of meetings, reflection, and vigorous discussion, we are pleased to have reached unanimous agreement on our recommendations. The Committee wishes to thank the Council for allowing us to serve the community in this matter. We also wish to commend Jean Arthur and Susan Mabie for their outstanding work in collecting data and supporting the work of the Committee.

In closing, the Committee looks forward to the Council's acceptance of and concurrence with our recommendations.

Sincerely,



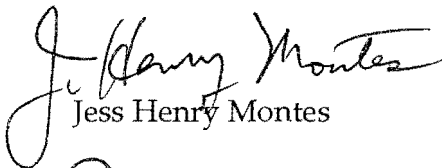
M. Cristina Echavarren, Chair



John B. Britton



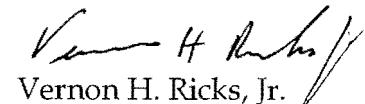
John A. Gaughan



Jess Henry Montes



Jonathan J. Prutow
(JCA)



Vernon H. Ricks, Jr.



Jeffrey Z. Slavin

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INTRODUCTION

The Compensation Committee of 2013 consists of seven citizens.¹ All members volunteered their time and efforts to carry out this civic responsibility on a non-partisan basis. The members of the Committee were interviewed and then confirmed by the County Council on February 26, 2013. The Committee met seventeen times between March 12 and September 15, 2013.

The Committee developed its findings given the following broad considerations:

- Montgomery County places in the top fifteen of almost every ranking of local governments around the country. The County population, estimated by the U.S. Census Bureau at 1,004,709 in 2012, is higher than that of six states and the District of Columbia.
- The Montgomery County median household income is \$95,660, among the highest in the country and higher than that for Maryland, which stands at \$72,419. The nationwide median household income is \$52,762. The self-sufficiency standard for a family of four in Montgomery County is \$82,877.² See Appendix G.
- Elected officials in this County have significant responsibilities, and the decisions, legislation, and policies they adopt, implement, and enforce have an impact on the entire population.
- During the period 2000-2010, the population of the County grew 11.3 percent and became more diverse: the minority population grew from 40.7 percent to 50.7 percent, the poverty rate increased from 5.1 percent to 7.5 percent, and the education level improved. The number of persons over 25 who have a high school diploma or higher grew from 90.3 percent to 91.1 percent. Contrast this with the national average of 85.4 percent.³ See Appendices B and C.
- In 2013, Nerdwallet ranked two Montgomery County communities as “most educated places in America.” Bethesda ranked number one, and Potomac number five.⁴ This large and diverse population that is above the national

¹ See Appendix A for the appointment resolution.

² The 2012 self-sufficiency standard for a family of four (two adults, one preschooler, and one school-aged child) is \$82,877 annually. If the four-person family is composed of two adults, an infant, and a preschooler, the annual figure is \$89,784.

³ U.S. Census data <http://quickfacts.census.gov/qfd/states/00000.html>;
<http://quickfacts.census.gov/qfd/states/24/24031.html>.

⁴ <http://www.nerdwallet.com/blog/2013/educated-places-america/>.

average in educational level creates more complex demands on the offices of the County Executive, the County Council, the Sheriff, and the State's Attorney. See Appendix E.

- The County has confronted tough fiscal challenges in the last several years as a result of the recession that has affected the national economy. The County has been affected by the decreased government revenues and the consequent budget shortfalls. During this period, County elected officials have made difficult decisions to close budget shortfalls "while protecting critical services and making important investments to build the County's future."⁵
- In evaluating the demands on the positions, the Committee considered the responsibilities involved, the level of independence for decision-making, the complexity of the decisions, and the impact these decisions have on the County.
- In evaluating the compensation for these positions, the Committee took into consideration the value of any additional benefits received, which for the most part are similar to those for County employees.
- In evaluating the time demands on these positions, the Committee considered the impact of how technology has expanded the workday.
- In evaluating the demands placed on public officials, the Committee considered the expectations of a community that is able to interact with elected officials using the latest methods of near-instantaneous communications. Today's population is able to maintain more scrutiny and oversight over the works of County elected officials.
- In 2006, Montgomery County residents adopted a Charter amendment making membership on the County Council a full-time position for the purpose of determining compensation (Montgomery County Charter, §107).

Interviews

The Committee interviewed the County Executive, six County Councilmembers, the Sheriff, and the State's Attorney. Additionally, the Committee interviewed a former County Councilmember and the Council Administrator, Steve Farber, and consulted with other persons who have professional experience in evaluating public service

⁵ Memorandum of March 15, 2013 from County Executive Isiah Leggett to Council President Nancy Navarro on the FY14 Recommended Operating Budget and FY14-19 Public Services Program.

salaries and compensation. The purpose of the interviews was to obtain information regarding the scope of responsibilities and the demands of the offices.

The Committee also relied on the professional expertise of its members and the support of Council staff.

Document Review

The Committee looked at sections in the Montgomery County Charter that established the various positions; the Maryland Constitution; and the Maryland Annotated Code. Additionally, the Committee looked at the organizational structures, budgets, and workloads for the offices.

The Committee reviewed the 2009 Report of the Committee to Study the Compensation of the County Executive, County Council, Sheriff, and State's Attorney, and the 2006 Report of the Charter Review Commission.

Public Participation

The Committee sought comments from the public by sending a press release in July 2013 to the local media (Appendix J). The Gazette newspapers carried the announcement on July 22, 2013. The Committee also sent a press release to people on the Council's agenda e-mail list. The Committee received two written comments.

Comparative Data

The Committee reviewed comparable positions in counties around the country and began by looking at jurisdictions with similar population. The U.S Census has estimated that the County's population reached 1,004,709 in 2012, so the Committee narrowed the field to counties with populations from 900,000 to 1.9 million.

The Committee further narrowed that field to counties within those population parameters that have the closest household median income to that of Montgomery County. Within that group the Committee selected, as much as possible, the counties with elected officials similar to those in Montgomery County.

The Committee found that not every county in our selected group was a perfect match for the officials being reviewed. For example, all of the jurisdictions have an elected county legislature and prosecutor, but some do not elect a county executive or sheriff.

And in some cases, the sheriff is elected but, unlike in Montgomery County, is the primary law enforcement agency in the County.

The Committee took into consideration the salaries of County employees in the Management Leadership Service, police officers at the rank of captain or above, and other more highly paid employees. This comparison was useful in our analysis, though not compelling, as many factors determine employee salaries.

Sources

Data sources include, but are not limited to, the Bureau of Economic Analysis, U.S. Department of Commerce; the 2010 U.S. Census and subsequent updates; the National Association of Counties; the Bureau of Labor Statistics, U.S. Department of Labor; Nerdwallet; and written and oral communication with government representatives for each of the jurisdictions referenced in the report.

SUMMARY OF RECOMMENDATIONS

SUMMARY OF RECOMMENDATIONS

Benefits

The Committee is not recommending changes in the current benefit packages for the positions that are the subject of this study.

Generally, the elected officials can participate in the County government's health and life insurance plans. They also can participate in the deferred compensation program. They are all eligible for the County's retirement plans, except for the Sheriff who participates in the State of Maryland's retirement plan.

The Sheriff, State's Attorney, and County Executive also are each authorized a take-home vehicle. The County Executive has a security detail.

Salary Changes

County Executive

The current salary of the County Executive is \$180,250 and is subject to a cost-of-living adjustment effective December 2, 2013.

The Committee recommends that the County Executive's salary increase to \$190,000 at the start of the next term, December 1, 2014. The Committee recommends that, in the remaining three years of the term, the County Executive's salary increase by the annual average percentage increase, if any, in the Consumer Price Index for All Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

County Council

The current salary of the County Council is \$104,022 and the Council President receives an additional 10 percent, raising that salary to \$114,425. Both salaries are subject to a cost-of-living adjustment effective December 2, 2013.

The Committee recommends that the Councilmembers' salary increase to \$125,000 at the start of the next term, December 1, 2014. The Committee recommends that, in the remaining three years of the term, the Councilmembers' salary increase by the annual average percentage increase, if any, in the CPI-U for the Washington-Baltimore

Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

The Committee recommends that the Council President continue to receive the 10 percent differential.

Sheriff

The current salary of the Sheriff is \$154,000 and is subject to a cost-of-living adjustment effective December 2, 2013.

The Committee recommends that the Sheriff's salary, effective December 1, 2014 and for each year of the next term, increase by the annual average percentage increase, if any, in the CPI-U for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

State's Attorney

The current salary of the State's Attorney is \$199, 000 and is subject to a cost-of-living adjustment effective January 6, 2014.

The Committee recommends that the State's Attorney's salary, effective January 5, 2015 and for each year of the next term, increase by the annual average percentage increase, if any, in the CPI-U for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

RECOMMENDATIONS

COUNTY EXECUTIVE

Historical Background

The 1968 Montgomery County Charter created the position of County Executive. The Charter revisions, separating the executive and legislative functions of the government, were deemed necessary to address County residents' demand for more and improved services and to promote government accountability.

The Montgomery County Charter mandates that "[t]he County Executive shall devote full time to the duties of the office and shall not participate in any private occupation for compensation." County voters elect a County Executive every four years, with an expectation that the elected official administer all Montgomery County Government executive departments and ensure that they consistently provide essential services to residents of a rapidly growing and diverse Montgomery County.

While having "no legislative power except the power to make rules and regulations expressly delegated by a law enacted by the Council or ... Charter," the County Executive is responsible for administering such diverse departments as Libraries, Liquor Control, Police, Recreation, Health and Human Services, and Corrections. The County Executive also develops policies; proposes plans, programs, budgets, and legislation to the County Council; adopts Executive Orders and Regulations; and appoints citizens to boards, committees, and commissions. The Office of the County Executive provides leadership to the community and administrative direction to the County's executive departments and offices.

Committee Findings

The County Executive oversees the enforcement and implementation of the laws of Montgomery County and provides direction to all executive departments and offices of the County government. The approved Fiscal Year 2014 Operating Budget for the County government (including outside agencies) is about \$4.8 billion, a 4.1 percent increase over FY 2013. The approved number of positions for County government employees is 8,797 full-time and 876 part-time, a 1.5 percent increase from the previous year.

The Committee anticipates that the County's population and development will increase, creating a greater demand for public services. Furthermore, the 2010 U.S. Census reported that 50.7 percent of Montgomery County residents are minority, and 38 percent speak English as a second language. Growth, coupled with our cultural and linguistic diversity, poses mounting challenges for government officials at all levels to

be open, accessible, and responsive as they work to ensure high value for our tax dollars. In addition, the Committee expects increased pressure on the County Executive in the next few years to help guide the County as it climbs out of the recent recession.

The Committee considered salaries in comparable counties as a factor in determining its recommendation for the County Executive's salary over the next term. The Committee looked at seven counties across the nation with demographics and government structures similar to ours and selected counties that also have an elected County Executive with similar responsibilities. As the following chart illustrates, our County Executive's salary is mid-range for this group:

County	Median Household Income	Population (July 1, 2012 U.S. Census Bureau Estimate)	Salary
Bergen, NJ	\$83,443	918,888	\$134,617
St. Louis, MO	\$58,630	1,000,438	\$140,000
Oakland, MI	\$66,456	1,220,660	\$173,500
Nassau, NY	\$95,823	1,349,233	\$174,000
Montgomery, MD	\$95,660	1,004,709	\$180,250
Prince George's, MD	\$73,447	881,138	\$185,527
King, WA	\$70,567	2,007,440	\$209,393
Suffolk, NY	\$87,187	1,499,273	\$214,605

The Committee reviewed top federal salaries to obtain an additional benchmark. Level I (highest level) Executive Schedule employees, who are appointed, receive \$199,700 annually. Senior Executive Service (SES) employees currently are capped at \$179,700 and are eligible to receive bonuses of five to twenty percent of salary. Salaries for federal employees currently are frozen at 2010 levels until at least December 31, 2013. The Committee also notes that the current salary for members of the U.S. Congress (both House and Senate) is \$174,000 per year. Majority and minority leaders receive \$193,400. The Speaker of the House earns \$223,500.

