

COUNTY OF HAWAII  
SALARY COMMISSION  
November 21, 2003

MINUTES

Chair J. William Sanborn called the meeting to order at 1:35 p.m. in the Conference Room of the Mayor's West Hawaii Office, 75-5706 Kuakini Highway, Suite 103, Kailua-Kona, Hawaii.

**Present:**

Mr. J. William Sanborn, Chair  
Mr. Joel Nye, Vice Chair  
Mr. Glenn Hara, Member  
Mr. Tsukasa Ishii, Member  
Mr. Paul Mann, Member

**Excused:**

Mr. Yoshiichi "Joe" Tanaka, Secretary  
Mr. Gerald Kita, Member

**Absent:**

Mr. Jason Hashimoto, Member

**Others present:**

Mr. Gerald Takase, Assistant Corporation Counsel  
Ms. Velma Y. Menezes, Secretary-Reporter

**RECEIVE COMMENTS FROM THE PUBLIC, DEPARTMENT/AGENCY HEADS,  
AND OTHER OFFICIALS ON THE SALARY COMMISSION'S PROPOSED TIERED  
COMPENSATION PLAN**

The following testimony was received from Mrs. Patricia Nye:

She wants a show of hands on how many of the men present would overdraw their checkbook, turn their credit cards up to the max, and tell his wife to go to the mall and spend all that she wants today. This is what she feels like the Commission is doing to the County of Hawaii. The County of Hawaii is trying to tell the Commission that it doesn't have the money, and the Commission is saying too bad, we're going to give these raises anyhow.

The Commission just gave a raise to a police chief, who has an officer on his staff that just ran over a lady in a crosswalk who was going to church up in Kealakekua. What they're hearing is "well, sorry I can't prosecute because we don't have enough evidence." Now this is a police chief that asks for a standard of conduct. Is this the kind of standard of conduct to expect from a police chief?

There's another police officer that ran down his wife and shot her. There are five kids without a mom. There's another police officer, went to a party, got drunk, and ran over another fellow police officer and killed him on the way home. What do we do with him? We give him a County job. Is this what we expect from these officials that the Commission wants to give a raise to?

The County has a planning director who can't even bother to come over to Kona and see he's putting roads in the middle of a residential community right next to a stop light signal that has been designated by State Farm as one of the most five dangerous signals in this whole state.

Every time they try to talk to these people in Hilo, it's the same thing. "We'll think about it; we'll take care of it; we'll talk about it," but nothing gets done.

Kona finally got a swimming pool. What Mrs. Nye can't figure out is why it's free. She grew up in a little community back in Illinois where they had a public pool, but they were charged to get in that pool. They can stay all day if they choose, and the city has a little snack stand right next door. They go out of the pool, they go in, they get their snacks, they make money that way. But they can't even get a heater for the Kona pool because the County doesn't have any money. The Mayor doesn't have any money. Every time they go to Hilo to talk about these things, it's the same thing. "Sorry, we don't have any money. We've got all this other stuff that has to be taken care of."

If the Commission members had been in Kona on Wednesday, they couldn't have gotten down here if they'd wanted to because Palani Road was closed. On the radio they said to take alternative routes. Well, all the alternative routes were jammed. Kona needs a lot of things, but they don't need to be paying these people big salaries for doing nothing. They're getting exactly what they deserve, and if they want more money then maybe they better get back and get a better education.

Parks and Recreation used to have a wonderful summer program in Kona for the teens, and that's what they need. It seems like in Kona once a person gets past 12, you're forgotten about. They used to have a wonderful recreation program down at Hale Halawai all day geared just to teens, and it wasn't only a recreation program. It was a place where they could go and get counseling if they needed to, they could hang out with their friends, but they don't have that anymore because they don't have the money to pay the people that were doing it. They don't have the money to pay the rent on Hale Halawai. So now their teens are either at the beach surfing, doing drugs, on ice, racing, or parents have to keep them at home, because there is no money. Mrs. Nye wants to know where this money is coming from that the Commission deems is necessary to pay these people, because what it's going to end up coming from is the taxpayer's pocket, and that means an increase in her taxes. There's only so much people over here can take.

