



SALARY COMMISSION COMMITTEE MEETING

Date: March 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. Comparator Templates – Discussion
2. Part Time Versus Full Time Commissioner – Discussion
3. Other Items or Questions
4. Adjourn

The Salary Commission welcomes written comments, which can be sent to the Salary Commission at:

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

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

MINUTES/MEETING SUMMARY

Washington County Salary Commission

Friday March 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
Laura Sampson – Via Zoom
Susan Mullett – Via Zoom @ 3:20 p.m.

Alternate Member:

Suzanne Smith – Excused

STAFF:

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

PRESS:

None.

1. Comparator Templates – Discussion

The external comparators were discussed first. Laura said that the Clark County Board of Commissioners in Washington State was only part-time so that that one might not be a good comparator; all agreed. There are still seven other comparators to use if this one is pulled.

Steve said it was about looking at the constituent units at the different jurisdictions and taking the best matches the Commission could find.

Laura said that Spokane County's Board was full time at 37.5 hours per week, but she also shows it at 40 hours for comparison – a 6.5% difference.

The Chair's salary was reviewed at the seven jurisdictions, and it was decided that the Commission would use a different methodology for the Chair's salary as she had more responsibility. There was a suggestion to remove the Lane, Marion and Spokane counties' comparators.

Steve talked about Multnomah County and said a lot of duties fall to the Board Chair because there is no County Administrator there.

The internal comparators were discussed, in particular the roles. Heyke presented and was joined by Susan to talk in more detail about what information they gathered.

Brad asked the Commission members about upward and downward adjustments, and Laura talked about weighted matches.

Heyke pointed out that some of the duties in the comparators' departments were the same but at different salary levels. She said the location quadrant had been identified but it was difficult to obtain. Susan said one of the designations is the size of the departments.

It was agreed they needed to figure out which categories should be compensated higher.

Steve reminded the Commission they didn't have to use just one tool.

Kaci thought the Assistant County Administrators' duties appeared to be similar to the Board Chair's duties.

Brad pointed out that the County Administrator was hired by the Board and that position was responsible for all departments. The Assistant County Administrator had some unique responsibilities. The Deputy County Administrators oversee all the departments.

Heyke asked about the defined areas for the Department Directors. Steve informed most of them have a specified knowledge base for their position.

Brad said some the county departments have Assistant Directors also, who are the operations people.

Kevin informed that each Commissioner had their own staff assistant at Clackamas County. Susan said that was the case at Multnomah County also.

Heyke asked if Washington County weighted differently when setting staff's salaries.

Brad suggested that maybe Eva LaBonte could attend the next meeting to provide more information on this, or least speak with her and Laura. Brad said he could arrange that.

Suzanne asked for more information on the roles of the Deputy County Administrators, and how they interacted with the Board. Steve said that Sia Lindstrom could provide that information to them. Brad said the link between the Deputy CA's and the Board was critical.

Laura asked about the final report. Steve informed that the format wouldn't be like an auditor report; they should just reference the comparators they used and run some averages. Other compensations, in addition to basic salary, should be included.

2. Part-Time Versus Full-Time Commissioner – Discussion

There was discussion about whether the Commissions should earn a flat rate regardless of their positions and duties.

Steve said the Salary Commission should look at the Board's salaries as a living wage, regardless of whether they have another income or not. The Board's duties are very flexible; the Commission should consider what the public wants their Commissioner to do.

Kaci said that Spokane County currently had only three Commissioners but would be adding two more next year. It is important that the Commissioners have enough time to do their jobs.

Briana asked what the Commission's role was in making the part-time versus full-time decision.

Steve advised they should just focus on using their best judgement to set the appropriate salary, and the question of part-time versus full-time would be made later on. The voters are probably expecting Washington County's Board's salaries to be similar to other jurisdictions.

Briana discussed equity with the roles.

Steve said it is a usual role with the different rules with how the Commissioners were elected and then how they have to deal with the Charter change passed by the people. He said some things are outside the scope of the Commission.

Heyke shared she didn't see a change in the roles with the Charter change but rather their job was to set the salary for the job. She said the voters should decide if the Commissioner member is getting the value for the job they are doing.

Kaci asked if there will be more context at the next meeting about the Full time versus Part time discussion.

Steve said they should follow what is in the Charter amendment. He clarified the Charter and the amendment did not address full time versus part time when asking for a Commission to set a salary.