Committee Recommendations

The Committee recommends that at the start of the next term, December 1, 2014, the County Executive's salary be set at \$190,000.

On the first Monday of December in 2015, 2016, and 2017, this salary will be adjusted by the annual average percentage increase, if any, in the Consumer Price Index for All

Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

This recommendation is based on the following:

- The County Executive for Montgomery County will face an increase of challenges in a growing and diverse community. Compensation for this position should reflect those changes.
- Of the seven counties with which the Committee compared the salary of the County Executive, three had County Executive salaries higher than that of Montgomery County, and four lower than that of Montgomery County. Two of three counties with a higher County Executive salary (King, WA and Suffolk, NY) had populations significantly higher than that of Montgomery County. However, the salary of the County Executive of the less-populous Prince George's County is higher than that of Montgomery County.
- This recommendation will reduce the difference between the salaries of the County Executives for Montgomery and Prince George's counties. Both counties are part of the Washington, DC metropolitan area and share similar characteristics, but Montgomery County has a higher population; fairness dictates that the salary of the County Executive for Montgomery County be comparable to or slightly higher than the County Executive salary for Prince George's County.
- With the recommended salary of \$190,000 at the start of the next term, the Committee projects the following salary estimates for the four years.⁶

Current (effective 12/3/12)	Previously approved (Bill 36-09) 12/2/2013 (2.28%)	12/1/2014	12/7/2015 (2.45%)	12/5/2016 (3.0%)	12/4/2017 (3.3%)
\$180,250	\$184,360	\$190,000	\$194,655	\$200,495	\$207,111

⁶ Salary projections for December 2013, 2015, 2016, and 2017 are **estimates** and are based on the Montgomery County Department of Finance's projections for the change in the CPI-U for the subject years. <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fy14/psprec/psprevenue.pdf>, page 5-4.

COUNTY COUNCIL

Historical Background⁷

The first Montgomery County Council took office on January 18, 1949 after passage of the Charter, which replaced the County Commissioner form of government. This first Council was composed of seven members, one from each of the five Council Districts by residency and the other two from the County at large. The County Council served as both the chief executive authority and as the legislative branch. The Council was required to sit in executive session at least once in each calendar month, and met in both open and closed executive sessions at least once every week.

Under the provisions of the original Charter, the executive powers granted to the Council included the adoption of expense and capital budgets; the appointment of a County Manager to serve at the Council's discretion; the election of officers from its own membership, including a president; the establishment by resolution of general policies, orders, and instructions for administering the functions of the executive branch; and the power to hold hearings on legislation.

The County Council-County Manager system soon proved inadequate for the rapidly growing population of the County that was demanding more services and accountability from the local government. Thus, a revised charter was prepared and approved in 1968. This charter provided for the election of a County Executive who would be responsible for administering all Montgomery County Government departments. The County Executive would appoint a Chief Administrative Officer to supervise day-to-day operations. The Council would continue to make laws; set tax rates; approve budgets; and deal with planning, zoning, and land use issues.

During its legislative sessions, the Council is authorized to enact or amend local laws for the County, except those of the incorporated municipalities, and to repeal or amend certain local laws for the County previously enacted by the General Assembly.

Since 1990, the County Council consists of nine members, five elected from districts and four Countywide. This configuration gives every County voter the opportunity to vote for a majority of the Councilmembers (four at-large and one from the voter's district).

The Council continues to enact all local laws; oversee zoning and planning, including master plans; appropriate funding for the budgets of County agencies; set property tax

⁷ Much of the history in this section is drawn from the Charter archive.

rates; and also function as the County Board of Health. The Council holds regular weekly sessions and conducts public hearings and work sessions throughout the year.

Each Councilmember has staff who are responsible for carrying out the Councilmember's projects, including a confidential aide provided for by the County Charter. Annually, the Council elects from its members a President to "preside over meetings." Over time, the President's duties have expanded to include more administrative tasks and, as a result, the President's salary is ten percent above the regular members' salary.

In 2006, Montgomery County voters approved an amendment to the County Charter, which states: ".... Membership on the Council shall be considered a full-time position for the purpose of determining compensation." (Montgomery County Charter, §107).

Committee Findings

The Committee was tasked with, among other things, determining an appropriate compensation level for a member of the Montgomery County Council. Specific to this task, the Committee (i) interviewed current and former Councilmembers and administrative personnel; (ii) reviewed compensation levels of certain elective legislative positions in the DC area and similarly-situated jurisdictions in other parts of the country; and (iii) considered the salary range of executive level positions in County government.

This exercise was not an evaluation of the specific performance of any individual Councilmember. Rather, the Committee's focus was on evaluating the scope, breadth, and complexity of the *position* of Councilmember and determining a salary commensurate with the responsibilities, functions, and requirements of such position.⁸

Based on its review, the Committee reiterates and adopts the general finding of the 2009 Compensation Committee that the responsibilities of the County Council are significant, complex, and demanding, and are expected to continue to increase and become more complex. The Committee further finds that, due to steady population growth, greater resident diversity (racial-cultural-linguistic), broad policy demands, sophisticated and intricate land development and budget activities, and an ever more complex economy,

⁸ Currently, the salary of a Councilmember is \$104,022. In December 2013, the Council salary will increase by the lower of (i) the CPI-U for the Washington-Baltimore Metropolitan Area for the twelve months preceding September 1, 2013; or (ii) the amount of the general wage adjustment for MCGEO members. Councilmembers also receive the same health and retirement benefits provided to all County employees.

the responsibilities of and competing demands on an individual Councilmember have increased in the past 10-15 years, and significantly so since 2009.

The population of the County is 1,004,709 (U.S. Census Bureau 2012 estimate), greater than that of six states and the District of Columbia. The size of the County alone is not determinative of the appropriate compensation level. The high income (median household income of \$95,660) and education (56.8 percent of residents 25 years and over hold a Bachelor's degree) levels of County residents and the increasing diversity throughout the County also are factors in this process. This is the framework within which the Committee analyzed the scope and requirements (both expressed and inherent) of the Councilmember position.

The scope of the work of a Councilmember is extraordinarily broad, with significant impacts Countywide. Legislative activity, committee work, and annual budget processes (current budget of approximately \$4.8 billion, up 4.1 percent over FY13) are demanding and time consuming. These necessary components of the job also require extensive research, extraordinary attention to detail, and a constant monitoring of processes and issues. Put simply, the County Council has significant responsibility for ensuring oversight of tax dollars expended and the overall quality of life in the County.

Demanding constituent services requiring extensive relationship building, community outreach, and open communication on various social media exacerbate pressures on time. In the past four years, new means of social media have emerged that place additional demands on Councilmembers.

This 24/7-style workload exists at management levels throughout the economy; however, the Committee finds that Councilmembers confront consistent and complex demands from constituents and that the demands have greatly increased during the last several years. The Committee finds that the current salary does not adequately reflect the intensity and extensiveness of the job and the skills, expertise, and accessibility required and demanded of Councilmembers.

Councilmembers actually spend more than a 40-hour workweek on County business, a necessary commitment of time for successful performance in the position. This includes official time well beyond the legislative session and committee work, as Councilmembers also are expected to participate in non-legislative sessions in the conduct of County business and to attend various and regular meetings with officials of other jurisdictions or representatives of regional bodies.

In addition, the expectations of the residents and businesses of the County add to the responsibilities of the job. Such expectations include immediate attention to constituent demands and attendance at numerous community events and activities. While there may be a fine line between Council work and political outreach, this

Committee finds that constituent contacts at all levels add to the value of the performance.⁹

The scope and level of services of the County result in the requirement for a Councilmember to develop expertise in a number of policy areas with increasing levels of complexity and to carry out demanding functions in the performance of constituent services. The skills and expertise required are similar to those required for high level management positions in the private sector. Although this Committee recognizes that private sector salaries are not an apt comparison, such salaries should inform this process to a certain degree so that the Councilmember salary reflects more the pressures, extensive responsibilities, and leadership demands inherent in such an executive level position.

The Committee reviewed the salary levels of elected legislative officials in certain jurisdictions in the DC metropolitan area and in similarly-situated (*e.g.*, population, demographics, income) jurisdictions around the United States. Precise comparisons are challenging, as responsibilities and salaries of legislators in different jurisdictions vary widely.

Although such comparisons are useful, they should not, and did not, bind the determination for an appropriate salary for the Councilmember position. The Committee finds that, given the vast and complex activities of Montgomery County government and the broad responsibility for leadership over the County's direction and progress placed on Councilmembers, it is appropriate to place the Councilmember salary at the higher end of any comparable jurisdiction review scale. (See table below.)

⁹ The Committee suggests that the Charter Review Commission consider once again whether the position of Councilmember should be classified as full-time. In its review, the Committee finds that the position has all the elements of a full-time position.

County	Median Household Income	Population (2012 U.S. Census Bureau estimate)	Legislator's Salary (December 2012)
Fairfax, VA	\$108,439	1,118,602	\$75,000
Suffolk, NY	\$87,187	1,499,273	\$96,570
Contra Costa, CA	\$79,135	1,049,025	\$97,479
Prince George's, MD	\$73,447	881,138	\$102,486 ¹⁰
Montgomery, MD	\$95,600	1,004,709	\$104,022
District of Columbia	\$61,835	632,323	\$128,340
King, WA	\$70,567	1,931,249	\$139,594
Santa Clara, CA	\$89,064	1,781,642	\$143,031

The Committee finds that the Councilmember salary now is, and has been, deficient relative to the responsibilities and demands of the job and the leadership skills required. In fact, the Council salary lags behind that of each of the other elected positions reviewed by the Committee. Over the past few compensation review cycles, the salaries of the County Executive, the Sheriff, and the State's Attorney were adjusted to levels that are more appropriate to their duties and responsibilities and to bring such salaries in line with those for similar positions in other parts of the country. There was no such "catch-up" adjustment for the Councilmember salary. An increase in the current salary is warranted to make up for lost ground relative to the other elective County positions.

Committee Recommendations

The scope and complexity of the work; the skills, expertise, and experience expected of a Councilmember; and the varied schedule demands all strongly led the Committee in its overall finding that the current Councilmember salary of \$104,022 should increase.

The Councilmember salary should more accurately reflect the scope, complexity, and leadership responsibilities of the job and the value and the demands placed on the position by the community. The Committee believes, also, that an increase in the Councilmember salary is warranted to allow it to match, in relative terms, significant increases in other elective positions in past compensation review cycles.

Accordingly, the Committee recommends that the salary for Councilmembers at the start of the next term, December 1, 2014, increase to \$125,000. For the remaining three years, the Committee recommends that the salary be adjusted by the annual average

¹⁰ The Prince George's County Charter Review Commission, which also makes recommendations on salaries for elected officials, will start its work on that issue later in 2013.

percentage increase, if any, in the Consumer Price Index for All Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

The Committee further recommends that the County Council President continue to be paid at a level 10 percent higher than the Councilmember salary.

With the recommended salary of \$125,000 at the beginning of the next term, the Committee projects the following salary estimates for the four years.⁸

	Current (effective 12/3/12)	Previously approved (Bill 36- 09) 12/2/2013 (2.28%)	12/1/2014	12/7/2015 (2.45%)	12/5/2016 (3.0%)	12/4/2017 (3.3%)
Councilmembers	\$104,022	\$106,394	\$125,000	\$128,063	\$131,905	\$136,258
Council President	\$114,425	\$117,034	\$137,500	\$140,869	\$145,095	\$149,883

This recommendation comes after vigorous discussion among Committee members with varying points of view and reflects a decision in the spirit of comity and meeting of the minds.