Mr. Harold Murata stated that he is a resident of Kailua-Kona. His question is regarding the salary tiering. Does that mean that all employees of the County would be affected by the salary tiering or is it only for the management level employees of the County?

Mr. Hara explained that the Salary Commission has authority only over the salaries of elected and appointed department heads and deputies. The rest are all either by ordinance or by collective bargaining. The Commission covers about 30-- the Prosecutor, the Mayor, and the Council (those who are elected), and the department heads, such as the Police Chief, Fire Chief, Planning Director, and so forth. The Commission does not have jurisdiction over Water, which is semi-autonomous.

Mr. Murata asked whether they see any unintended ripple effects filtering down to the employee level. When something happens at the top, whether it's by law or by decree or declaration, there seems to be somebody innocent that is going to be affected. Do you penalize or reward one sector of the County government that would penalize the rest of the employees?

Mr. Hara shared the list of those who are affected by the salary increases. The rest of the salaries are predominantly, about 98% or 99%, going to be determined by State law through the collective bargaining process. What the Commission does is not going to affect that. It's really the other way around. The Commission finds itself having to consider raises for these executive positions because the collective bargaining raises have made some subordinates get paid a lot more than the highest person in that department on the wiring diagram. The heads of departments are getting paid less than some of the subordinates who are longtime employees and in the upper management positions in these departments. The Commission is feeling the ripple effect from the collective bargaining sector than they're going to affect the collective bargaining sector by what they do here.

Chair Sanborn clarified that the Salary Commission has been in existence for a long time, but it wasn't until the Charter amendment that it actually had the ability to not just recommend but set up the pay structure. Before that, it was a recommendation to the Council and then the Council would have to pass it in order to have the increases for the department heads. The Commission realizes there are budget issues, but the problem is that if they start looking at the budget, then they're not doing their job. Their job is to see whether the positions that they're looking at are fair. The committee that was headed by Mr. Hara went out and asked all the department heads to rate themselves as to whether they thought they were at the top tier or the low tier so there were a lot of requests for information and for advice before the Commission even looked at the tiered structure. This particular tiered structure is actually based on a salary commission that back in 1991 did the same thing. The current Salary Commission just updated it. When the Council and the Mayor had the salary setting responsibility, they never did, and that's why there's so much parity. They basically didn't want to give raises to themselves and to the department heads any time there was an election, and there's an election every two years. That's why that responsibility was removed and put into the Salary Commission. The bigger economics is if there's a change in the collective

**bargaining, that will mean millions of dollars difference in the budget, whereas the Commission's total for some of the recommendations they're making is still under half-a-million dollars a year.**

**Mrs. Nye asked that if the County is going to pay these salaries, then doesn't the Commission feel it should go out and get the best people? The Planning Director have any knowledge of planning and needs to be made accountable for some of the problems in Kona.**

**Mr. Hara explained that it is not the Commission's job to assess whether or not any particular individual in any particular position is doing a good job or not doing a good job, is deserving of a raise or not deserving of a raise. Their job is to look at a position and consider the responsibilities and the job requirements to determine what the pay for the job should be. The person who fills the position is the Mayor, and the person who keeps the person in that position is the Mayor. As for Mrs. Nye's question on where's the accountability, it's the voters. The voters put the Mayor in that position.**

**Mr. Hara further stated that he knows Planning Director Chris Yuen personally and his recollection is that Mr. Yuen's undergraduate degree is in environmental science with planning. He's also a lawyer who has done a lot of urban planning work. He was on the Land Use Commission at the State level. Mr. Hara would say Mr. Yuen is very well qualified, in fact maybe the most qualified person around on the island to fill that position.**

**Chair Sanborn noted something that happened as a result of some of the changes that have been made. The Commission's first pay raise was to the Chief of Police and the Deputy Chief. Whether it was the right amount or not the right amount, there was an urgency to hire a Police Chief who was going to stay for a length of time. The Commission was a little concerned with not having any kind of a plan in place for what this new Police Chief was going to get for his money and what was he going to do for the County. Immediately following, the Commission considered raises for the Fire Chief, who had a plan and objectives in place. That helped to get the Police Department into a plan and objectives too. So what happens is when you give pay raises, you expect that you're going to get some kind of results.**