Briana asked if they could put in proposed dates for putting the salaries into effect. Steve said that it may be outside of their scope.

Brad said the rate will go into effect July 1, 2021. He said there will be 3 seats up for election in May of 2022. He said this Commission has the difficult task of setting the salary. He read the ballot explanatory statement.

Steve said when the next salary commission meets to set the rates in 2023 everything will be setup and in place.

Kaci said it was interesting that the Charter or amendments did not designate between full time versus part time. She asked if there were additional questions and said they will continue discussions about comparators at the next meeting.

Steve said he will provide information about the CAFR to send to the Commission members.

Brad will get Heyke and Susan in touch with Eva about philosophy and Sia for Deputy responsibilities.

3. Other Items or Questions

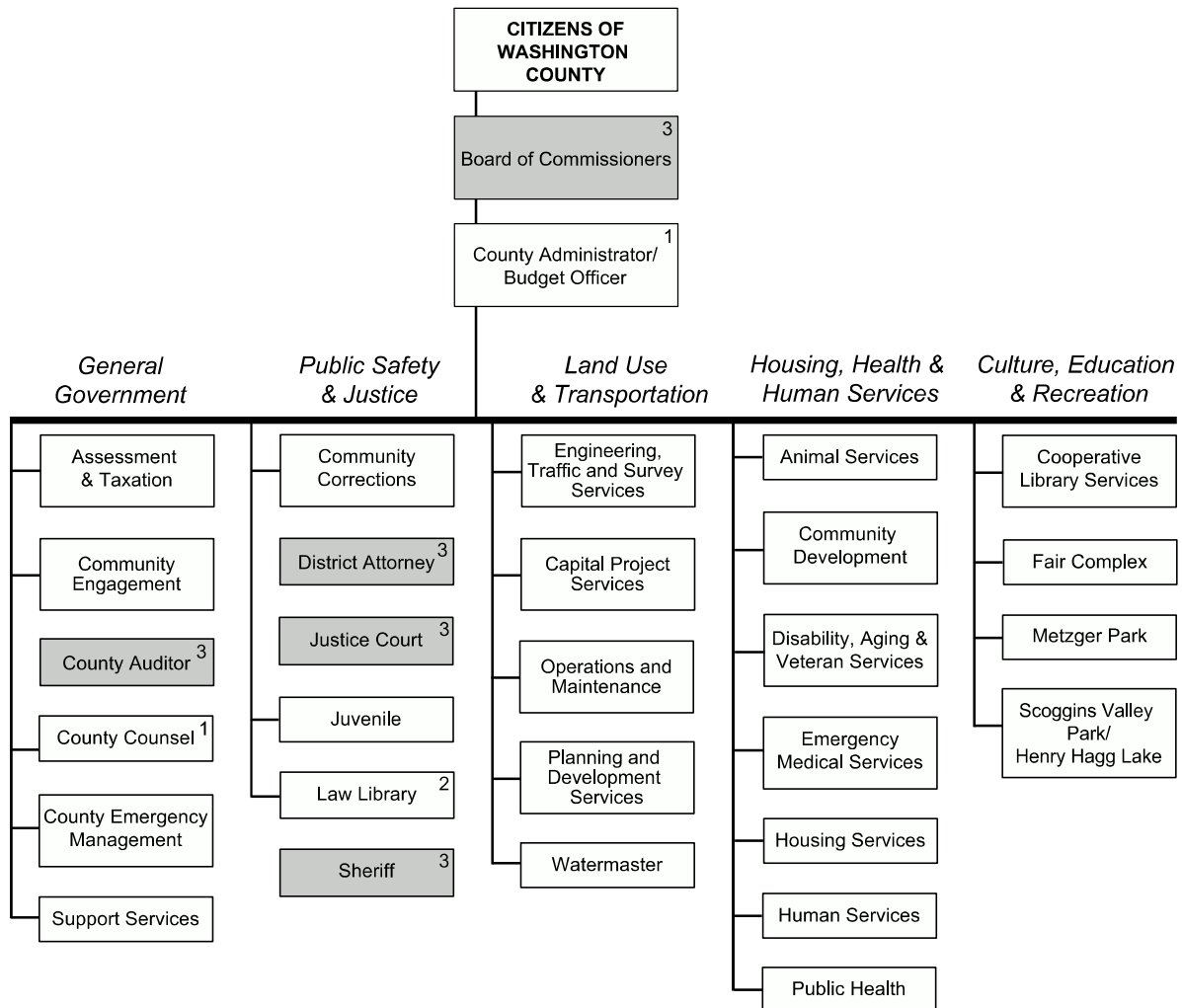
Heyke asked who is putting together the final report.