⁸ Salary projections for December 2013, 2015, 2016, and 2017 are estimates and are based on the Montgomery County Department of Finance's projections for the change in the CPI-U for the subject years. <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fy14/psprec/psprevenue.pdf>, page 5-4.

SHERIFF

Historical Background

The Office of the Sheriff of Montgomery County was created in 1777 and, until the early 1920s when the Maryland State Police and Montgomery County Police were established, the Sheriff's Office was the only law enforcement agency in the County.

The Sheriff is a public official under the State government, elected by the County voters in gubernatorial election years to a four-year term. He has 138 deputy sheriffs reporting to him, all of whom are certified Maryland police officers and graduates of the Montgomery County Police Academy or other certified police academies. In addition, the Sheriff has thirty civilian staff employees who fill administrative support and social services counseling functions. The Sheriff's Office total recommended FY14 Operating Budget is \$23.0 million.

The Sheriff's duties have grown dramatically over the last decade as the County's population has increased. The Sheriff's basic job of transporting and maintaining prisoners between the courthouses and correctional facilities has expanded into many other areas of County law enforcement. The Sheriff is responsible for security in County courthouses, fugitive investigations, process service, warrant service, and general law enforcement duties. All Deputy Sheriffs have full arrest powers. They also conduct community police functions, issue traffic citations, and respond to 911 emergency calls.

Deputy Sheriffs participate in the Montgomery County Gang Task Force, Montgomery County Juvenile Court, Montgomery County Firearms Task Force, and the Montgomery County Alcohol Enforcement Task Force. The Sheriff's Office also maintains a Special Response Team (SRT), consisting of tactical (SWAT) and canine members, as well as crisis negotiators and tactical medics.

The Sheriff's Domestic Violence Unit is the lead agency in Montgomery County for the service of civil domestic violence orders, emergency evacuation petitions, peace orders, and related court processes. Deputies in the Sheriff's Office perform welfare checks on domestic violence victims and arrest violators of court protective orders.

The Sheriff's Office is the lead agency at the Montgomery County Family Justice Center, which provides co-located domestic violence related services from multiple County agencies, including the State's Attorney's Office, the Police Department, and the Department of Health and Human Services. The Sheriff's Domestic Violence Unit coordinates a Countywide, multi-agency ALERT team designed to identify and provide an interdisciplinary response to high-risk domestic violence situations.

Committee Findings

The Committee acknowledges that the Sheriff's Office's workload has grown and has become more complex as the County has evolved. Deputy Sheriffs are well-trained and capable law officers who are called on to perform many law enforcement duties. For example, the Sheriff's Office participates in the Special Events Response Team (SERT) started by the police. The SERT is trained to respond to a variety of events, including those involving weapons of mass destruction and civil disturbance.

The Committee recognizes that the workload and responsibilities of the Sheriff will continue to grow as the issues in Montgomery County change. The opening of the Family Justice Center is one such factor that has resulted in substantial demand on the Sheriff's Office.

In considering the appropriate salary for this position, the Committee looked at the role of the Sheriff in Montgomery County law enforcement, including the areas for which this Office takes the lead. The Committee also surveyed other counties around the country with similar demographics to those of Montgomery County and in which the Sheriff is elected and has a similar role. The Committee found the counties below to be most comparable.

County	Median Household Income	Population (2012 U.S. Census Bureau estimate)	Salary
Prince Georges, MD	\$73,447	881,138	\$132,734
Oakland, MI	\$66,456	1,220,362	\$133,491
Montgomery, MD	\$95,660	1,004,709	\$154,000
Fairfax, VA	\$108,439	1,081,726	\$160,193

The salary for the Sheriff, effective December 3, 2012, is \$154,000. On December 2, 2013, the Sheriff's salary will increase by the lower of the average of the Consumer Price Index for All Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve-month period preceding September 1, 2013 or the amount of the FY14 general wage adjustment for Fraternal Order of Police members (2.1 percent).

Taking into consideration the factors mentioned above and given that the salary for the position of Sheriff increased from \$112,069 to \$125,000 in 2006 and from \$135,744 to \$154,000 in 2010, the Committee makes the recommendations below.

Committee Recommendation

For the position of Sheriff, the Committee recommends that the salary increase in each year of the next term, beginning on December 1, 2014, by the average percentage increase, if any, in the CPI-U for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year.

The Committee's estimates of the salary are outlined in the table below.¹¹

Current (effective 12/3/12)	Previously approved (Bill 36-09) 12/2/2013 (2.10% - FOP)	12/1/2014 (2.35%)	12/7/2015 (2.45%)	12/5/2016 (3.0%)	12/4/2017 (3.3%)
\$154,000	\$154,000 + CPI-U or FOP increase (\$157,234)	\$160,929	\$164,872	\$169,818	\$175,422

¹¹ Salary projections for December 2013, 2014, 2015, 2016, and 2017 are **estimates** and are based on the Montgomery County Department of Finance's projections for the change in the CPI-U for the subject years. <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fy14/psprec/psprec-revenue.pdf>, page 5-4.

STATE'S ATTORNEY

Historical Background

The Office of State's Attorney is mandated by the Maryland Constitution. Voters elect a State's Attorney every four years in the general election. The mission of the Office of State's Attorney is to serve the public interest through the fair and honest administration of the legal system. The Office exercises its responsibilities by: prosecuting criminal violations in Montgomery County, educating the public about criminal justice issues, and providing training to lawyers for future service. The Office addresses inequality and promotes fairness in the legal system dealing with criminals, ensures access to the system, promotes professional relationships with judges and attorneys, and furthers the efficient use of resources in the legal system.

The Maryland Constitution requires that the State's Attorney must be "admitted to practice law in this state..." (MD. Const., Art. V, §10). The law also requires candidates for State's Attorney to meet a residency requirement.

The State's Attorney is primarily responsible for prosecutions under State and County criminal laws.

The Office is responsible for the operations of programs dealing with Circuit, District, and Juvenile Court prosecutions; victim/witness court assistance; special prosecutions; prosecution management; and administration services for running the operations. The Office strives to promote community-based problem solving by educating the public with regard to criminal justice issues.

The State's Attorney of Montgomery County appoints two Deputy State's Attorneys and employs 80 full-time Assistant State's Attorneys and more than 50 other professional, administrative, and volunteer staff members. Each year, the Office handles over 25,000 criminal cases.

As noted, the State's Attorney is an elected official responsible for dealing with criminal prosecutorial matters. By contrast, the County Attorney, whose current salary is \$190,000, is not elected but is appointed by the County Executive and is responsible for providing legal advice and services in civil actions for County departments, agencies, boards, and commissions.

Committee Findings

The current salary of the State's Attorney is \$199,000 and is subject to a cost-of-living adjustment. On January 6, 2014, that salary will increase by the lower of the average percentage increase in the Consumer Price Index for All Urban Consumers (CPI-U) for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve-month period preceding September 1, 2013 or the amount of the FY14 general wage adjustment for MCGEO members (3.25 percent).

At the recommendation of the 2009 Committee, the Council approved legislation increasing the salary for the position of State's Attorney as shown in the table below:

1/4/2010	Bill 36-09 effective 1/3/2011	1/2/2012	1/7/2013	1/6/2014
\$173,181+CPI-U	\$199,000	\$199,000	\$199,000	\$199,00+CPI-U or MCGEO GWA

The Committee estimates that the State's Attorney's salary, effective January 6, 2014, will be approximately \$203,000, since it is likely that the CPI-U will be the measure used to determine the increase.

The Committee believes that this compensation level is a reasonable and fair amount. The Committee examined a number of demographically similar jurisdictions with State's Attorneys or equivalent elected prosecutors. As shown in the table below, compensation for the State's Attorney for Montgomery County is in line with that of similar elected officials in comparable counties.

In addition to considering other jurisdictions, the Committee also noted that the position received significant salary adjustments in 2007 and 2011, which provided a good base for future adjustments through the use of the CPI-U. At the start of the term in January 2007, the salary for the State's Attorney increased from \$149,215 to \$160,000, and at the start of the next term in 2011, it went from \$173,753 to \$199,000. The current State's Attorney compensation level is competitive with compensation for other County positions, such as the County Attorney and department heads.

County	County Median Household Income	Population (2012 U.S. Census Bureau estimate)	State's Attorney's Salary
Prince George's, MD	\$73,447	881,138	\$150,000
Westchester, NY	\$80,725	961,670	\$160,000
Fairfax, VA	\$108,439	1,118,602	\$184,791
Suffolk, NY	\$87,187	1,499,273	\$185,993
Montgomery, MD	\$95,600	1,004,709	\$199,000
Contra Costa, CA	\$79,135	1,049,025	\$203,083

Committee Recommendations

Based on its findings, the Committee recommends that the State's Attorney's salary be adjusted in January of 2015 through 2018 by the annual average percentage increase, if any, in the CPI-U for the Washington-Baltimore Metropolitan Area, or any successor index, for the twelve months preceding September 1 of each year. The Committee's estimates of the salary are outlined in the table below.¹²

Current Term (effective 1/7/2013)	Previously approved for 1/6/2014 (2.28%)	1/5/2015 (2.35%)	1/4/2016 (2.45%)	1/2/2017 (3.0%)	1/2/2018 (3.3%)
\$199,000	\$199,000 + CPI-U \$203,537	\$208,320	\$213,423	\$219,825	\$227,079

¹² Salary projections for January 2014, 2015, 2016, 2017, and 2018 are **estimates** and are based on the Montgomery County Department of Finance's projections for the change in the CPI-U for the subject years. <http://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/fy14/psprec/psprevenue.pdf>, page 5-4.

APPENDICES

Resolution No.: 17-686
Introduced: February 26, 2013
Adopted: February 26, 2013

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: Government Operations and Fiscal Policy Committee

SUBJECT: Committee to Study the Compensation of the County Executive, County Council, Sheriff, and State's Attorney

Background

1. Charter Sections 107 and 204 authorize the Council to prescribe by law the compensation of the members of the County Council and the County Executive for the succeeding terms of office.
2. State law authorizes the Council to establish the salary of the Sheriff and State's Attorney for Montgomery County.
3. Changes in compensation levels apply only to the future terms of these elected offices.
4. The County Council believes that there is a need to examine present compensation levels for these four offices for the terms effective after the November 2014 election.

Action

The County Council for Montgomery County, Maryland, approves the following resolution:

1. A citizens' advisory committee to study compensation for the County Executive, County Council, Sheriff, and State's Attorney for the 2006 terms was established by Resolution No. 17-563 adopted on October 16, 2012.
2. The committee must submit recommendations on compensation levels to the Council no later than September 15, 2013.

3. Any action by the Council on compensation becomes effective with the elected terms that begin after the November 2014 general election.
4. The following individuals are hereby appointed to the Committee to Study the Compensation of the County Executive, County Council, Sheriff, and State's Attorney:

M. Cristina Echavarren (Democrat), Chair
Chevy Chase, MD

John B. Britton (Democrat)
Rockville, MD

John A. Gaughan (Republican)
Bethesda, MD

Jess Henry Montes (Democrat)
Potomac, MD

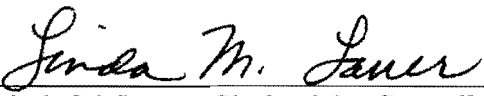
Jonathan J. Prutow (Democrat)
Rockville, MD

Vernon H. Ricks, Jr. (Democrat)
Potomac, MD

Jeffrey Slavin (Democrat)
Somerset, MD

5. M. Cristina Echavarren will serve as Chair.

This is a correct copy of Council action.


