



## **SALARY COMMISSION COMMITTEE MEETING**

**Date:** February 26, 2021

**Time:** 3:00 p.m.

**Place:** **Virtual** – All meetings will be held via Zoom and streamed live on YouTube.

### **AGENDA**

<https://www.co.washington.or.us/CAO/washington-county-salary-commission.cfm>

1. Invited Testimony
  - Former County Commissioner Dick Schouten
2. Washington County Salary Philosophy
  - Eva Labonte, Chief Human Resources Officer
3. Invited Testimony
  - Washington County Board of Commissioners
4. Bylaws Discussion and Approval
5. Comparator Templates – Discussion and Identification of Next Steps
6. Timeline and Milestone Discussion
7. Other Items or Questions
8. Adjourn

The Salary Commission welcomes written comments, which can be sent to the Salary Commission at:  
[Salary\\_Commission@co.washington.or.us](mailto:Salary_Commission@co.washington.or.us)

Should the Salary Commission need more information they may request it in writing or could, potentially, invite the testimony.

**Meetings will be available on Zoom and available for live streaming on Washington County's YouTube Channel.**

[https://www.youtube.com/channel/UCwPH\\_ktRyEtWLwHNwsbaN0w?view\\_as=subscriber](https://www.youtube.com/channel/UCwPH_ktRyEtWLwHNwsbaN0w?view_as=subscriber)

COUNTY ADMINISTRATORS OFFICE  
155 N. FIRST AVE., M21  
HILLSBORO, OR 97124  
503-846-8685

## **MINUTES/MEETING SUMMARY**

### **Washington County Salary Commission**

**Friday February 26, 2021**

**CONVENED:** 3:00 p.m.

**Commission Members:**

Kaci Korinek, Chair – Via Zoom  
Briana Ekandem, Vice Chair – Via Zoom  
Heyke Kirkendall-Baker – Via Zoom  
Susan Mullett – Via Zoom  
Laura Sampson – Via Zoom

**Alternate Member:**

Suzanne Smith – Via Zoom

**STAFF:**

Brad Anderson, County Counsel – Via Zoom  
Steve March, Consultant – Via Zoom  
Kevin Moss, Clerk to the Board – Via Zoom  
Chuck Schable – Audiovisual Technician  
Janet Wells-Berg, County Administrative Office – Via Zoom

**PRESS:**

None.

#### **1. Invited Testimony from former Washington County Commissioner Dick Schouten**

Former Commissioner Schouten said he served on a number of outside Boards and Commissioners during his 20+ years as Commissioner, including non-profits. Some of those were Community Action Organization, the Westside Transportation Alliance, The Washington County Museum (now known as the Five Oaks Museum), Clean Water Services, and active transportation committees.

He talked about the numerous changes that the county has recently undergone, including at the Fairgrounds with the new Westside Commons building, Town Hall meetings, the public's involvement in Budget Hearings and other public outreach, Equity and Inclusion, much longer Board work sessions and meetings, and the numerous new staff being hired in the CAO like the Economic Development Manager and the Chief Equity & Inclusion Officer. He stated that Metro's and the state's legislation had grown in its ability to impact the county. There was now a lot more work, expectation and responsibility for the Board of Commissioners.

Former Commissioner Schouten said that, even though he was part time for the whole duration of his Commissioner time, he put in many more hours than part time, especially after the death of his first wife in 2014. Some examples of his responsibilities during his tenure had been:

- The hiring of Steve Rhodes, the county's interim County Administrator in 2020; the hiring of Tanya Ange, the permanent County Administrator, and the hiring of the County Counsel position;
- How to pay for the infrastructure at the new North Bethany development;
- The Aloha Comprehensive Plan;
- The Scoggins Dam project at Hagg Lake;
- The Luke Dorf Affordable Housing Project;
- The appointment of about 10-12 State Legislatures; and
- The capital campaign for the very large park project for "all abilities".