Steve said the Commission will put together a report with a decision setting the salaries based on their research, comparators, and philosophy. He suggested having the members work on sections and then combine. He said it is their findings and their decision.

4. Adjourned 4:30 p.m.

Functional Area Chart

Item 1



1. Appointed by County Commissioners

2. Appointed by Circuit Court

3. Gray boxes denote elected positions

*Unless otherwise indicated, department heads are appointed by, and responsible to, the County Administrator

WASHINGTON COUNTY
Budget History Report By Organization Unit
Fiscal Year 2020-2021

Item 1

Functional Area: 01GG00 - General Government (Budget)

Organization

Unit: 151000 - Administrative Office

Fund: 100 - General Fund

Line Item	Description	Actual 2017-18	Actual 2018-19	Modified 2019-20	Requested 2020-21	Proposed 2020-21	Approved 2020-21	Adopted 2020-21
Position Costing Details								
	Administrative Assistant	0.00	0.00	1.00	1.00	1.00	1.00	1.00
		0	0	52,499	64,651	64,651	64,651	64,651
	Administrative Specialist II	0.94	1.00	1.00	1.00	1.00	1.00	1.00
		47,536	51,985	53,804	55,204	55,204	55,204	55,204
	Assistant County Administrator	2.00	1.00	1.00	1.00	1.00	1.00	1.00
		350,768	180,295	195,935	201,029	201,029	201,029	201,029
	Clerk to the Board of Commissioners	0.00	0.00	0.00	1.00	1.00	1.00	1.00
		0	0	0	91,277	91,277	91,277	91,277
	County Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
		198,480	204,113	211,178	298,650	298,650	298,650	298,650
	Deputy County Administrator	0.00	3.00	3.00	3.00	3.00	3.00	3.00
		0	407,466	448,269	472,350	472,350	472,350	472,350
	Economic Development Manager	0.00	0.00	0.00	1.00	1.00	1.00	1.00
		0	0	0	98,067	98,067	98,067	98,067
	Executive Assistant	1.00	1.00	1.00	0.00	0.00	0.00	0.00
		73,884	75,953	78,611	0	0	0	0
	Executive Office Supervisor	0.00	0.00	0.00	1.00	1.00	1.00	1.00
		0	0	0	91,048	91,048	91,048	91,048
	Government Relations Manager	1.00	2.00	2.00	3.00	3.00	3.00	3.00
		133,663	274,812	284,428	401,849	401,849	401,849	401,849
	Government Relations Officer	1.00	0.00	0.00	0.00	0.00	0.00	0.00
		127,010	0	0	0	0	0	0
	Graphic Designer	0.00	0.00	0.00	1.00	1.00	1.00	1.00

County	County Population	County Services Provided	Total County Budget (General and Special Funds)	Classification Title	FTE %	Number of incumbents in same position	COLA: Do they receive and what is 2021 COLA?	Budgeted # of direct FTE staff	Budgeted # of indirect FTE staff	Annual Salary	PERS Pickup	Any additional pay, stipends (car, phone, etc.)	Deferred Compensation	ERI Adjusted Annual Amount	ERI Adjusted Total Comp	Notes (salary effective date, budget responsibility, unique details, etc.)
Washington County	620,080	Assessment & Taxation Elections Emergency Management District Attorney Court Services Sheriff's Office Land Use & Transportation Health & Human Services Animal Services Cooperative Library Services Fairgrounds & Parks Public Safety/Corrections Enhanced Sheriff's Patrol District Service District for Lighting No. 1 Urban Road Maintenance Service District North Bethany County Service District for Roads The Housing Authority of Washington County	\$2,229,580,000.00	County Commissioner	Part-time	4	No			\$49,501.44	\$0.00	\$5,604.00	\$0.00	\$49,501.44	\$55,105.44	Effective 7/1/20
MARKET DATA																
Multnomah County	829,560	Health Public Safety/Corrections Mental Health & Addiction Human Services Road and Bridges Emergency Management Land Use Planning Library Animal Services Sheriff's Office Elections Court Services Assessment & Taxation	\$2,056,368,975.00	County Commissioner	Full time	4	Yes - 1.6%	1	3	\$117,094.47	\$7,025.67	\$780.00	\$0.00	\$117,094.47	\$124,900.14	Effective 7/1/20 Indexed at 75% of Department Director 1 range and receives COLA per salary commission. Salary commission that makes pay decisions
Clackamas County	426,515	Health Human Services Public Safety/Corrections Legal Sheriff's Office Assessment & Taxation County Parks & Rec and Fair Disaster Management Dog Services Elections Forestry Court Services Library Planning & Zoning	\$892,167,337.00	Commissioner	Full time	4	Yes - Undetermined	2	13	\$104,474.52	\$6,268.47		\$6,550.55	\$104,474.52	\$117,293.54	Effective 7/1/20 Compensation board that makes pay recommendations Emailed HR on 3/16