Linda M. Lauer, Clerk of the Council

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State & County QuickFacts

Montgomery County, Maryland

People QuickFacts	Montgomery	
	County	Maryland
Population, 2012 estimate	1,004,709	5,884,563
Population, 2010 (April 1) estimates base	971,777	5,773,552
Population, percent change, April 1, 2010 to July 1, 2012	3.4%	1.9%
Population, 2010	971,777	5,773,552
Persons under 5 years, percent, 2012	6.5%	6.2%
Persons under 18 years, percent, 2012	23.5%	22.8%
Persons 65 years and over, percent, 2012	12.9%	13.0%
Female persons, percent, 2012	51.8%	51.6%
White alone, percent, 2012 (a)	63.2%	60.8%
Black or African American alone, percent, 2012 (a)	18.3%	30.0%
American Indian and Alaska Native alone, percent, 2012 (a)	0.7%	0.5%
Asian alone, percent, 2012 (a)	14.7%	6.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2012 (a)	0.1%	0.1%
Two or More Races, percent, 2012	3.1%	2.5%
Hispanic or Latino, percent, 2012 (b)	17.9%	8.7%
White alone, not Hispanic or Latino, percent, 2012	47.8%	53.9%
Living in same house 1 year & over, percent, 2007-2011	86.1%	86.4%
Foreign born persons, percent, 2007-2011	31.4%	13.5%
Language other than English spoken at home, percent age 5+, 2007-2011	38.1%	16.2%
High school graduate or higher, percent of persons age 25+, 2007-2011	91.1%	88.2%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	56.8%	36.1%
Veterans, 2007-2011	50,929	443,652
Mean travel time to work (minutes), workers age 16+, 2007-2011	33.9	31.7
Housing units, 2011	377,575	2,391,350
Homeownership rate, 2007-2011	68.8%	68.7%
Housing units in multi-unit structures, percent, 2007-2011	32.9%	25.4%
Median value of owner-occupied housing units, 2007-2011	\$469,900	\$319,800
Households, 2007-2011	355,434	2,128,377
Persons per household, 2007-2011	2.68	2.63
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$48,357	\$35,751
Median household income, 2007-2011	\$95,660	\$72,419
Persons below poverty level, percent, 2007-2011	6.3%	9.0%
Business QuickFacts	Montgomery	
	County	Maryland
Private nonfarm establishments, 2011	26,327	133,248 ¹
Private nonfarm employment, 2011	412,473	2,104,022 ¹
Private nonfarm employment, percent change, 2010-2011	3.1%	1.4% ¹
Nonemployer establishments, 2011	97,739	432,590
Total number of firms, 2007	115,471	528,112
Black-owned firms, percent, 2007	12.4%	19.3%
American Indian- and Alaska Native-owned firms, percent, 2007	0.7%	0.6%
Asian-owned firms, percent, 2007	12.1%	6.8%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	0.1%	0.1%
Hispanic-owned firms, percent, 2007	10.0%	4.9%

B-1

Women-owned firms, percent, 2007	32.4%	32.6%
Manufacturers shipments, 2007 (\$1000)	3,264,117	41,456,097
Merchant wholesaler sales, 2007 (\$1000)	7,426,648	51,276,797
Retail sales, 2007 (\$1000)	13,255,784	75,664,186
Retail sales per capita, 2007	\$14,080	\$13,429
Accommodation and food services sales, 2007 (\$1000)	1,872,772	10,758,428
Building permits, 2012	3,981	15,217

Geography QuickFacts	Montgomery	
	County	Maryland
Land area in square miles, 2010	491.25	9,707.24
Persons per square mile, 2010	1,978.2	594.8
FIPS Code	031	24
Metropolitan or Micropolitan Statistical Area	Washington-Arlington-Alexandria, DC-VA-MD-WV Metro Area	

1: Includes data not distributed by county.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 25 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau; State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits
Last Revised: Thursday, 27-Jun-2013 14:25:46 EDT

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State & County QuickFacts

USA

People QuickFacts	USA
Population, 2012 estimate	313,914,040
Population, 2010 (April 1) estimates base	308,747,508
Population, percent change, April 1, 2010 to July 1, 2012	1.7%
Population, 2010	308,745,538
Persons under 5 years, percent, 2012	6.4%
Persons under 18 years, percent, 2012	23.5%
Persons 65 years and over, percent, 2012	13.7%
Female persons, percent, 2012	50.8%
White alone, percent, 2012 (a)	77.9%
Black or African American alone, percent, 2012 (a)	13.1%
American Indian and Alaska Native alone, percent, 2012 (a)	1.2%
Asian alone, percent, 2012 (a)	5.1%
Native Hawaiian and Other Pacific Islander alone, percent, 2012 (a)	0.2%
Two or More Races, percent, 2012	2.4%
Hispanic or Latino, percent, 2012 (b)	16.9%
White alone, not Hispanic or Latino, percent, 2012	63.0%
Living in same house 1 year & over, percent, 2007-2011	84.6%
Foreign born persons, percent, 2007-2011	12.8%
Language other than English spoken at home, percent age 5+, 2007-2011	20.3%
High school graduate or higher, percent of persons age 25+, 2007-2011	85.4%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	28.2%
Veterans, 2007-2011	22,215,303
Mean travel time to work (minutes), workers age 16+, 2007-2011	25.4
Housing units, 2011	132,312,404
Homeownership rate, 2007-2011	66.1%
Housing units in multi-unit structures, percent, 2007-2011	25.9%
Median value of owner-occupied housing units, 2007-2011	\$186,200
Households, 2007-2011	114,761,359
Persons per household, 2007-2011	2.60
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$27,915
Median household income, 2007-2011	\$52,762
Persons below poverty level, percent, 2007-2011	14.3%
Business QuickFacts	USA
Private nonfarm establishments, 2011	7,354,043
Private nonfarm employment, 2011	113,425,965
Private nonfarm employment, percent change, 2010-2011	1.3%
Nonemployer establishments, 2011	22,491,080
Total number of firms, 2007	27,092,908
Black-owned firms, percent, 2007	7.1%
American Indian- and Alaska Native-owned firms, percent, 2007	0.9%
Asian-owned firms, percent, 2007	5.7%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	0.1%
Hispanic-owned firms, percent, 2007	8.3%
Women-owned firms, percent, 2007	28.8%
Manufacturers shipments, 2007 (\$1000)	5,319,456,312
Merchant wholesaler sales, 2007 (\$1000)	4,174,286,516
Retail sales, 2007 (\$1000)	3,917,663,456
Retail sales per capita, 2007	\$12,990
Accommodation and food services sales, 2007 (\$1000)	613,795,732

C-1

Building permits, 2012	829,658
Geography QuickFacts	USA
Land area in square miles, 2010	3,531,905.43
Persons per square mile, 2010	87.4

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 25 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

Source: U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits
Last Revised: Thursday, 27-Jun-2013 13:52:14 EDT

HISTORICAL SALARY DATA

Position	1990	1994*	1998	2002	2006	2010	Current**
County Executive	\$86,020	\$101,628	\$115,000	\$136,732	\$163,000	\$175,000	\$180,250
County Councilmembers	\$47,423	\$56,029	\$62,500	\$72,557	\$84,721	\$94,040	\$104,022
County Council President	\$52,165	\$61,632	\$68,750	\$79,812	\$93,193	\$103,444	\$114,425
State's Attorney	\$87,712	\$99,175	\$110,000	\$128,898	\$160,000	\$199,000	\$199,000
Sheriff	\$65,000	\$72,397	\$89,500	\$102,000	\$125,000	\$154,000	\$154,000

* No compensation committee in 1994

** Will increase as of December 2, 2013 (January 6, 2014 for State's Attorney)



Most Educated Places in America



by Divya on June 24, 2013

What makes an educated population? We put on our thinking caps here at NerdWallet and looked at the data to find the most educated places in America. We used a broad-based approach to show increasing levels of education, from residents with a high school diploma up to those with a doctorate or professional degree. We found that many of the places on this list have underlying industries and educational resources that draw educated residents. Challenging and technical jobs tend to attract more skilled and educated workers, and having educated workers at every level of operation can help sustain a more robust and knowledgeable workforce.

Since just 30.9% of Americans have completed at least a bachelor's degree, we weighted high school and college education more highly. To measure broad-based education, we prioritized a workforce where the majority of workers are moderately educated over a workforce where some workers are very highly educated. We calculated the overall score by weighting the percentages from the following 4 questions.

- 1) What percent finished high school or have an associate's degree as their highest level of education? We weighted this as 30% of the overall score.
- 2) What percent completed a bachelor's degree as their highest level of education? We weighted this as 30% of the overall score.
- 3) What percent completed a master's degree as their highest level of education? We weighted this as 20% of the overall score.
- 4) What percent completed a professional or doctoral degree? We separately calculated the number of residents who completed a professional or doctoral degree and weighted each as 1/2 of the score. We then weighted that as 20% of the overall score.

Check out our cost of living calculator for more information.

The Most Educated Places in America

1. Bethesda, Maryland

Bethesda is home to the main campuses of the Walter Reed National Military Medical Center (where the president gets his yearly check-up), the Uniformed Services University of the Health Sciences and the National Institutes of Health, whose research has helped create hundreds of thousands of biomedical jobs both in Bethesda and around the country. Numerous government, technology, healthcare and investment companies, including Lockheed Martin, GetWellNetwork, and Cambridge Information Group, have headquarters in Bethesda, making it a hot spot for workers in these fields. A whopping 27.3% of the city's population has a professional or doctoral degree as their highest level of education, and another 26.8% of the population has a master's degree as their highest level of education. Only 1.9% of the population did not finish high school. The wide variety of technical and challenging work in Bethesda ensures a continued supply of well-educated workers.

2. Palo Alto, California

Located in the San Francisco Bay Area, Palo Alto is famous for being the home of many high-profile technology companies, like CPI International, Hewlett-Packard, Palantir Technologies and IDEO. Not to mention, Stanford University is just minutes away. The university's John W. Gardner Center does important work to improve the early education, and college and career preparation of community youth. The diverse array of innovative and progressive occupations available in the city attracts people with backgrounds in law, technology, medicine and finance. Palo Alto is also notable for having the highest percentage of residents with a doctoral degree, at 14.5% of the population.

3. Wellesley, Massachusetts

Wellesley is best known for its namesake college and for the private business school, Babson College, both of which have been lauded for their education programs. Wellesley College also has the Wellesley Centers for Women, which is dedicated to creating positive social change for women across the world through research and community development. Wellesley High School has been noted for its excellent public education programs. But opportunities for higher education work are not the only draw for Wellesley. Finance, healthcare and biotechnology companies like Sun Life Financial, Harvard Pilgrim Health Care and Biogen Idec also help Wellesley maintain a well-educated and diverse work population. Incredibly, 80.3% of the population has a bachelor's degree or graduate degree, and only 2.2% of the population did not finish high school.

4. Brookline, Massachusetts

Brookline is what you'd call a "college town". Several different universities can be found in or nearby Brookline, including Newbury College, Boston College and Boston University. Boston College's Neighborhood Center was established in 1995 to provide service and resources to the Allston-Brighton community, and Boston University's Boston Public Schools Collaborative actively supports funding of local public schools and provides education programs to help students prepare for college. Brookline also has numerous primary and secondary schools, both public and private. The large number of nearby universities and medical centers provides a wealth of choices for highly educated workers, and some researchers and academics commute from Brookline to work in Boston. Brookline has the second highest percentage of residents with a doctoral degree, at 14.4% of the population, and it matches up with Bethesda for having the highest percentage of residents with either a professional or doctoral degree, at 27.3% of the population.

5. Potomac, Maryland

Potomac has been called one of the richest and most expensive places in the US, and it is home to many highly educated people who work in business, health, education, science and finance. Many of the lawyers, tech specialists, doctors, scientists and business executives who commute to Washington, DC, live in Potomac. The nearby Montgomery College's Workforce Development & Community Education department does its part to keep the community well educated by offering academic development programs for both youth and adults. 78.6% of the population of Potomac has a bachelor's degree or graduate degree, and a low 2.5% did not finish high school.