**Mr. Hara clarified that some of the department heads are not appointed by the Mayor. There are some who are hired and fired by commissions such as the Police Commission, Fire Commission, Civil Service Commission, and Liquor Commission. The Fire Commission presented good justification on why they wanted an increase for the Chief, what they wanted, and what their own expectations were of the Fire Chief. The requirements for filling certain of these positions come either in the form of an ordinance or the Charter. For example, the Charter says that the Corporation Counsel needs to be a licensed attorney. The Chief Engineer has to be a licensed professional engineer. If any member of the public feels certain positions should have minimum requirements, the logical thing to do would be to provide input at the next Charter Commission review.**

Mrs. Nye voiced a concern about recent situations at the Police Department, asking why the Commission is giving this pay raise and not answering to the public.

Chair Sanborn responded that the concerns regarding the Police Department really should be voiced to the Police Commission because they're the ones responsible for the Police Chief and the Deputy Chief. It would be very healthy to ask those questions of them and see if she can get some answers.

Mr. Hara noted that in looking at the history of this Commission and the resources this Commission has, the Commission is not in a position to evaluate performance for link pay or pay increases with performance of any incumbent. The Commission can't look at individuals. They can't look at personalities. What they have to look at are positions, and they have to make sure that those positions in the overall scheme of things is at a compensation level high enough that the County can attract a level of people that will do the right job. Now if the wrong person is in the job or the wrong person is selected for the job, then that's another evaluation criteria and evaluation process that needs to be done in a different arena. The Commission's is to look at positions and make sure those positions are adequately compensated. To hold a person accountable to his/her pay is the Mayor's job and the other commissions' jobs, as well as the voters' jobs.

Mrs. Nye asked what the Commission based the Police Chief's pay raise on.

Mr. Hara stated that when the Commission gave the raise, there was no Police Chief, and the Police Commission was looking for a Chief.

Mrs. Nye stated that she understands there were three or four people willing to step in at that rate without the raise.

Mr. Hara responded that that is not what the Salary Commission was told by the Police Commission. The Police Commission said they were having a hard time attracting qualified applicants. The primary reason was that the inspectors (majors) were getting more than the Chief of Police was. When the Salary Commission gave the raise, it was to attract qualified people for that particular position. Whether or not the Police Commission did its job in filling it with the right person or not is their responsibility.

Mrs. Nye asked what the Commission is basing the salary increases on.

Chair Sanborn noted again that performance is not their job. What they looked at was the size of the department, geographic area it has to cover, duties and responsibilities and how that compares to another county of similar size, and the number of people in the department. They also looked at it from the standpoint of what do they expect is a reasonable salary to attract people from not just within the department but from outside into other counties, possibly getting somebody who's more qualified with more training.

Mr. Hara read the Charter provision: The Commission shall review and compensate all County elected officials and appointed directors and deputy

directors so that their total salaries and benefits have a reasonable relationship to compensation in the public sector and private sectors. Mr. Hara noted that it says nothing about reviewing performance.

Mr. Bobby Command from West Hawaii Today asked whether the Commission is offering a scale or just a set salary.

Mr. Hara stated that the Commission is not adopting anything right now and that's why they're having the public hearings. When the Commission schedules decision-making meetings, that's when that issue will be determined.

He further elaborated that the Tier Review Committee had a particular objective given to it by the Chair to do a particular study. The TRC came out with a particular result, but it's just for the consideration of the Commission. It's a starting point.

Chair Sanborn added that the tiered mechanics gives some flexibility to the Commission so that it doesn't have to be involved every time there's a pay raise in collective bargaining which could result in inversion, where people below the department head are making more than the department head. What the Salary Commission was trying to do was to come up with an initial, entry level salary for each department while giving some flexibility for two years in service—movement up along the way. It also gives some flexibility to the Mayor if the Mayor wants to start a well qualified individual at a higher rate.