Clark County	499,200	Animal Services Records Justice Center/Jails Courts Elections Emergency Management Public Health Licenses & Permits Parks & Trails Police & Safety Garbage & Recycling	\$556,873,053.00	County Councillor	50	4	No	1	0	\$132,600.00	\$0.00	\$8,400.00	\$0.00	\$132,600.00	\$141,000.00	Effective 7/1/20 Annual rate based on assumption that current rates are for 50% FTE and that if the positions became full time the rates would double - making this an outlier and not accurate. Charter: https://clark.wa.gov/sites/default/files/dept/files/council-meetings/2019/2019_Q2/Clark%20County%20Charter%20BOFCharter_052714.pdf Washington State Salary Commission's pay determination for State Legislators is followed. No internal Salary Commission or Board.
Spokane County	522,798	Animal Services Records Justice Center/Jails Courts Elections Emergency Management Health & Safety Library Licenses & Permits Parks, Rec, & Fair Sheriff's Office Transportation & Roads Cultural & Recreation	\$884,915,630.00	Commissioner	Full time (37.5 hours per week)	3	No	1	2	\$117,434.22	\$0.00	\$595.16	\$0.00	\$124,511.00	\$125,106.16	Effective 1/1/20 Chair has increased responsibilities but compensation is the same. Verified info wiith HR 3/25.
Snohomish County	830,500	Animal Services Licensing Elections Public Records Assessor's Tax Relief Property Taxes & Assessments	\$1,045,000,000.00	County Councillor	Yes, but verifying this	5	verifying this			\$126,571.00	verifying this			\$114,523.00		
Pierce County	900,700	Building Permits County Ferry Emergency Preparedness Human Services Fire Marshal Licensing Passports Voting	\$73,006,800.00	County Councillor	Full time	7	No	7	verifying this	\$120,284.97	verifying this			\$116,928.00		
Marion County	349,120	Building Inspections Planning & Zoning Dog Services Emergency Management Health Services Justice Court Licensing Public Safety Recycling & Waste Management Human Services Parks Sheriff's Office	\$466,010,709.00	County Commissioner	Full time	3	Yes they have in the past but 2021 is undetermined.	4	0	\$103,251.20	\$6,600.60	\$0.00	\$8,250.75	\$110,010.00	\$124,861.35	7/1/20 rate Compensation board that makes pay recommendations Confirmed info with HR 3/23. Other data that was unique to Marion: Elected Officials accrue vacation and sick leave.

Lane County	381,365	Assessment & Taxation Emergency Management District Attorney Court Services Sheriff's Office Health & Human Services Animal Services Roads and Bridges Parks Waste Management Public Safety	\$772,914,183.00	Commissioner	Full time	5	No, none planned this year	3	6	\$87,869.00	\$5,653.14	\$6,720.00	\$0.00	\$94,219.00	\$106,592.14	Effective 1/1/20 Board makes up 5 members of the Budget Committee, which also includes 5 appointed members of the public. At its first regular meeting each year the board of county commissioners shall designate one of its members chair of the board for the year. No additional compensation for the Chair. Compensation board that makes pay recommendations - they had recommended increases on 1/1/21 and the county decided to not implement any.
Average of Market Matches										\$117,387.20	\$3,978.95	\$2,443.79	\$2,960.26	\$117,163.00	\$126,632.24	
Washington County										\$49,501.44	\$0.00	\$5,604.00	\$0.00	\$49,501.44	\$55,105.44	
\$ Variance										-\$67,885.76	-\$3,978.95	\$3,160.21	-\$2,960.26	-\$67,661.56	-\$71,526.80	
% Variance										-57.83%	-100.00%	129.32%	-100.00%	-57.75%	-56.48%	

|Total comp calculated by adding an annualized amount for PERS pickup, other stipends and county contribution to deferred compensation to the ERI adjusted annual salary.