## **2. Washington County Salary Philosophy - Eva Labonte, Chief Human Resources Officer**

Eva confirmed she had provided the Commission with the current salary information for the Board and for county department directors. She had set the strategic direction for the organization, and given information on current high-cost projects that the county is currently undertaking.

Eva informed that the Board of Commissioners did not have set daily tasks for about 95% of the work they did. The budget responsibility starts with the Finance Dept. staff, and goes on up to the County Administrative Office and the Board of County Commissioners for their review and final approval in May each year. The goal of the County Administrative Office this year is to cut the General Fund by 2%.

Eva informed that the role of the Salary Commission was to do comparisons for the three groups every two years, and to make salary comparisons with up to eleven other organizations. The philosophy was the same for all three groups. Washington County's salaries were at, or above, the market median.

Eva answered questions from the Commission members. She was asked why the Chair's salary was linked to the Circuit Court Judges salaries. Eva said that was put in place years ago and she didn't know the reasoning behind it. The Chair earns 80% of what Judges in Washington County earn, and the other four Commissioners earn 40% of what the Chair earns. She said that the BCC received a COLA when the position their salary was based on (State circuit court judge) received a COLA.

Eva was asked what the distinctions were between the Board and the Department Directors. She said the Board looked at the "big picture" view and at strategic philosophy. The Board was interested in how the county was moving forward.

Another question was which staff positions the Board was responsible for hiring for. Eva said the positions the Board hires are the County Administrator, County Counsel, and the CEO of Clean Water Services. Commission members asked about Deferred Compensation Plan as it related to fiduciary roles for the Board. The reference to fiduciary liability was around a question about the deferred compensation plan. Eva said that the County holds fiduciary liability insurance that lists the Board and employees the County that serve on the Deferred Compensation Committee and are considered fiduciaries of the plan. She said that Oregon PERS sets the rates that each organization pays to PERS for our employees. She is aware that all CWS employees are part of PERS; because she worked there for 10 years and managed their employee benefits program.

### **3. Invited Testimony - Washington County Board of Commissioners**

Commissioner Jerry Willey:

He gave the Commission a quick overview of his background – he had been the City of Hillsboro Mayor for 8 years before his successful campaign run for County Commissioner, District 4. He was now in his third year as commissioner; and his district was both rural and included the cities of Hillsboro, Cornelius, Forest Grove, Banks and Gaston. An overview of some of his duties included approving the county’s annual budget, Board priorities for staff, addressing crises issues, and diversity, equity and inclusion. He also worked with constituents, chambers of commerce and legislators. He attended weekly work sessions and Board meetings, Roundtable meetings and Town Hall meetings. He was on several external and internal Boards and Committees; one of the longer-term and more interesting ones was the Salmonberry Trail Committee.

Commissioner Willey was asked what some of the differences were between cities and counties, which he addressed. Counties have a Sheriff’s Office, Jail, Courts, a District Attorney’s Office and a Juvenile Dept., which have the largest budgets. The Health & Human Services Dept. at counties are responsible for distributing the CARES Act funding with cities and non-profits.

He was also asked what knowledge was required to be a county commissioner. Commissioner Willey responded with having contacts, knowing the lay of the land, evaluating processes, and listening to people, especially constituents.

Tuesdays are the longest day for Washington County Commissioners because of the work session and board meetings; he is also busy preparing for those meetings with reading materials, etc. Commissioner Willey said he also attends other frequent Zoom meetings, and responds to COVID-19 inquiries. A typical week for him, time-wise, is between 35-40 hours, but the Chair puts in more hours than that.

Commissioner Pam Treece:

The commissioner informed she is a first-time politician and is also the Executive Director of the Westside Economic Alliance. Her commissioner position (District 2) is supposed to be part-time, but isn't! She said her first year was a huge commitment; she co-chaired the Transportation Measure "Get Moving" and was involved with several other initiatives. In her role as commissioner she supports the business community and works with Clean Water Services. She feels she brings political capital to the table. She often does county-related work in the evenings, including attending meetings, and wishes she had more time to attend CPO neighborhood meetings. Her responsibilities at the Westside Economic Alliance have reduced somewhat because of the COVID-19, but she still puts in between 30-50 hours per week at the county. She feels she didn't have enough time to physically be in the office much before the pandemic started and since then. She estimates that she spends a minimum of 2 hours preparing for the Tuesday Board meetings. County Commissioners have a unique working relationship with staff.