As far as the actual pay grades are concerned, all of these numbers are based upon a starting number or an ending number, whichever way you want to look at it. The question right now is whether the numbers that the Commission used to see how this works is what they're going to adopt or modify. This is actually extensive work that was done by the Salary Commission back in 1991, and what Mr. Hara and his committee did was upgrade it by going back and getting input again from all the department heads to see if this program would work. Now what the Commission has to do is figure out where the numbers start and end and whether it is a good mechanical way of doing it.

Mr. Command noted that the Commission, then, is looking for testimony on the numbers; for instance, the Mayor should not be making an X amount of money as he's making now because people in Santa Barbara pay their mayor at an X amount, people in Idaho pay their governor at an X amount, etc.

Chair Sanborn stated that they've had comments from people stating that on the mainland the mayor is paid at a part-time salary. However, when you look at the actual framework of how that operates in that county, they probably have a managing director that is the CEO of the government there. Here, the Mayor is the CEO so the structure is different, and therefore they have to put it in perspective. The Commission is looking for people to comment on what they're recommending, not on such things as performance.

Mr. Hara noted that the Commission in has received such comments as certain departments don't belong in the upper tier, they belong in the lower tier, or

that the whole salary schedule should be basically deflated down. In other words, the starting number on the top should be lower. Other comments were that the Commission shouldn't have different tiers; all of the department heads should be compensated at the same level because they are a team and should be treated equally as members of the Mayor's cabinet. Another was that commission appointees should be in a separate category from political appointees.

Mr. Murata asked what would trigger another task like what the Commission is going through here.

Chair Sanborn noted that that is a valid question--when does it become obsolete so that something else will have to be done.

Mr. Mann observed that it's predicated a lot in collective bargaining. As those salaries come up and they start finding this inversion problem, they'd have to redo the schedule.

Mrs. Nye commented that the Commission just gave the Police Chief a substantial raise. Now with collective bargaining coming up and some people underneath him are going to be making more, once again it's a leap frog effect. Will the Police Commission come to the Salary Commission for another raise? What is the Salary Commission's timeframe and strategy on that?

Mr. Hara stated that the Charter requires what this Commission does, and that is to make sure that the pay of these positions are comparable to the public and private sector. It must at least be comparable to the market, which changes from time to time. So if the Commission is going to be responsive and make sure that they are in a range where they can say the salary is within what the market would bear, he doesn't think they can look at timeframes. They just have to be flexible.

Chair Sanborn noted that if the Police Commission or Mayor returned to the Commission to address the issue, the Commission would have to take another look at it and decide whether it was motivation enough to do that. With regard to the Police Commission, the biggest problem was that they had a deputy position that wasn't filled because they couldn't find anybody to fill it, and the deputy's wage is 5% below the Chief's. The department head and deputy department head are tied with the 5% difference.

Mr. Hara also noted that the incumbent Police Chief had left for a higher paying federal job.

Mr. Command asked whether the Commission had thought about using a percentage over the highest amount that a civil service worker makes rather than trying to set a straw figure.

Chair Sanborn responded that the Commission did. They even tried to see whether they could tie it to the civil service scale, however, they had an opinion from counsel that they couldn't do that.

Mr. Takase explained that Honolulu had tried such a system, but what came out of it was they couldn't tie it directly to it because the civil service director sits on the negotiating team and it was felt there may be a conflict that in negotiating civil service salaries, he's negotiating his. Therefore, it was left to an independent panel such as this to make the recommendation. That's not to say that that theory is wrong, but to tie it so directly was held to be improper.

On a personal note, Mr. Pete Hendricks, Deputy Managing Director, commented that he appreciates the Commission's difficulty in doing this and is beholden to them for doing all this work, especially Mr. Hara and his committee. Mr. Hendricks was on the Police Commission when the Salary Commission was considering an increase in salaries for the Police Chief, and he went through the hiring process as a Police Commissioner. He can tell the Salary Commission that the salary made a difference to the credit of the way they did things in a public way that they had some exceptional candidates. The best of the best was hired, and they're seeing the results beginning to happen. He feels it's the same thing in the Fire Department.