6. Needham, Massachusetts

Needham is a haven for engineers and tech workers. The Franklin W. Olin College of Engineering is based in Needham, and the college has a strong community service organization called SERV that supports local education (especially in engineering and computer sciences) and community development. Needham is also the home of one of the first industrial parks in the United States. The introduction of tech companies, like PTC Products, offering high-value job opportunities helped establish it as a destination for people with computer and technology backgrounds. Needham has a long-standing rivalry with Wellesley, Massachusetts, particularly when it comes to high school football, and the two continue to be rivals when it comes to education level. 73.1% of the population has a bachelor's degree or graduate degree, and only 2.5% of the population did not complete high school.

7. Cupertino, California

Sometimes called the "heart" of Silicon Valley, Cupertino is of particular note for fans of Apple products, as the company's corporate headquarters can be found there. Technology and computer science are the big magnets for educated workers in Cupertino, with major employers like Trend Micro, Lab126 and HP ArcSight, in addition to Apple, maintaining headquarters in the city. Cupertino's highly rated public elementary and primary schools are another attraction for educated workers, in addition to the nearby Stanford University, Santa Clara University and San Jose State University. San Jose State University's Urban & Regional Planning department has long been working to improve the safety and transportation structure of nearby communities. Residents with bachelor's and master's degrees make up the biggest chunk of the educated population of Cupertino, at 63% of the total population; another 10.6% has either a professional or doctoral degree.

8. Upper Arlington, Ohio

Upper Arlington's progressive education community makes it an appealing destination for education workers. There are a variety of elementary schools, two of which offer alternative teaching styles. Upper Arlington High School has been praised for participating in the International Baccalaureate program and for offering a range of Honors and Advanced Placement classes. For researchers and academics, there is the nearby Ohio State University, which also has a number of active community engagement programs through their Community Development department, such as business development and retention, industry partnerships, and community planning. Many of the finance, tech, aviation and medical research workers who work in nearby Columbus call Upper Arlington home. Upper Arlington distinguishes itself from the rest of the top 10 by having both the highest percentage of residents with bachelor's degrees, at 41.1%, and lowest percentage of residents who did not finish high school, at 1.6%.

9. Westport, Connecticut

Westport's nearness to New York City makes it a natural fit for many people working in finance, science and technology. It has a strong economy of its own, lead by major employers like Bridgewater Associates, Canaan Partners, BNY Mellon, Terex and dLife. Several non-profits are headquartered in Westport, including Save the Children and the Smith Richardson Foundation. Fairfield University is just a short distance away, and it is known for producing both a MacArthur and Guggenheim fellow, and 62 Fulbright scholars in the last 20 years. Fairfield University also provides local educational support through the Office of Service Learning, including faculty and course development, and community partnership development. 74.7% of Westport's population holds a bachelor's or graduate degree, and just 2.4% of the population did not complete high school.

10. Newton, Massachusetts

Healthcare, education and technology are common industries for residents of Newton. The city is also home to New England Cable News, a news network that has been awarded both the George Foster Peabody Award and the Alfred I. duPont - Columbia University Broadcast Journalism Award, making it a top pick for journalists. Business and marketing specialists can find job opportunities at companies like Catalyst Online, while tech specialists have TripAdvisor and PeerApp, among others. Being near Boston makes Newton a popular choice for academics and researchers, but Boston College, Mount Ida College and Lasell College can all be found within Newton's boundaries. Lasell College's Center for Community-Based Learning works with local organizations to improve early education. 20.6% of Newton's population holds either a professional or doctoral degree, and 54.3% has a bachelor's or master's degree.

Rank	City	Percent with High School Diploma as Highest Education Level	Percent with Associates Degree as Highest Education Level	Percent with Bachelor's Degree as Highest Education Level	Percent with Master's Degree as Highest Education Level	Percent with Professional Degree as Highest Education Level	Percent with Doctoral Degree as Highest Education Level	Overall Education Score
1	Bethesda, Maryland	11.7%	2.2%	30.1%	26.8%	15.5%	11.8%	56.3
2	Palo Alto, California	12.9%	3.8%	28.2%	27.9%	9.9%	14.5%	55.9
3	Wellesley, Massachusetts	14.8%	2.8%	32.0%	28.9%	11.9%	7.5%	55.1
4	Brookline, Massachusetts	13.5%	2.7%	29.5%	23.7%	12.9%	14.4%	54.9
5	Potomac, Maryland	15.4%	3.6%	31.4%	22.5%	15.0%	9.7%	54.8
6	Needham, Massachusetts	18.4%	6.0%	31.1%	26.0%	10.3%	5.7%	54.5
7	Cupertino, California	17.4%	5.0%	33.3%	29.7%	4.0%	6.6%	53.9
8	Upper Arlington, Ohio	21.3%	3.9%	41.1%	15.6%	9.8%	6.8%	53.5
9	Westport, Connecticut	20.2%	2.7%	37.2%	25.8%	9.1%	2.6%	52.9
10	Newton, Massachusetts	18.8%	2.9%	27.5%	26.8%	11.2%	9.4%	52.6
11	East Lansing, Michigan	22.4%	6.1%	32.1%	19.7%	6.4%	10.2%	52.6
12	Davis, California	20.9%	5.4%	31.9%	16.1%	9.9%	12.0%	52.5
13	Brentwood, Tennessee	25.1%	5.0%	44.2%	14.0%	6.9%	2.9%	52.2
14	Coral Gables, Florida	21.9%	8.4%	31.3%	16.3%	11.4%	5.5%	51.9
15	Carmel, Indiana	25.9%	5.3%	37.0%	18.1%	7.2%	4.8%	51.9
16	Boulder, Colorado	19.5%	3.8%	34.6%	23.0%	5.7%	8.3%	51.8
17	Ann Arbor, Michigan	21.3%	3.7%	29.7%	25.6%	6.4%	9.5%	51.8
18	Oak Park, Illinois	23.3%	6.3%	30.9%	22.7%	8.0%	5.1%	51.8
19	Wildwood, Missouri	29.0%	8.6%	37.1%	16.3%	4.4%	2.8%	51.6
20	Winchester, Massachusetts	24.8%	5.6%	31.6%	19.1%	9.1%	7.0%	51.6

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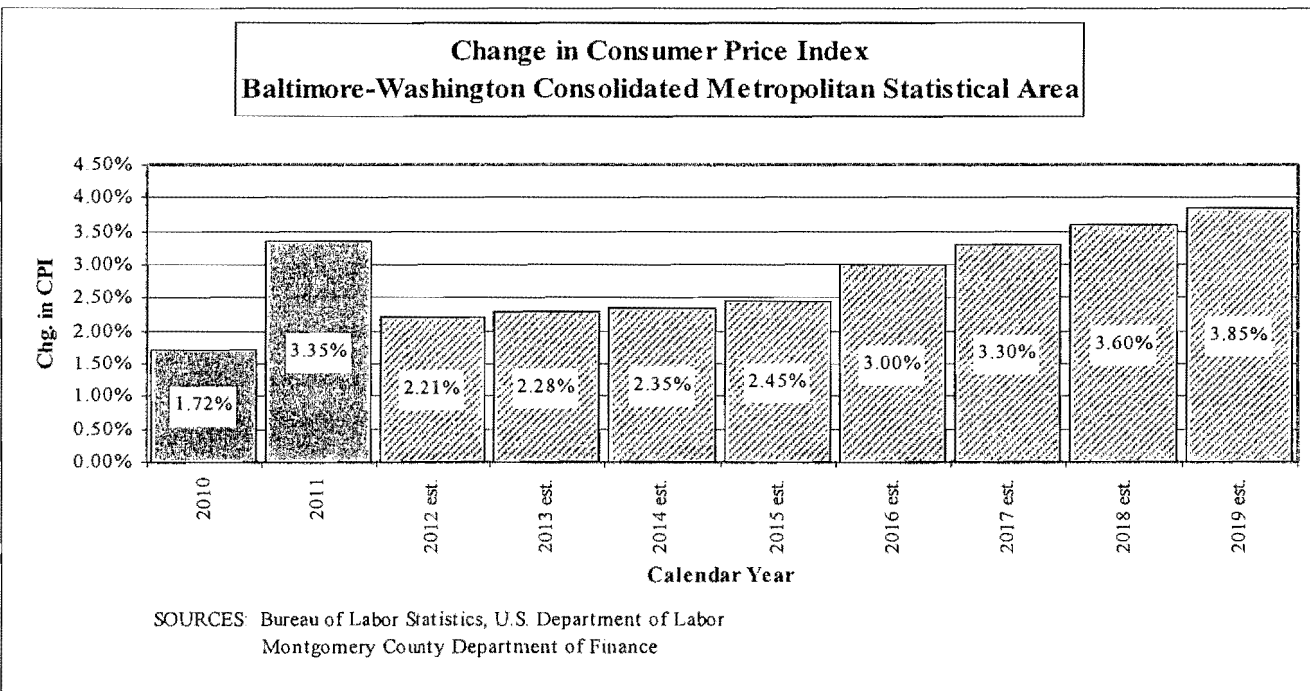


Table 17
The Self-Sufficiency Standard for Montgomery County, MD 2012

MONTHLY COSTS	Adult	Adult + Preschooler	Adult + Infant Preschooler	Adult + Preschooler School-age	Adult + School-age Teenager	2 Adults + Infant	2 Adults+ Infant Preschooler	2 Adults + Preschooler School-age
Housing	\$1,479	\$1,677	\$1,677	\$1,677	\$1,677	\$1,677	\$1,677	\$1,677
Child Care	\$0	\$1,174	\$2,223	\$1,782	\$608	\$1,049	\$2,223	\$1,782
Food	\$256	\$389	\$512	\$584	\$676	\$623	\$733	\$802
Transportation	\$181	\$181	\$181	\$181	\$181	\$362	\$362	\$362
Health Care	\$155	\$393	\$405	\$416	\$447	\$456	\$468	\$479
Miscellaneous	\$207	\$381	\$500	\$464	\$359	\$417	\$546	\$510
Taxes	\$727	\$1,322	\$1,930	\$1,657	\$1,063	\$1,286	\$1,740	\$1,561
Earned Income Tax Credit (-)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Child Care Tax Credit (-)	\$0	-\$50	-\$100	-\$100	-\$50	-\$50	-\$100	-\$100
Child Tax Credit (-)	\$0	-\$83	-\$167	-\$167	-\$167	-\$83	-\$167	-\$167
SELF-SUFFICIENCY WAGE								
HOURLY	\$17.07	\$30.59	\$40.68	\$36.90	\$27.24	\$16.29 per adult	\$21.26 per adult	\$19.62 per adult
MONTHLY	\$3,005	\$5,384	\$7,161	\$6,494	\$4,795	\$5,735	\$7,482	\$6,906
ANNUAL	\$36,060	\$64,606	\$85,926	\$77,933	\$57,536	\$68,825	\$89,784	\$82,877

The Self-Sufficiency Standard for Maryland 2012, prepared by the University of Washington School of Social Work for the Maryland Community Action Partnership.

INDICATORS OF MONTGOMERY COUNTY PROGRESS

poverty trends

MONTGOMERY COUNTY

- The rate of poverty in Montgomery County increased from 6.7 percent in 2009 to 7.5 percent in 2010, totaling 72,259 residents. This is the highest poverty rate in two decades.
- Between 2009 and 2010, the number of residents in poverty increased by 11.8 percent, adding over 7,600 people.
- The increase of Montgomery County residents in poverty since the recession accounts for 24.1 percent of the state's increase.

STATE

- In 2010, about 560,000 people in Maryland lived in poverty, an increase of 50,796 people from the previous year.
- The state's poverty rate increased by less than one percent, from 9.2 percent in 2009 to 9.9 in 2010.