In Commissioner Treece's opinion, all five Commissioners need to be full-time based on the future needs of the county's growing population. In the next few years, Washington County will be larger than Multnomah County.

Chair Kathryn Harrington:

The Chair said the nature of a County Commissioner had changed and the need for diversity on the Board was significant, as was transparency, to address the realities of the 21<sup>st</sup> Century. There will be a strategic plan issued in 2022 addressing multicultural equity, social justice, climate change, budget policy changes, modern practices and infrastructure.

Chair Harrington said she was the chief spokesperson for the Board, but sees them as her equal. She said she carries an extensive load.

Lastly, all other county Boards of Commissioners are full-time apart from Washington County.

#### **4. Bylaws Discussion and Approval**

The Committee's bylaws were reviewed and approved. Briana motioned to approve these and Heyke seconded the motion. The motion carried 5-0.

#### **5. Comparator Templates – Discussion and Identification of Next Steps**

The Commission had obtained an example of an internal comparator template from Multnomah County, and an external one. The Commission said more data is better when filling out the comparators between the different jurisdictions.

Laura said she may be able to check in with Clackamas County.

Susan asked what the difference was between counties and special districts. Brad provided response. Brad recommended the Commission look at the data for special districts also.

Laura and Brianna said they felt comfortable continuing with data gathering for external comparisons, and Heyke said she would work on the internal comparison's spreadsheet.

#### **6. Timeline and Milestone Discussion**

Steve reminded the Commission that the end of April was a sufficient timeframe for the final recommendation document. He said he had the certified population estimates for Oregon, Washington and California, and will forward those to the group.

#### **7. Other Items or Questions**

None.

**8. ADJOURNED:                      5:01 p.m.**

# WASHINGTON COUNTY

*Correspondence*

April 1, 2021

**TO:** Salary Commission Members

**FROM:** Eva Labonte, Chief Human Resources Officer, Washington County

**SUBJECT:** **Correction for the Record for testimony gave on February 26, 2021**

At the regular Salary Commission Meeting on February 26, 2021 Eva Labonte, Chief Human Resources officer provided testimony to the Salary Commission. Below are corrections she is offering to the minutes/meeting summary included in the packet.

The reference to fiduciary liability was around a question about the deferred compensation plan **and PERS**. I said that the County holds fiduciary liability insurance that lists ~~the Board and~~ employees the County that serve on the Deferred Compensation Committee and are considered fiduciaries of the plan. **I would like to correct the record to indicate that the Board of Commissioners are also listed on the fiduciary liability policy because they also can have a claim brought against them for actions taken by the Deferred Compensation Committee. I did not clarify this point when I was talking with the Commission.**

Thank you.

*Eva LaBonte*

*Pronouns: she/her/hers*

Assistant Director of Support Services

Chief Human Resources Officer

Washington County

P: 503-846-4476 | C: 503-516-1668

[eva\\_labonte@co.washington.or.us](mailto:eva_labonte@co.washington.or.us)

This correction will be included in the packet for the April 9<sup>th</sup> meeting and also placed with the February 26<sup>th</sup> meeting packet.

### Salary Commission Questions and Answers

1) What is the County's approach or philosophy to executive compensation; and, 2) Could the get a copy of or link to the salary ranges for executive level (department or division level management) and where are the incumbents in those ranges.

Questions sent on 2/13/21

Responses are from Eva Labonte, Assistant Director of Support Services and Chief Human Resources Officer.

Responses and spreadsheet shared on 2/15/21

Please see the attached spreadsheet that shows the salary ranges for our executive staff, as well as the incumbent's current salary/salaries listed below the job title. The first four positions do not have a range, as they are either on contract or their salary is prescriptive by the County Charter.