Class Title	Reports To	Purpose	Essential Duties	Scope Of Responsibility	Complexity of Job	Budgetary Impact	Total Points	Min \$	Mid \$	Max \$
Board Commissioner - Chair	Constituency	The Chair oversees and administers of County programs and Board responsibilities. Commissioners are the policy determining body of the County. Except as otherwise provided by the Oregon Constitution or by the Charter, the Board exercises all the powers granted to the County by the Charter, the Oregon Constitution, and the laws of Oregon. The Commissioners conduct all legislative activities of the County. The job of commissioner is, therefore, necessarily complex.	1. Oversees and administers all County programs. 2. Presides over Board meetings and votes. 3. Executes Board policies, contracts, bonds, and other instruments. 4. Prepares executive budget for submission to the Board of Commissioners. 5. Work with and represent constituencies. 6. Adopt and implement County policies. 7. Amend, approve, and adopt County budgets. 8. Oversee the issuance of bonds. 9. Oversee management of county parks. 10. Oversee the administration of courts and jails. 11. Conduct hearings. 12. Act as liaisons to departments, advisory boards and commissions. 13. Make changes in administrative departments. 14. Fill vacancies in elective offices. 15. Adopt labor agreements.	Oversight Level 1: Focuses on the entire organization as a whole (top-down organizational view). Reporting Relationship Level 1: Accountable to constituency. Management Level 1: Highest-ranking executive with ultimate authority for major organizational decisions. Responsible for developing county goals and strategic objectives; establishing overall county vision; public policy; substantial financial investments, strategic alliances; and impact to county. Budgeted # of direct FTE staff 0-1 Budgeted # of indirect FTE staff 0-1 Decision Making Authority Level 1: High level of independent discretion and decision-making that requires complex analysis for organizational-level issues.	Level 1: High	Level 1: Political influence to significantly impact budgetary commitments	20			
Board Commissioner	Constituency	Commissioners are the policy determining body of the County. Except as otherwise provided by the Oregon Constitution or by the Charter, the Board exercises all the powers granted to the County by the Charter, the Oregon Constitution, and the laws of Commissioners conduct all legislative activities of the County. The job of commissioner is, therefore, necessarily complex.	1. Work with and represent constituencies. 2. Adopt and implement County policies. 3. Amend, approve, and adopt County budgets. 4. Oversee the issuance of bonds. 5. Oversee management of county parks. 6. Oversee the administration of courts and jails. 7. Conduct hearings. 8. Make changes in administrative departments. 9. Fill vacancies in elective offices. 10. Adopt labor agreements.	Oversight Level 3: Authority over an organizational unit—such as a department—within the organization. Reporting Relationship Level 1: Accountable to constituency. Management Level 1: Highest-ranking executive with ultimate authority for major organizational decisions. Responsible for developing county goals and strategic objectives; establishing overall county vision; public policy; substantial financial investments, strategic alliances; and impact to county. Budgeted # of direct FTE staff 0-1 Budgeted # of indirect FTE staff 0-1 Decision Making Authority Level 1: High level of independent discretion and decision-making that requires complex analysis for organizational-level issues.	Level 2: Significant	Level 1: Political influence to significantly impact budgetary commitments	17			
County Administrator Unclassified and outside of formal pay plan - No class spec online Salary from Budget Document Fiscal Year 2020-2021				Oversight Reporting Relationship Management Budgeted # of direct FTE staff Budgeted # of indirect FTE staff Decision Making Authority					\$298,650	
Deputy County Administrator	County Administrator	The Deputy County Administrator advises the County Administrator and Board of County Commissioners on complex initiatives, and interjurisdictional projects and programs; and assumes a lead role in carrying out highly complex studies, projects, and other initiatives and recommends appropriate courses of action. Incumbents perform analytical, financial, and administrative services involving a variety of disciplines for the County Administrative Office which include, but are not limited to: policy analysis and operating procedures, strategic planning, project management, organizational development, public budget and finance, community engagement, and other matters, coordinate project teams; and act as liaison with assigned departments.	1. Provides oversight and acts as lead on complex studies, programs, and projects as assigned, including the development of County-wide initiatives, complex organizational studies and identification of administrative issues, and coordination of interjurisdictional projects. 2. Represents the County Administrator and Board of Commissioners before various boards, committees, and community groups. 3. Participates in the annual Countywide budget process, production of budget and financial reports, and reviews and analyzes department and/or office budgets and develop recommendations. 4. Assists Board of Commissioners, County Administrator, and assigned departments staff in the development of communication and engagement strategies; and provides support in communications and engagement planning, coordinating, and producing results. 5. Assists in creating a positive and supportive work environment; enforces a safe workplace; establishes a culture of teamwork and communication; creates a workplace that promotes the organizational values of workplace diversity, equity and inclusion and actively promotes an environment respectful of living and working in a multicultural society. 6. Supervises County offices/programs not under the direction of a department director; evaluates performance of assigned staff; collaborates with agencies to plan effective operations; and makes major decisions on personnel and budget requests. 7. Acts as liaison with assigned departments regarding achievement of the County Administrator and Board of Commissioner directives/policies; represents County & 8. Administrator's position on policy questions; and assists department staff in establishing programs and achieving objectives. 9. Analyzes and makes recommendations on bills before the State Legislature affecting the operations of County departments; and assures County recommendations are transmitted to government affairs staff.	Oversight Level 1: Focuses on the entire organization as a whole (top-down organizational view). Reporting Relationship Level 2: Reports to the elected governing board; top position in county Management Level 2: Assigned chief executive officer functions; assists the board in developing and implementing county goals and strategic objectives; facilitate strategic planning countywide in support of the board's overall county vision. Budgeted # of direct FTE staff 1-5 Budgeted # of indirect FTE staff 5+ Decision Making Authority		Level 2: Have financial authority to approve large	19	\$126,170	\$143,572	\$160,973