Mr. Joel Nye provided the following testimony:

He's decided to testify today as a member of the public rather than a Commissioner, since he's a Commissioner only about 12 days a year. He's a member of the public 353 days. He has received a lot of comments from people he sees on the streets and emails that they sent him, and he just wanted to share some of those with the Commission.

Shortly after this Commission raised the Police Chief's salary to \$91,000, a married couple came up to him and said "if you want to know why there's so much crime and drugs, it's because there's no family unit any more. We are always working. We both have to work two jobs to pay our bills and taxes, and now we have to work even more to pay higher taxes so the Chief gets a raise."

Another email sent to Mr. Nye says "why would the Commission think that the mayor of Hawaii should earn just as much as the governor of the State? Are they crazy? And why so much of an increase? People in the private sector are not getting a 14% increase. We have not increased our hourly wages. If we did, we would price us out of the market. Even though our business insurance tripled in June, not to mention our house and health insurance will go up in January, aren't these people supposed to receive lower incomes due to the benefits and the good retirement packages that they get? Where's their pride in helping the community be better at a lower price, not like they're making \$5 an hour. I guess it's not pride, the price, and if this is the case then the bennies and the retirement packages should be less as they are getting the money up front now. Fat chance of that happening, but they can't have it both ways."

The gentlemen who sent the following email said that Mr. Nye could enter it as his testimony. He is basically the government liaison between the Kona Traffic Safety Committee and the County of Hawaii. He goes on to say that "salaries of government officials should be based upon responsibilities, knowledge, experience, and skills required for the particular position and on the quality of their

performance. In addition, the salaries must reflect the availability of funds. Even assuming that proposed salary increases for certain Hawaii County positions appropriately recognize the respective responsibilities, knowledge, experience, and skills required, as well as the quality of performance, I believe that the County's financial position does not permit to propose salary increases at this time. Further, I question whether the Salary Commission has, in fact, applied accurate and appropriate measures of performance quality. I emphasize that my comments should not be construed as a criticism of the performance or skills of any particular County official, rather they are to convey my ideas regarding the elements and issues that the Salary Commission must consider when evaluating salaries for County positions."

The next email that Mr. Nye got says "the question at hand is if we can afford to give out raises, and if the raises are deserved. I would rather see the money spent on one more police officer, maintenance for the parks, or maybe even a few traffic cameras. Never enough money for things we feel are needed around the island, why spend it on department heads? Does our Mayor really need to be better compensated than the governor of Hawaii? Somehow I question this and I believe that more of us should."

Another email says "I'm more concerned that the Mayor did not have anyone from Kona on his cabinet, that we don't have a traffic commission. The voters don't like what the Mayor is doing, they'll vote him or her out of office. Again, I do think we should be questioning why there's no one from Kona in the Mayor's cabinet. Encourage him to rectify that if he runs for office again."

The next email had to do with traffic, but it says basically "I think that the Mayor is a nice guy but I don't think the Mayor has a clue about how to do his job. I hate to say it, but I think we're powerless until we get a change in State and County leadership."

Someone walked up to Mr. Nye the other day and said "I think you should run for Mayor. I hear it pays a lot of money." Although it was said in jest, the moral of the story is if a person running for Mayor is looking at the money, we don't need him. You don't become Mayor for the money. You do it out of civic pride and a willingness to give to your community. That used to be the definition of a public servant.

When the Tier Committee was set up, it was Mr. Nye's understanding that the departments were going to be evaluated in areas of their performance, such as Police, Fire, public safety, and then on the minimum requirements needed to be a department head with room to move the salaries up should a prime candidate come along that requires more money, not just a friend of any administration that is appointed to fill a hole and still earn a king's salary.

It was stated that previous commissioners spent a lot of time on tier reviews, that there was no need to reinvent the wheel. Let's work from their research. Well, the wheel never got rolling. In looking at the prior levels of rankings of the departments, there's a range from 18 down to 6, and 8 different levels. This committee basically wound up with 2. If you eliminate the Mayor and a couple of

the top executives, they have grouped all the others just in two tiers. What's even more alarming is that they are not rated by size, importance, or any other factor other than the top tier has EM-7s that make more than department heads. All that was accomplished was that pay inversion was eliminated and they let collective bargaining dictate this Commission's responsibilities.