POVERTY IN MARYLAND

Poverty is on the rise in the suburbs. Montgomery County is part of that trend, with the number of people in poverty in 2010 growing to an estimated 7.5 percent – the highest poverty rate in two decades. The county continues to be a magnet for new residents, many of whom emigrate from other countries. Recent arrivals often fill service and construction jobs, a sector hard hit by the two recessions of the last decade. Yet, that group will be well-positioned to take advantage of economic recovery.

- Thirteen percent of Maryland residents living in poverty reside in Montgomery County.
- Maryland tied Connecticut and New Jersey for the second lowest poverty rate of all states. Virginia is tied for 6th lowest at 11.1 percent.

	1989	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Montgomery County	4.3%	5.3%	5.1%	5.1%	5.6%	6.4%	6.5%	4.8%	4.8%	5.1%	5.8%	6.7%	7.5%
Alexandria, VA	7.3%	7.9%	7.5%	7.2%	7.8%	8.8%	8.3%	7.7%	7.2%	8.3%	8.0%	9.1%	9.3%
Arlington, VA	5.6%	5.7%	5.8%	5.8%	6.3%	7.4%	7.1%	7.7%	7.0%	6.5%	6.7%	6.6%	7.2%
Fairfax County, VA	3.4%	4.4%	4.1%	4.4%	5.0%	5.8%	5.3%	5.1%	5.2%	4.9%	4.9%	5.6%	5.9%
Howard County, MD	2.6%	3.9%	3.8%	3.7%	3.9%	4.7%	4.8%	3.9%	4.3%	4.5%	4.3%	4.5%	5.2%
Prince George's County, MD	6.1%	7.8%	7.4%	7.5%	8.3%	9.3%	9.3%	8.3%	7.7%	8.1%	6.7%	7.8%	9.4%
Washington, D.C.	15.0%	17.3%	16.3%	17.5%	17.2%	17.5%	18.3%	18.3%	18.1%	17.1%	16.9%	17.6%	18.8%
Maryland	9.3%	8.0%	7.9%	7.7%	8.3%	8.8%	9.2%	8.3%	8.0%	8.3%	8.2%	9.2%	9.9%
United States	12.8%	11.9%	11.3%	11.7%	12.1%	12.5%	12.7%	13.3%	13.0%	13.0%	13.2%	14.3%	15.3%

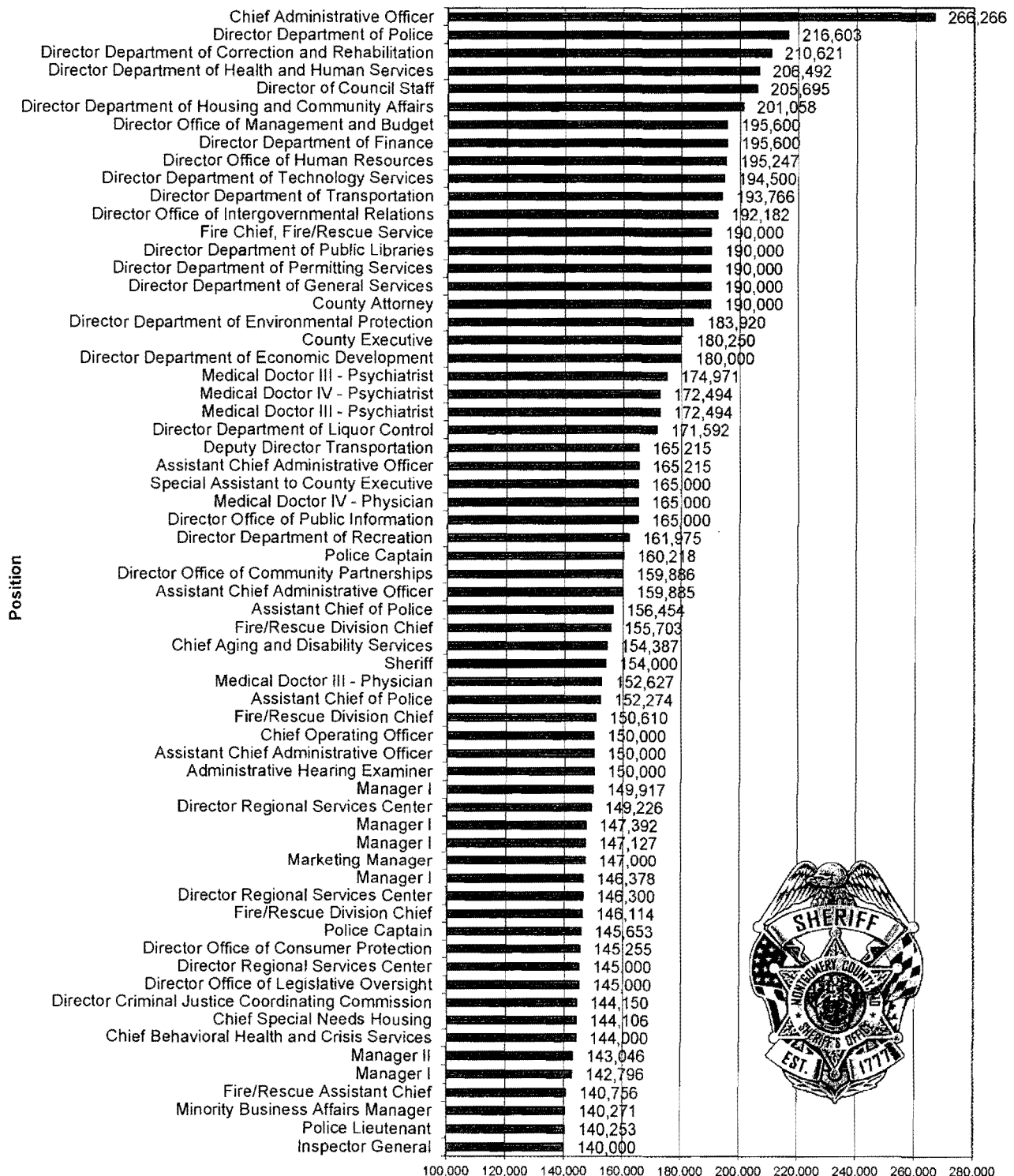
	1989	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Montgomery County	32,917	45,938	45,036	46,101	50,651	58,453	60,179	43,745	44,660	47,063	54,321	64,607	72,259
Alexandria, VA	8,134	10,116	9,744	9,285	10,067	11,271	11,165	10,320	9,685	11,450	11,398	13,486	12,898
Arlington, VA	9,563	10,597	10,907	10,867	11,773	13,587	13,740	14,781	13,726	13,005	13,735	13,988	14,903
Fairfax County, VA	27,880	42,240	40,947	43,201	49,894	58,224	53,554	50,621	52,353	49,339	48,966	57,573	63,915
Howard County, MD	4,856	9,629	9,546	9,561	10,114	12,494	12,951	10,251	11,612	12,172	11,633	12,597	14,766
Prince George's County, MD	44,150	61,638	59,566	60,891	67,904	76,644	77,028	68,119	63,275	65,303	53,210	63,748	79,203
Washington, D.C.	86,780	95,123	91,435	97,584	95,179	94,560	98,309	93,799	99,671	95,441	95,232	100,489	107,279
Maryland	441,906	417,207	416,005	408,668	445,430	480,998	506,265	453,850	436,978	455,601	448,788	509,141	559,937
United States	31,528,020	2,791,272	31,581,086	32,906,511	34,569,951	35,861,170	37,039,804	38,231,474	38,757,253	38,052,247	39,108,422	42,868,163	46,215,956

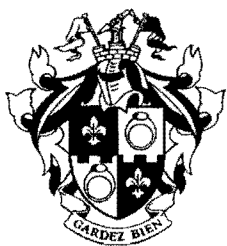
Source: Montgomery County Planning Department analysis of U.S. Census Bureau Small Area Income and Poverty Estimates (SAIPE).

Montgomery County Salaries

As of January 1, 2013

[Does not include Fire 2.75%, Police 2.1% July 2013, and general 3.25% Sept. 2013, future increases]





Montgomery County Council

For Immediate Release

July 18, 2013

Contact: Jean Arthur 240-777-7934 Susan Mabie 240-777-7929

Montgomery County Compensation Committee Seeks Public Comment on Salaries for County Executive, County Councilmembers, Sheriff, and State's Attorney

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ROCKVILLE, Md., July 18, 2013—Montgomery County's Compensation Committee, which every four years is charged with examining the salaries of certain County elected officials—including those of the County Executive and members of the County Council—is seeking public comment as it prepares to make salary recommendations that would apply for the next four-year term.

The seven-member committee also will make recommendations on the salaries of the County Sheriff and the State's Attorney. The recommendations will not apply to incumbent office holders, but will apply to the winners of elections held in November 2014. The recommendations, if accepted by the Council, will go into effect on January 1, 2015 for the State's Attorney and December 2, 2014 for the other positions.

The Council can accept or reject the recommendations made by the committee. Recommendations are due to the Council no later than September 15 of this year.

County residents can send comments by e-mail to jean.arthur@montgomerycountymd.gov or by mail to Compensation Committee / Montgomery County Council / 100 Maryland Ave., 5th Floor / Rockville, MD 20850 / Attn: Jean Arthur. The deadline for comments is August 9, 2013.

The Committee is seeking public comment on the following:

County Executive

The current salary for the County Executive is \$180,250.

On December 2, 2013 the County Executive's salary will increase by the lower of the average of the CPI-U for the Washington-/Baltimore area for the 12-month period from September to September or the amount of the FY2014 general wage adjustment for MCGEO members (3.25 percent).

County Council

The current salary for the Councilmembers is \$104,022; the Council President receives an additional 10 percent (\$114,425).

On December 2, 2013 the salary for Councilmembers will increase by the lower of the average of the CPI-U for the Washington-/Baltimore area for the 12-month period from September to September or the amount of the FY2014 general wage adjustment for MCGEO members (3.25 percent).

Sheriff

The current salary for the Sheriff is \$154,000.

On December 2, 2013 the Sheriff's salary will increase by the lower of the average of the CPI-U for the Washington-Baltimore area for the 12-month period from September to September or the amount of the FY2014 general wage adjustment for Fraternal Order of Police members (2.1 percent).

State's Attorney

The current salary for the State's Attorney is \$199,000.

On January 1, 2014 the State's Attorney's salary will increase by the lower of the average of the CPI-U for the Washington-/Baltimore area for the 12-month period from September to September or the amount of the FY2014 general wage adjustment for MCGEO members (3.25 percent).

F

CITY OF ATLANTA
2012 ELECTED OFFICIALS COMPENSATION COMMISSION

City of Atlanta
55 Trinity Avenue, SW
Atlanta, Georgia 30335

Attention:
Honorable Kasim Reed, Mayor, City of Atlanta
Mr. Ceasar C. Mitchell, President of the
Atlanta City Council
Members of the Atlanta City Council

Atlanta Board of Education
130 Trinity Avenue, SW
Atlanta, Georgia 30335

Attention:
Members, Atlanta Board of Education
(c/o Dr. Howard Grant, Board Executive Secretary)

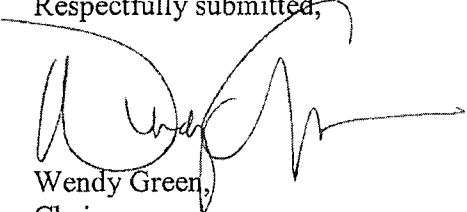
Reference: Salary Recommendations Effective January 1, 2014

Greetings:

The City of Atlanta Elected Officials Compensation Commission submits its salary recommendations for Mayor, President of the City Council, City Council Members; and Atlanta Board of Education Chair, Vice Chair, and Members as prescribed by Section 2-703 of the City Charter.