			<p>10. Reviews, analyzes, and approves budget requests for assigned departments; collaborates with departments to achieve Necessary reductions or alterations in proposed budget; and develops recommendations to County Administrator.</p> <p>11. Assists County Administrator and Assistant County Administrator in defining County policies and positions.</p> <p>12. Assists the County Administrative Office and operating departments in strategic planning efforts, including the development of work plans.</p> <p>13. Works with assigned departments to develop performance measurement tools and reports, and monitors performance outcomes to planned actions. Provides input to performance assessment/evaluation of liaison departments in performance outcomes/results compared to plan(s).</p> <p>14. Administers complex contracts with outside contractors and agencies; and prepares and oversees request for proposal (RFP) process for specific professional service contracts.</p> <p>15. Monitors expenditures and revenues of assigned budget units to ensure conformance with adopted budgets and Oregon Budget Law.</p>	<p>Level 1: High level of independent discretion and decision-making that requires complex analysis for organizational-level issues.</p>	<p>Level 2: Significant</p>	<p>budgetary commitments at the department and county level</p>				
Director of Assessment and Taxation	County Administrator	The Director of Assessment and Taxation plans, directs, and reviews the activities and operations of the Assessment and Taxation Department, including Appraisal, Tax Collections, Elections, Cartography, Recording, and Archives.	<p>1. Recommends, implements, and administers policies and procedures; develops department mission, goals, standards, and objectives; and provides leadership that promotes workplace diversity and a positive employee relations environment.</p> <p>2. Coordinates department activities with those of other departments and outside agencies and organizations.</p> <p>3. Directs, oversees, and participates in the development of the department work plans; directs the planning and organizing of programs through division managers; assigns work activities, projects and programs; monitors workflow; reviews and evaluates work products, methods and procedures.</p> <p>4. Oversees and administers the appraisal and assessment of real and personal property; collection of property taxes and special assessments and the conduct of elections in accordance with local ordinances and Oregon State Statutes.</p> <p>5. Assists in creating a positive and supportive work environment; enforces a safe workplace; establishes a culture of teamwork and communication; creates a workplace that promotes the organizational values of workplace diversity, equity and inclusion and actively promotes an environment respectful of living and working in a multicultural society.</p> <p>5. Supervises and participates in the development and administration of the Assessment and Taxation Department budget. Directs the forecast of funds needed for staffing, equipment, materials and supplies; monitors and approves expenditures; and implements mid-year adjustments.</p> <p>6. Selects, trains, and evaluates personnel; provides or coordinates staff training; collaborates with employees to correct deficiencies; and implements discipline and termination procedures.</p> <p>7. Provides high-level and complex administrative support to the County Administrator and staff assistance to the Board of Commissioners on assessment, taxation and elections issues.</p> <p>8. Responds to and resolves difficult and sensitive community and constituent inquiries and complaints.</p> <p>9. Prepares and presents staff reports and other necessary correspondence.</p>	<p>Oversight</p> <p>Level 3: Authority over an organizational unit—such as a department—within the organization.</p> <p>Reporting Relationship</p> <p>Level 3: Key advisor to county management.</p> <p>Management</p> <p>Level 3: Manage and direct programs and operations of a county department; assist the County Administrator and governing board in determining, managing, and implementing county strategic plans, goals, and objectives</p> <p>Budgeted # of direct FTE staff 5+</p> <p>Budgeted # of indirect FTE staff 5+</p> <p>Decision Making Authority</p> <p>Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.</p>	<p>Level 2: Significant</p>	<p>Level 2: Have financial authority to approve large budgetary commitments at the department and county level</p>	15	\$142,739	\$162,434	\$182,129
Director of Community Corrections	County Administrator	To plan, direct and review the activities and operations of the Community Corrections Department including the Probation and Parole, Restitution Center, Program Services, and Administration divisions	<p>1. Develop, plan and implement Department goals and objectives; recommend and administer policies and procedures.</p> <p>2. Coordinate Department activities with those of other departments and outside agencies and organizations.</p> <p>3. Direct, oversee and participate in the development of the Department's work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.</p> <p>4. Administer and direct the provision of community correction service components to offenders including program planning, fiscal management and planning, evaluation and monitoring.</p> <p>5. Assists in creating a positive and supportive work environment; enforces a safe workplace; establishes a culture of teamwork and communication; creates a workplace that promotes the organizational values of workplace diversity, equity and inclusion and actively promotes an environment respectful of living and working in a multicultural society.</p> <p>6. Prepare annual corrections plan in conjunction with the citizens advisory board and departmental staff.</p> <p>7. Serve as a member of the Criminal Justice System Management/Policy Team.