It is the Commission's responsibility to set salaries using guidelines from the public and private sectors. Mr. Michael Ben says information from the private sector is hard to obtain so about the only thing getting used these days is what Maui pays. This is to set up the stage for one-upmanship. Maui is watching what Hawaii does to justify raises for them, and when they go up, Hawaii will use them to justify raises for Hawaii County.

It isn't hard to know what the private sector is doing, just read the papers. When the economy is down, they lay off people. That never happens with department heads. In the private sector, if they don't produce, they're down the road. They are paid commensurate with their duties, education, responsibilities, and most importantly, they are held accountable for their stupid decisions.

Peter Young, when he was district managing director and attended the Kona Traffic Safety Committee meetings, used to say let's not point fingers, let's find ways to help him do a better job. Hogwash. We pay these guys a job, Mr. Nye stated that he expects them to do it.

With the Commission's proposed salary increases and annual benefits of around \$19,000 a year means that these guys are getting more than \$1 million every ten years with the best job security in the State. Mr. Nye too wants the best man for the job and has no problem paying accordingly, but these proposals don't do anything other than increase the cost of government that can't meet its obligations now without further tax increases.

This Commission has the authority to do things never before accomplished. If it takes time to do it right, take the time. When this Commission met once a year, it had to operate differently. Now it meets at least once a month and should deal with each department and the personnel one at a time if it has to.

Alan Greenspan makes about \$166,200 a year in the job that he does, and if the Commission is going to pay a Finance Director \$80,000+, Mr. Nye would expect that that person be at least 50% as good as Alan Greenspan. The controller for the state of California, which is basically a managing director, makes \$134,000 in a state that has a populace of somewhere between 33 and 36 million people. The governor of California only makes \$160,000. The Commission is talking about paying the Mayor \$100,000 in this little, tiny island.

When someone gets into those types of positions, it shouldn't be about the money. It should be about the person willing to serve the community. Does the Commission think that Arnold, who makes \$20 million a movie, ran for governor of California to make \$160,000 a year? No. The County can get some qualified people without the need to pay that kind of money. Our small populace here on this island cannot be expected to maintain these lofty proposals; and more than likely, from

what Mr. Nye has seen on this Commission, whenever something is proposed, that is usually the bottom of the ladder and everything goes up from there.

One of Mr. Murata's comments in his email to Mr. Nye was that "if you evaluate these departments, who's going to evaluate the evaluators?" Mr. Nye's response to him was fortunately or unfortunately, there's the Police Commission, the Fire Commission, the Liquor Commission, etc. Although Mr. Nye fought against paying the Fire Chief the same amount of money as the Police Chief, it wasn't that he didn't think that the Fire Chief deserved the money, but he knew the road that they were going down on. As soon as the Police Chief got \$91,000, the Fire Chief was going to get \$91,000. The next person in line, whichever that was going to be, was going to be in here telling the Commission that his department is just as important as the next person's, and he deserves the \$91,000. Pretty soon it's going to be right back on the same situation where all department heads make all the same amount of money. Mr. Nye thinks that the Fire Commission has set a new level of expectations far better than what the Police Commission does, and he has no idea what the Liquor Commission does. He commends the Fire Commission for sitting down and saying "okay if we put you into this position for this much money, this is what we're going to expect from you and this is what we're going to get." With the situation now, regardless of whether the department head is doing a bad job or a good job, the Salary Commission is going to throw more money at him in the hopes that they're going to get a better job from him, and that shouldn't be the criteria. Mr. Nye doesn't mind evaluating a position, when it becomes vacant, according to the person's qualifications and giving him a higher salary accordingly, but to give automatic raises of this substance to someone who is in there not doing a good job now or not giving 100% is ludicrous.