Our salary philosophy for executive staff is the same as for the rest of our staff; we conduct a salary survey for these positions every 3 years and adjust the ranges as needed in order to stay competitive with the market. In accordance with the Oregon Pay Equity Act of 2019, each person's salary is set by following the County's salary matrix that considers the applicant's education and experience as compared to the position's minimum qualifications. Many of the staff in executive positions have significant education and experience, which often aligns them near or at the top of the salary range.



Row Labels	Sum of Minimum	Sum of Mid Value	Sum of Maximum	Job Name
<b>Range Not Assigned</b>				
<b>County Counsel</b>				Assistant Director of Supp...
\$18,658.45				County Administrator
<b>R500</b>	<b>\$19,583.00</b>	<b>\$19,583.00</b>	<b>\$19,583.00</b>	County Auditor
<b>County Administrator</b>	<b>\$19,583.00</b>	<b>\$19,583.00</b>	<b>\$19,583.00</b>	Deputy County Administr...
\$19,583.00	\$19,583.00	\$19,583.00	\$19,583.00	Director of Community Co...
<b>R501</b>	<b>\$10,312.80</b>	<b>\$10,312.80</b>	<b>\$10,312.80</b>	Director of Health and Hu...
<b>County Auditor</b>	<b>\$10,312.80</b>	<b>\$10,312.80</b>	<b>\$10,312.80</b>	Director of Housing Servi...
\$10,312.80	\$10,312.80	\$10,312.80	\$10,312.80	Director of Juvenile Servi...
<b>R505</b>	<b>\$9,567.45</b>	<b>\$9,567.45</b>	<b>\$9,567.45</b>	
<b>District Attorney</b>	<b>\$9,567.45</b>	<b>\$9,567.45</b>	<b>\$9,567.45</b>	
\$9,567.45	\$9,567.45	\$9,567.45	\$9,567.45	
<b>R63XM</b>	<b>\$40,026.36</b>	<b>\$45,547.80</b>	<b>\$51,069.20</b>	
<b>Assistant Director of Assessment and Taxation</b>	<b>\$10,006.59</b>	<b>\$11,386.95</b>	<b>\$12,767.30</b>	
\$12,767.30	\$10,006.59	\$11,386.95	\$12,767.30	
<b>Assistant Director of Community Corrections</b>	<b>\$10,006.59</b>	<b>\$11,386.95</b>	<b>\$12,767.30</b>	
\$12,767.30	\$10,006.59	\$11,386.95	\$12,767.30	
<b>Assistant Director of Housing Services</b>	<b>\$10,006.59</b>	<b>\$11,386.95</b>	<b>\$12,767.30</b>	
\$11,240.71	\$10,006.59	\$11,386.95	\$12,767.30	
<b>Assistant Director of Juvenile Services</b>	<b>\$10,006.59</b>	<b>\$11,386.95</b>	<b>\$12,767.30</b>	
\$10,006.59	\$10,006.59	\$11,386.95	\$12,767.30	
<b>R65XM</b>	<b>\$31,542.60</b>	<b>\$35,892.93</b>	<b>\$40,243.26</b>	
<b>Deputy County Administrator</b>	<b>\$31,542.60</b>	<b>\$35,892.93</b>	<b>\$40,243.26</b>	
\$11,250.19	\$10,514.20	\$11,964.31	\$13,414.42	
\$13,414.42	\$10,514.20	\$11,964.31	\$13,414.42	
\$16,159.50	\$10,514.20	\$11,964.31	\$13,414.42	
<b>R69XM</b>	<b>\$23,209.58</b>	<b>\$26,412.02</b>	<b>\$29,614.44</b>	
<b>Assistant Director of Health &amp; Human Services</b>	<b>\$11,604.79</b>	<b>\$13,206.01</b>	<b>\$14,807.22</b>	
\$12,765.27	\$11,604.79	\$13,206.01	\$14,807.22	
<b>Assistant Director of Support Services</b>	<b>\$11,604.79</b>	<b>\$13,206.01</b>	<b>\$14,807.22</b>	
\$14,807.22	\$11,604.79	\$13,206.01	\$14,807.22	
<b>R70XM</b>	<b>\$35,684.70</b>	<b>\$40,608.45</b>	<b>\$45,532.17</b>	
<b>Director of Community Corrections</b>	<b>\$11,894.90</b>	<b>\$13,536.15</b>	<b>\$15,177.39</b>	
\$15,177.39	\$11,894.90	\$13,536.15	\$15,177.39	
<b>Director of Housing Services</b>	<b>\$11,894.90</b>	<b>\$13,536.15</b>	<b>\$15,177.39</b>	
\$15,177.39	\$11,894.90	\$13,536.15	\$15,177.39	
<b>Director of Juvenile Services</b>	<b>\$11,894.90</b>	<b>\$13,536.15</b>	<b>\$15,177.39</b>	
\$15,177.39	\$11,894.90	\$13,536.15	\$15,177.39	
<b>R73XM</b>	<b>\$38,419.17</b>	<b>\$43,726.29</b>	<b>\$49,033.38</b>	
<b>Director of Health and Human Services</b>	<b>\$12,806.39</b>	<b>\$14,575.43</b>	<b>\$16,344.46</b>	