</p> <p>8. Supervise and participate in the development and administration of the Corrections Department budget; direct the forecast of funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures; implement midyear adjustments.</p> <p>9. Select, train, motivate and evaluate personnel; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline and termination procedures.</p> <p>10. Participate on a variety of boards and commissions; attend and participate in professional groups and committees.</p> <p>11. Respond to and resolve difficult and sensitive citizen inquiries and complaints.</p>	<p>Oversight</p> <p>Level 3: Authority over an organizational unit—such as a department—within the organization.</p> <p>Reporting Relationship</p> <p>Level 3: Key advisor to county management.</p> <p>Management</p> <p>Level 3: Manage and direct programs and operations of a county department; assist the County Administrator and governing board in determining, managing, and implementing county strategic plans, goals, and objectives</p> <p>Budgeted # of direct FTE staff 5+</p> <p>Budgeted # of indirect FTE staff 5+</p> <p>Decision Making Authority</p> <p>Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.</p>	<p>Level 2: Significant</p>	<p>Level 2: Have financial authority to approve large budgetary commitments at the department and county level</p>	15	\$142,739	\$162,434	\$182,129
Director of Housing Services	County Administrator	The Director of Housing plans, directs, and reviews the activities and operations of the Housing Services Department and the Housing Authority (dba the Housing Department). Duties include oversight and management of administrative services, United States (US) Housing and Urban Development (HUD) rental assistance programs, and HUD Continuum of Care homeless programs. The incumbent is responsible for strategic planning and affordable housing development, and portfolio maintenance; and implementing policies and procedures approved by the Board of Commissioners and/or Housing Authority Board of Directors. The incumbents will coordinate assigned activities with other County departments and outside agencies (federal, state, and local); and provide highly responsible and complex administrator support to the County Administrator.	<p>1. Develop, plan, and implements Housing Department goals and objectives; and recommends and administers associated policies and procedures.</p> <p>Coordinates Housing Department activities with those of other departments and outside agencies and organizations.</p> <p>2. Directs, oversees and participates in the development of the Department's work plan; assigns work activities, projects and programs; monitors work flow; and reviews and evaluates work products, methods and procedures.</p> <p>3. Supervises and participates in the development and administration of the Housing Department's budget; directs the forecast of funds needed for staffing, equipment, materials and supplies; monitors and approves expenditures; and implement midyear adjustments.</p> <p>4. Assists in creating a positive and supportive work environment; enforces a safe workplace; establishes a culture of teamwork and communication; creates a workplace that promotes the organizational values of workplace diversity, equity and inclusion and actively promotes an environment respectful of living and working in a multicultural society.</p> <p>5. Selects, trains, motivates and evaluates personnel; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures.</p> <p>6. Provides staff assistance to the Board of Commissioners and/or Housing Authority Board of Directors; and plans, implements, and evaluates county-wide affordable housing and/or supportive services or initiatives, as directed. Prepares and presents staff reports and other necessary correspondence.</p> <p>7. Participates on a variety of boards and commissions; and attends and participates in professional groups and committees.</p> <p>8. Responds to and resolves difficult and sensitive citizen inquiries and complaints.</p>	<p>Oversight</p> <p>Level 3: Authority over an organizational unit—such as a department—within the organization.</p> <p>Reporting Relationship</p> <p>Level 3: Key advisor to county management.</p> <p>Management</p> <p>Level 3: Manage and direct programs and operations of a county department; assist the County Administrator and governing board in determining, managing, and implementing county strategic plans, goals, and objectives</p> <p>Budgeted # of direct FTE staff 5+</p> <p>Budgeted # of indirect FTE staff 5+</p> <p>Decision Making Authority</p> <p>Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.</p>	<p>Level 2: Significant</p>	<p>Level 2: Have financial authority to approve large budgetary commitments at the department and county level</p>	15	\$142,739	\$162,434	\$182,129
Director of Juvenile Services	County Administrator	To plan, direct and review the activities and operations of the Juvenile Department including basic services, shelter care, diversion intervention resource team, general and home detention and conciliation services program; to coordinate assigned activities with other County departments and outside	<p>1. Develop, plan and implement Department goals and objectives; recommend and administer policies and procedures.</p> <p>2. Coordinate Department activities with those of other departments and outside agencies and organizations.</p> <p>3. Direct, oversee and participate in the development of the Department's work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.</p> <p>4. Administer and direct the provision of juvenile correction services including program planning, fiscal management and</p>	<p>Oversight</p> <p>Level 3: Authority over an organizational unit—such as a department—within the organization.</p>				\$142,739	\$162,434	\$182,129