Chair Sanborn commented that one of the proposals from the Mayor was to take the appointed positions and have them in different categories than the career department head. That's probably something to take a look at because that means that the political appointees may not necessarily be paid commensurate with collective bargaining or with some connection to the engineering positions and in other detailed positions.

The Commission could also look at it from a standpoint saying it thinks this is what this job should pay when somebody new comes into the position and until that happens this is what the recommendation will be, but it doesn't become effective until there is a new hiree.

Mr. Nye commented that when he first looked at the matrix Mr. Hara developed, he agreed with it because at that particular time they discussed having room to move down and room to move up. However, when a particular department is classified at, say, an A-17 position, the lowest pay is at \$85,000 with the highest pay at \$88,000. \$3,000 isn't going to get a better person. The Commission needs to either start \$10,000 lower and go \$20,000 higher to have some type of bridgework in there. This table needs to be expanded considerably.

Mr. Nye further stated that he read the Mayor's letter differently. He read it as saying that the appointed department heads don't have any job security and

they have to pay them more to get them here because they know in another four years they'll be gone.

Chair Sanborn agreed, but stated that he read it as being something the Commission should look at, not necessarily whether they're going to pay them higher, or lower, but looking at it as a separate issue, because that removes the irritation he hears coming from some of the comments about them not coming in here for the money; they come in here because they want to be part of the administration that's going to make a difference. If that's the case, then there's not as much pressure on whether there is inversion or not. It's a different issue. The Mayor's point was that maybe those should be in a higher category than the career departments, which he finds to be a very curious thing that the Commission should probe into because the Mayor is coming from the career side. There must be some kind of motivation or situation behind it for him to make that recommendation.

Mr. Nye noted that the Mayor also commented that he didn't care that the Police Chief and the Fire Chief made more money than he did, but the main proposal here is that all of a sudden they have to pay the Mayor the most amount of money. As Mr. Nye previously said, you don't run for Mayor because of the money. Mr. Kim didn't run for Mayor because of the money.

Chair Sanborn stated that he doesn't think any of them are set in stone on what's here. They had to start somewhere, and there was a lot of work to get to this point, so they should just build on it and try to do something from there.

Mr. Nye reiterated his belief that the Commission is winding up with basically a two-tiered system, letting collective bargaining dictate who was the top of the two tiers.

Mr. Murata clarified that his email to Mr. Nye was more of a query than a statement or comment regarding motivation of those who seek employment with the County. His question to Mr. Nye, who will evaluate the evaluators, was meant in the broadest sense possible. The evaluator could be the people themselves. They would evaluate in one way and expect the Commission to be like a conduit to voice concerns that are not connected with salary determination but has to do with performance, and also who would evaluate the department heads and the Mayor. Of course, with the Mayor, the people are the final judge of that.

Chair Sanborn expounded that the people that sit on the Commission are volunteers, which means that they're in different districts. It's a position that comes from all nine council districts, and to a certain extent they're supposed to be the eyes and ears of the people that are in our communities. Their scope in this Commission is to try to come up with something that can be put in place so that the department heads aren't continually being left out of the pay initiatives that seems to be in every other part of the process.

Chair Sanborn requested that people come up with alternatives or solutions to the recommendations from the Committee if they don't agree with it.

NEXT MEETING DATE

It was noted that the next meeting date had been scheduled for Wednesday, December 3, 2003, at 1:00 p.m., at the Liquor Conference Room. It was noted that the following meeting would be held on December 19, 2003, at 1:30 p.m.

Mr. Nye noted that December 19 is getting very close to Christmas, and he didn't think it would be a good date to hold a meeting.

Chair Sanborn noted that it's the Commission's regularly scheduled meeting. These other meetings have been special meetings. The Commission had already voted on it as being a meeting date, so they'd have to look at it individually as whether they can make it or not.

Chair Sanborn asked that if possible, Ms. Menezes pull together all the comments and put them in some kind of a matrix as to what the issue is if there's three or four people that have recommendations on one thing so that they can focus on that.

ADJOURNMENT

The meeting adjourned at 3:11 p.m.

Respectfully submitted,

J. William Sanborn  
Chair

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