\$16,344.46	\$12,806.39	\$14,575.43	\$16,344.46
<b>Director of Land Use and Transportation</b>	<b>\$12,806.39</b>	<b>\$14,575.43</b>	<b>\$16,344.46</b>
\$16,218.27	\$12,806.39	\$14,575.43	\$16,344.46
<b>Director of Support Services</b>	<b>\$12,806.39</b>	<b>\$14,575.43</b>	<b>\$16,344.46</b>
\$15,561.58	\$12,806.39	\$14,575.43	\$16,344.46
<b>Grand Total</b>	<b>\$208,345.66</b>	<b>\$231,650.74</b>	<b>\$254,955.70</b>

**Salary Range**

R500

R501

R505

R63XM

R65XM

R69XM

R70XM

R73XM



## **ARTICLE I - NAME**

The name of this commission shall be the “Washington County Salary Commission” (Commission) and may also be referred to as Salary Commission.

## **ARTICLE II – PURPOSE**

The Commission sets the salaries of the Board of County Commissioners (“Board”) pursuant to Section 30(e) of Washington County Charter. The Commission shall report their salary decisions before June 30<sup>th</sup> of odd-numbered years.

## **ARTICLE III - MEMBERSHIP**

The Board will appoint five (5) qualified human resource professionals with compensation experience as members. All members shall possess the training and experience to be considered qualified human resource professionals with compensation experience. To the extent possible, the Board shall strive for Commission composition that is inclusive of the socioeconomic, gender, racial and ethnic diversity of the profession.

A. Appointments shall be made, and vacancies filled in accordance with Section 11 of Resolution and Order No. 9-09, of the Board’s Rules of Procedure.

B. The terms of each member shall be two (2) years. A term shall begin January 1 and expire December 31 of the last year of the term.

C. Members may be reappointed to additional terms at the discretion of the Board of Commissioners.

D. In addition to the five (5) members, the Board may appoint an ~~Alternative~~Alternate Member. The ~~Alternative~~Alternate Member shall automatically fill any vacant position and serve out the remainder of the term of the vacant position.

E. Except as otherwise provided in subsection (D), vacant positions may be filled by the Board at any time and will be considered “mid-term” appointments. Mid-term appointees will serve out the remainder of the term of the vacant position to which they are appointed and may be reappointed to additional full terms at the discretion of the Board of Commissioners.

F. Any Commission member who misses three (3) consecutive meetings may be removed from the Commission by the Chair, unless the Chair determines that the absence is due to circumstances not likely to reoccur.