Please feel free to contact us with any questions.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Wendy Green', with a long horizontal flourish extending to the right.

Wendy Green,
Chair
green.wendyw@gmail.com

**2012 REPORT AND RECOMMENDATIONS OF THE
CITY OF ATLANTA ELECTED OFFICIALS COMPENSATION COMMISSION**

INTRODUCTION

The Elected Officials Compensation Commission (“EOCC” “Commission”) is charged with making recommendations concerning the salaries of the Mayor, the President of the City Council, the Members of the City Council, and the Members of the Atlanta Board of Education. The Board is required to make its recommendations at least one year prior to the regular municipal election.

The EOCC is made up of seven volunteer citizens from the City of Atlanta who have been appointed by each respective group of elected officials: 2 citizens are appointed by the City Council; 2 citizens are appointed by the Board of Education; 1 citizen is appointed by the President of the City Council; 1 citizen is appointed by the Mayor; and 1 citizen is appointed by the Atlanta Planning Advisory Board.¹ The members of the EOCC are:

<u>Member</u>	<u>Home Neighborhood</u>	<u>Appointed By</u>
Xavier O. Carter, Esq.	Buckhead	Mayor
Jamel DeCosta (Co-Chair)	Liberty Park	City Council
Wendy Green (Co-Chair)	Cascade Road Corridor	City Council
Mary Long	West End	Board of Education
Geri P. Thomas	East Lake	City Council President
Paul Zucca	Grant Park	Board of Education

The EOCC would like to thank the Schapiro Group for its excellent work and analysis in compiling data from various comparison cities to be considered by the EOCC. The EOCC would also like to thank Bernard Thomas of the City of Atlanta, City Council Staff and Rhonda Dauphin Johnson, City of Atlanta, Atlanta Municipal Clerk and Election Superintendent. Without their assistance and guidance, the work of the EOCC would have been much more difficult and likely could not have been completed on time.

¹ The appointment by the Atlanta Planning Advisory Board was not filled and remained vacant throughout this process.

THE PROCESS UNDERTAKEN BY THE EOCC

The report and recommendations that follow are the result of a process undertaken by the EOCC over the course of several months, beginning at its initial meeting on February 28, 2012. Since then the EOCC has met on a monthly basis to: identify and discuss the key issues to be considered in forming recommendations; identify and procure the services of a competent consulting firm to assist the Commission in carrying out its responsibilities; analyze the reports submitted by the procured consulting firm; meet with the public, members and/or representatives from the City Council, the President of Council, the Mayor, and the Board of Education; and to deliberate and vote on recommendations. As required by Section 2-703 of the City Charter, the Commission advertised and held a public hearing at 6:00 p.m. on July 30, 2012 in the City Council Chamber at which only one person appeared and gave comments.

Identification of Key Issues: Early in the process, the EOCC identified the issues it believed were key issues to be considered in making the required recommendations. The EOCC relied heavily on the excellent work done by previous installments of this Commission to identify said issues. The EOCC noted that salary raises had not been implemented for the Mayor since 2006, for the President of the Council and the City Council since 2006, and for the Members of the Board of Education since 2002. Pursuant to its statutory charge, it then sought ways to compare and analyze the current salaries of the identified elected officials to their counterparts performing similar roles and responsibilities in similarly-sized cities and municipalities throughout the country and/or cities of comparative national and international profile and importance. After deliberation and a unanimous vote, the EOCC opted to hire an outside consulting firm to help accumulate data that would help the EOCC to conduct said analysis.

Procurement and Use of Consulting Firm: After a Request for Proposal process, the EOCC elected to hire the Schapiro Group, Inc.—an Atlanta-based strategy and consulting firm—to compile select demographic and composition information for elected officials in cities of comparable size and government structures to the City of Atlanta, and with comparably sized school boards to the Atlanta Public School System whose school boards served similar roles, functions, and student populations. The Schapiro Group was hired by unanimous vote of the members present at its meeting on June 14, 2012, and it submitted its initial “Data Collection and Analysis of the Compensation of Elected Officials in the City of Atlanta and Other Jurisdictions” to the Commission on September 6, 2012. (See Exhibit A, attached.) After receiving that report and analyzing its results, the EOCC asked the Schapiro Group to provide similar data for five additional cities. The Schapiro Group graciously agreed, and submitted its final report to the Commission on October 15, 2012.

Meetings with Stakeholders: During the course of its deliberation process, the EOCC also met with stakeholders from the community and with the various elected officials whose positions the recommendations of the EOCC might affect. Those

meetings were very informative and provided key information that factored into the Commission's ultimate recommendations.

Deliberations and Recommendations: Having gone through the process described above, the EOCC now makes the recommendations that follow in the next section. The decision-making process adopted by the Commission was *majority vote of the quorum*, but most (if not all) decisions were made by consensus of the group after deliberate consideration of the issues. Our recommendations for all positions took into account the cost of inflation since the last pay increases were implemented for the elected positions considered by this Commission.²

RECOMMENDATIONS FOR SALARY ACTIONS

Mayor: The EOCC considered a total of 12 cities with mayoral roles and responsibilities similar to those of the City of Atlanta (i.e., cities with a “strong mayor” form of government). Ultimately the EOCC selected the 9 cities it believed were most like the City of Atlanta in terms of population, city budget, mayoral roles and responsibilities, and/or in national and international prominence and profile. When compared to those 9 cities³, the Mayor's salary of \$147,500 currently ranks seventh out of ten (i.e., only three cities pay their mayor less).

The EOCC believes the Mayor's salary should be **increased to \$184,300** for the four-year period beginning January 1, 2014 through December 31, 2018. This pay increase represents a cost of living increase from the current salary (\$147,500 in 2006 to \$169,300 in 2012), plus an increase of \$15,000 to make the salary for the Mayor of Atlanta more competitive with the chief executive officer salaries of similarly situated cities, and to allow the City of Atlanta to continue to attract talented leaders for the City.

The EOCC makes this recommendation for multiple reasons. First—as previous iterations of this Commission have noted—this Commission believes that Atlanta is unique in its history and in its standing in the region and the nation. It has been a pioneer and leader in the Civil Rights Movement, it has hosted an Olympics, it is home to one of the busiest and most important airports in the world, and it has (almost since its very inception) been the premiere hub of economic activity in the Southeast. With that history, the City of Atlanta maintains a unique role in the regional, national, and international landscape that most cities of comparable size and population do not enjoy. The Mayor's activities and influence extend well beyond the city limits (population, 420,000+) into the entire metropolitan population (over 5,000,000 people). Atlanta's

² In so doing, the EOCC used the United States Department of Labor Bureau of Labor Statistics Consumer Price Index Inflation Calculator.

³ The 9 comparison cities chosen for close EOCC scrutiny were: Washington, DC; Boston, Mass.; Seattle, Washington; Columbus, Ohio; Memphis, Tennessee; Denver, Colorado; Jacksonville, Florida; Nashville, Tennessee; and Portland, Oregon.

Mayor is seen as a strategic leader for growth management at the local, statewide, and regional levels, and (not infrequently) is called upon to play a similar role on the national and international scale.

Secondly, the Mayor is the Chief Executive Officer of the City. He or she is responsible and accountable for the quality of administrative performance and service delivery of the government to and for its citizens. The position of Mayor is a senior executive-level occupation—with responsibility for approximately 7500 employees, including numerous other senior executive-level personnel who are more highly compensated than the Mayor. While sensitive to the legitimate constraint that the position of Mayor is a position of service to the community, the EOCC believes the Mayor should be compensated commensurate with the senior executive-level responsibilities that come with the position.

Over the past several years, the City of Atlanta has been able to attract highly-successful and competent mayors that have helped raise the profile of the City in a positive manner and have placed the City in a strong position to continue to excel into the future, despite trying economic times. The EOCC believes that, in order to continue to attract highly-successful and competent candidates to the office of Mayor, it is imperative that the mayoral salary reflect executive level compensation.

Members of the City Council:

The EOCC found it difficult to draw adequate comparisons between the work done by members of the Atlanta City Council to that done by their counterparts in similarly-situated cities. With the help of the Schapiro Group, the EOCC attempted to draw the most apt comparisons possible with the limited resources at our disposal. The EOCC determined that, the Atlanta City Council's salary of \$39,473 lags behind that of their counterparts in comparison cities. Average salaries in those cities are \$50,720, or 28% higher than in Atlanta. However, that number only tells part of the story, as it does not reflect that some cities in that comparison have council-equivalent positions that are full-time positions. The average pay in comparison cities with part-time council-equivalent members was \$29,390, or 26% less than what Atlanta City Council members receive.

The current City Charter does not identify Council Member status as either full-time or part-time. There is currently no job description or listing of duties for Council Members, although it does indicate that the role of City Council Member is legislative in nature, with no reference to helping constituents obtain services from the City. Nonetheless, the EOCC interviewed more than half of the Members (9 total) and found that the majority of them have dedicated themselves to the position in a manner that can only be described as a full-time occupation, with many of them spending in excess of 60 hours per week on the job. Their activities include attending Council Meetings, attending Council Committee Meetings, attending neighborhood planning unit meetings, attending

neighborhood improvement and planning task force meetings, constituent service, and a host of other activities on a weekly basis.

The EOCC recommends that the salary for Council Members be **increased to \$60,300**. This pay increase represents a cost of living increase from the current salary (\$39,473 in 2006 to \$45,300 in 2012), plus an increase of \$15,000 to better reflect the current level of commitment and service of the Members of the City Council, who are extremely dedicated to their constituents and their community. Doing so would make the salary of Council Members more comparable to their counterparts in other cities serving similar roles in the community.

President of the City Council: The President of the City Council is currently paid \$41,000, slightly more than the salary afforded Members of the City Council. This Commission determined that the office requires few additional responsibilities that indicate the office of the President of the City Council should be paid significantly more than other Members.⁴ Accordingly, the EOCC recommends that the President of the City Council's salary be **increased to \$62,000**. This pay increase represents the same cost of living increase afforded the other Members of the City Council (on a percentage basis), as well as the \$15,000 pay increase recommended for the other Members of the City Council.

Members of the Atlanta Board of Education: The duties of the Atlanta Board of Education include: setting policy; approving annual budget; and providing for the levy of tax for education and setting the millage rate; hiring and evaluating the superintendent; and, under the leadership of the superintendent, adopting a vision for the district. The Board elects a Chair and a Vice Chair, each of which has some additional responsibility including serving as the principal liaison between the Board and the superintendent (Chair) and meeting on regular basis with the superintendent and the Chief of Staff (Chair and Vice Chair).

The EOCC was afforded the opportunity to speak with only two Board Members about their duties and whether they believe the current level of pay the Members receive is commiserate with their current workload and responsibilities. One member opined that the pay level is in fact in line with their work load and responsibilities. We agree with that member.

Membership on the Atlanta Board of Education is a part-time position, and our interviews indicate Board Members treat it as such. Nonetheless, we believe the Members of the Board of Education should also receive a cost of living adjustment based on the same CPI Inflation calculation methodology the other elected positions reviewed by this Commission received. The EOCC notes, however, that the last pay increase for

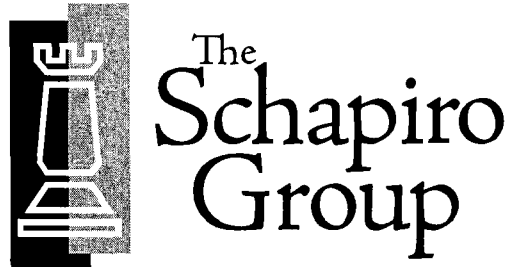
⁴ This determination is consistent with similar determinations made by previous iterations of this Commission.

the Atlanta Board of Education was implemented in 2002. Accordingly, our recommendation reflects a CPI Inflation adjustment since that time. We recommend pay increases as follows: (a) the President of the Board's salary should increase from \$16,184 to \$20,817; (b) the Vice President of the Board's salary should increase from \$15,492 to \$19,928; and (c) the other Board Members' salaries should increase from \$14,800 to \$19,037.