G. The Board may remove a member from the Commission for cause. The member will be notified in writing of this decision.

## ARTICLE IV - MEETINGS

A. Meetings of the Commission shall be held at least quarterly.

B. Times, dates, and locations of meetings shall be established to accommodate membership participation and may be conducted remotely.

C. Meetings will be held with at least 72 hours' public notice.

D. A quorum must be present to transact business or perform any action at a meeting. A quorum shall consist of at least three (3) voting ~~and Alternate~~ members of the Commission.

E. Any action may be approved by a majority of a quorum present at a meeting.

~~FE.~~ Commission meetings are open to the public and shall be governed by applicable provisions of the Oregon Public Meetings Law.

~~GF.~~ Robert's Rules of Order shall be the governing rules of procedure of the Commission, as applicable.

~~HG.~~ Each Commission member shall be entitled to one (1) vote. Proxy votes are not allowed.

~~IH.~~ An ~~Alternative~~Alternate Member has the right to attend all meetings and participate in all discussions. However, an ~~Alternative~~Alternate Member has no voting rights unless the ~~Alternative~~Alternate Member fills a vacant position. Then the ~~Alternative~~Alternate Member will have all rights of a regular member.

## ARTICLE V – ORGANIZATION AND PROCEDURE

A. At its first meeting of the calendar year, the Commission shall select a Chair and a Vice Chair from its membership. An ~~Alternative~~Alternate Member is not eligible to serve as Chair or Vice Chair unless elevated to a regular member.

B. The Chair shall preside at Commission meetings. It is the responsibility of the Chair to set the next meeting date and proposed agenda.

C. In the absence of the Chair or their inability to act as the Chair, the Vice-Chair shall have all the authority of the Chair.

D. The Chair, as needed, will determine the formation of temporary subcommittees to address specific issues under the purview of the Commission. An ~~Alternative~~Alternate Member may participate in subcommittees.

## ARTICLE VI – COMMISSION SUPPORT

A. The County Administrator or designee may appoint a facilitator who will assist the Commission in their meetings and providing information and materials requested by any Commission member.

B. The County Administrator or designee shall provide staff support to the Commission and/or any facilitator. Staff support shall provide notice of scheduled meetings to the Commission and the public and shall take meeting minutes and keep records.

C. The Commission will receive legal representation from the Office of County Counsel.

#### **ARTICLE VII – MODIFICATION OF BYLAWS**

A. Commission members may propose modifications to the Bylaws for Commission members consideration so long as the proposed modifications are consistent with Section 30(e) of the County Charter and Resolution and Order 20-143 (R&O establishing the Commission).

C. Facilitator or County staff will prepare the draft language for any proposed Bylaw modification(s) and send proposed modification(s) to the Commission at least seven (7) days in advance of the Commission meeting date where action of the proposed modification is to occur.

D. Discussion of proposed modification(s) shall be included as a regular agenda item at a scheduled meeting of the Commission.

~~E. The proposed modification(s) must be approved by a two-thirds (2/3) majority of the full Commission.~~

EE. If a proposed modification passes the Commission, the revised bylaws shall be delivered to the County Administrator.

Jurisdiction	Classification Title (elected positions)	JCN	Annual Salary	FTE (hours/week)	Budgeted # of direct FTE staff	Budgeted # of indirect FTE staff	Budget Responsibility	Other project oversight	PERS Contribution	Any additional pay, stipends, ca	Do you have a projected COLA for this year	Deferred Compensation	ERI Adjusted Annual Amount	Notes (salary effective date, etc.)
Washington County	County Chair	N/A												
MARKET DATA														
XXX County	County Chair													
XXX County	County Chair													
XXX County	County Chair													
XXX County	County Chair													
XXX County	County Chair													
XXX County	County Chair													
Average of Market Matches			#DIV/0!										#DIV/0!	
Washington County			\$0.00										\$0.00	
\$ Variance													#DIV/0!	
% Variance													#DIV/0!	

**CONFIDENTIAL**

**ENTER STUDY MONTH/YEAR**

**ENTER JOB PROFILE NAME**

[illegible]