CONCLUSION

The members of the EOCC would like to thank those who appointed them for the opportunity to serve our community in this capacity. Each member took their responsibility to the community very seriously and we strived to ensure that we delivered a report and recommendations that represented what we believe will place the city in the best position to have highly competent elected officials who are dedicated to the continued growth and progress of the City of Atlanta.

EXHIBIT A



Data Collection and Analysis of the Compensation of Elected Officials in the City of Atlanta and Other Jurisdictions – Data Tables

Prepared for:
Atlanta Elected Officials Compensation Commission

October, 2012

City Information		Atlanta	Boston	Columbus	Jacksonville	Memphis	Milwaukee	Nashville	Pittsburgh
Resident Population	City	420,003	617,594	787,033	821,784	662,897	594,833	601,222	305,704
	Metro	5,268,860	4,552,402	1,836,536	1,345,596	1,316,100	1,555,908	1,589,934	2,356,285
Type of Government	Strong Mayor	X	X	X	X	X		X	X
	Weak Mayor						X		
	City Manager								
	Other								
Size of City Budget	General Fund Budget	\$526,647,769	\$2,400,000,000	\$738,624,999	\$1,615,730,812	\$582,927,253	\$590, 373,797	\$1,745,267,200	\$458,539,108 (Op Budget)
	Enterprise Funds:								N/A
	Airport	x						x	N/A
	Water System	x		x		x	x		N/A
	Sewer System	x		x		x	x		N/A
	Electric Utility			x				x	N/A
	School System		x						N/A

City Information		Dallas	Denver	Portland	Seattle	D.C.
Resident Population	City	1,223,229	619,968	593,820	620,778	617,996
	Metro	6,447,228	2,554,474	2,241,913	3,407,848	5,476,241
Type of Government	Strong Mayor		x		x	x
	Weak Mayor					
	City Manager	x				
	Other			x (home-rule charter city)		
Size of City Budget	General Fund Budget	\$1, 041,303,167	\$933,236,208	\$483,741,857	\$917,900,000	\$6,649,179,000
	Included Enterprise Funds:					N/A
	Airport	x	x	x	x	N/A
	Water System	x				N/A
	Sewer System		x			N/A
	Electric Utility			x		N/A
	School System			x	x	N/A

Mayor		Atlanta	Boston	Columbus	Jacksonville	Memphis	Milwaukee	Nashville	Pittsburgh
Salary		\$147,500	\$175,000	\$172,981	\$138,474	\$162,925	\$147,336	\$136,500	\$105,494
Special Allowances	Account	General (\$20,600)	Travel/ Entertainment	No	No	N/A	Staff Expenses	Travel	N/A
	Reimbursement Limit	No	No	No	All Expenses	N/A	No	No	N/A
Other Compensation provided to Mayor	Assigned Car	Yes (through security detail)	Yes	Yes	Yes	N/A	Yes	No	N/A
	Cell Phone	Yes	Yes	Yes	Yes	N/A	Yes	Yes	N/A
	Other	Security	No	No	No	N/A	No	No	N/A

Mayor		Dallas	Denver	Portland	Seattle	D.C.
Salary		\$60,000	\$154,406 (starting July 2013)	\$122,907	\$174, 056	\$200,000
Special Allowances	Account	Individual budget of \$32,000 which covers expenditures for travel, staff, etc.	No	No	No	\$10,000 Discretionary Fund
	Reimbursement Limit	No	Some expenses reimburable	No specific allowances;some costs may be billable	Travel reimbursed for City Business only from Mayor's Office Budget	No
Other Compensation provided to Mayor	Assigned Car	Yes	No	reimbursable mileage and parking	Yes	Provided by MPD for security Detail
	Cell Phone	No	No	No	Yes (optional)	No
	Other	No	No	No	No	No

City Council		Atlanta	Boston	Columbus	Jacksonville	Memphis	Milwaukee	Nashville	Pittsburgh
Size of City Council	Elected by district	12	9	7	14	7	15	35	9
	Elected at-large	3	4	0	5	6 (Super Distircts)	0	5	0
	Include Presiding Officer	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Characteristics of the Council	Full Time		X	X			X		X
	Part Time	X			X	X		X	
	Frequency of Meetings	Bi-Weekly	Weekly	Weekly	2x Month	2x Month	Bi-Weekly or Less	2x Month	Bi-Weekly
Salary	Members	\$39,473	\$87,500	\$46,000	\$44,100	\$29,070	\$73,220	\$15,000	\$60,151
	Presiding Officer	\$41,000	\$87,500	\$55,707	\$58,800	\$31,070	\$82,749	\$17,000	\$60,151
Special Allowances for Members	Account	Expense account (\$30,000)	Staff Expenses (\$187,500)	No	No	No	Travel \$350/Month	No	No
	Reimbursement Limit	No	No	Travel	All Expenses are reimbursed	Travel	No	No	No
Special Allowances for Presiding Officer	Account	Expense account (\$30,000)	Staff Expenses (\$225,000)	No	No	No	Travel \$350/Month	No	No
	Reimbursement Limit	No	No	Travel	All Expenses	Travel	No	No	No
Other Compensation provided to Members	Assigned Car	No	No	\$350/Month Allowance	No	No	No	No	No
	Cell Phone	Yes	No	Yes	Communications Allowance	No	Yes	No	No
	Other	No	No	No	No	No	No	No	No
Other Compensation provided to Presiding Officer	Assigned Car	No	No	\$350/Month Allowance	No	No	No	No	No
	Cell Phone	Yes	No	Yes	Communications Allowance	No	Yes	No	No
	Other	No	No	No	No	No	No	No	No
Number of Staff	Members	2-3	As many as needed out of staff allowance	2	1 per Member	2 for every 3 Members	1 for each	0	As many as needed out of staff allowance
	Presiding Officer	2	As many as needed out of staff allowance	2	1	2	1 + 2 aides	0	As many as needed out of staff allowance
	Shared by Both	5-6	12 General	26 General	0	3 General	0	6 General	2 General

City Council		Dallas	Denver	Portland	Seattle	D.C.
Size of City Council	Elected by district	14 (+Mayor)	11	0	0	8
	Elected at-large	0	2	4 Commissioners (+Mayor)	9	5
	Include Presiding Officer	No	Yes	No	No	Yes
Characteristics of the Council	Full Time	X	X	X	X	Chairman
	Part Time					Members
	Frequency of Meetings	1/Wk	1/Wk	2/Wk	1/Wk	1/Month
Salary	Members	\$37,500	\$80,753 (starting July 2013)	\$103,522	5 members: \$119,975, 4 members: \$117,534	\$128,202
	Presiding Officer	N/A	\$90,428 (statring July 2013)	N/A	N/A	\$190,000
Special Allowances for Members	Account	\$18,900	No	No	No	NPS Budget (non-personal services)= \$18,740 for goods/services essential to duties
	Reimbursement Limit	No	Some expenses reimbursable	No specific allowances; some costs may be billable	Business expenses are reimbursed	No
Special Allowances for Presiding Officer	Account	N/A	Same as members	N/A	N/A	Same as members
	Reimbursement Limit	N/A	No	N/A	N/A	No
Other Compensation provided to Members	Assigned Car	No	No	reimbursable mileage and parking	No	No
	Cell Phone	No	No	No	Option of City funded cell phone for business only	No
	Other	No	No	No	No	No
Other Compensation provided to Presiding Officer	Assigned Car	N/A	No	N/A	N/A	No
	Cell Phone	N/A	No	N/A	N/A	No
	Other	N/A	No	N/A	N/A	No
Number of Staff	Members	2	1-3 depending on district needs	Up to 4	3 leg. Assistants each	Budget allows Members to have control of staffing levels
	Presiding Officer	N/A	No	N/A	N/A	Budget allows Members to have control of staffing levels
	Shared by Both	No	No	No	10 administrative support, 18 policy advisors	Budget allows Members to have control of staffing levels

School Board		Atlanta	Boston	Columbus	Cobb County	DeKalb County	Gwinnett County	Nashville	Pittsburgh
Salary	Members	\$14,800	\$7,500 Annual Stipend	\$125/Meeting Max Comp \$4,500/yr	\$18,000	\$18,000	16,524	\$14,000	Not Paid
	Presiding Officer/Chair	\$16,184	\$7,500 Annual Stipend	\$125/Meeting Max Comp \$4,500/yr	\$22,000	\$18,000	\$16,524	\$14,000	Not Paid
Size of School Board	Elected by district	6	0	0	7	7	5	9	9
	Elected at-Large	3	0	7	0	2	0	0	0
	Appointed	0	7	0	0	0	0	0	0
Characteristics of School Board	Full Time				X				
	Part Time	X	X	X		X	X	X	X
	Frequency of Meetings	Monthly	2x Month	2x Month	2x Month	2x Month	Monthly	2x Month	Monthly
Special Allowances for Members	Account	No	Limited Travel	No	Travel	\$450 for Expenses	No	\$1,200/Yr Travel	Limited Travel
	Reimbursement Limit	No	No	Travel	No	No	No	No	No
	Other	Travel Stipend (\$2,000)	No	No	No	No	General Fund for duties, overnight travel requires permission	No	No
Special Allowances for Presiding Officer	Account	No	No	No	Travel	\$450 for Expenses	No	\$1,200/Yr Travel	Limited Travel
	Reimbursable	No	No	Travel	No	No	General Fund for duties, overnight travel requires permission	No	No
Other Compensation provided to Members	Assigned Car	No	No	No	No	No	No	No	No
	Cell Phone	Cell Stipend (optional)	No	No	No	Offered	No	No	Yes
	Other	No	Office Space	No	No	Desktop@home	Tech Package-laptop, printer, fax, supplies	Laptop	Computer
Other Compensation provided to Presiding Officer	Assigned Car	No	No	No	No	No	No	No	No
	Cell Phone	Cell Stipend (optional)	No	No	No	Offered	No	No	Yes
	Other	No	Office Space	No	No	Desktop@home	Tech Package-laptop, printer, fax, supplies	Laptop	Computer
Number of Staff	Members	1	0	0	0	0	0	0	0
	Presiding Officer	0	0	0	0	0	0	0	0
	Both	0	3	1	0	0	1	2	1 General
Size of School System	General Fund Budget	\$640,000,000	\$420,257,000	\$743,245,715	\$817,339,204	\$774,600,000	\$1,205,200,000	\$720,420,300	\$529,800,000
	Number of Schools	81	125	122	112	145	132	150	60
	Number of Students	51,283	57,000	50,787	106,849	97,000	164,400	81,882	25,031
	Number of Teachers	6,500	5,500	3,965	5,894 + 1,539 SpEd	14,000	10,000	5,209	1,850
	Other	N/A	N/A	N/A	N/A	7,000	22,000	N/A	2,350

EXHIBIT B

SALARY RECOMMENDATIONS EFFECTIVE JANUARY 1, 2014

TITLE	CURRENT SALARY	RECOMMENDED SALARY	PROPOSED INCREASE
MAYOR OF ATLANTA	\$147,500	\$184,300	\$36,800
PRESIDENT OF THE CITY COUNCIL	\$41,000	\$62,000	\$21,000
CITY COUNCIL MEMBERS	\$39,473	\$60,300	\$20,827
ATLANTA BOARD OF EDUCATION CHAIR	\$16,184	\$20,817	\$4,633
ATLANTA BOARD OF EDUCATION VICE CHAIR	\$15,492	\$19,928	\$4,436
SCHOOL BOARD MEMBERS	\$14,800	\$19,037	\$4,237