		assigned activities with other County departments and outside agencies; and to provide highly responsible and complex administrative support to the County Administrator.	4. Monitor and direct the provision of juvenile counseling services including program planning, case planning and management, fiscal procedures, monitoring and evaluation. 5. Assists in creating a positive and supportive work environment; enforces a safe workplace; establishes a culture of teamwork and communication; creates a workplace that promotes the organizational values of workplace diversity, equity and inclusion and actively promotes an environment respectful of living and working in a multicultural society. 6. Supervise child custody studies; supervise mediation and conciliation services to the Domestic Relations Court. 7. Supervise and participate in the development and administration of the Juvenile Department budget; direct the forecast of funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures; implement midyear adjustments. 8. Select, train, motivate and evaluate personnel; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline and termination procedures. 9. Provide staff assistance to the Board of Commissioners; prepare and present staff reports and other necessary correspondence. 10. Participate on a variety of boards and commissions; attend and participate in professional groups and committees. 11. Respond to and resolve difficult and sensitive citizen inquiries and complaints. 12. Perform related duties as assigned.	<div> <div>Reporting Relationship</div> <div>Level 3: Key advisor to county management.</div> </div> <div> <div>Management</div> <div>Level 3: Manage and direct programs and operations of a county department; assist the County Administrator and governing board in determining, managing, and implementing county strategic plans, goals, and objectives</div> </div> <div> <div>Budgeted # of direct FTE staff</div> <div>5+</div> </div> <div> <div>Budgeted # of indirect FTE staff</div> <div>5+</div> </div> <div> <div>Decision Making Authority</div> <div>Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.</div> </div>	Level 2: Significant	Level 3: Responsible for large sized budgets, typically at the department level.	15				
Director of Health and Human Services	County Administrator	To plan, direct and review the activities and operations of the Department of Health and Human Services including Mental and Public Health Divisions; to coordinate assigned activities with other county departments and outside agencies; and to provide highly responsible and complex administrative support to the County Administrator.	1. Develop, plan and implement Department goals and objectives; recommend and administer policies and procedures. 2. Coordinate Department activities with those of other departments and outside agencies and organizations. 3. Direct, oversee and participate in the development of the Departments work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures. 4. Implement and enforce statutes, policies and administrative rules protecting the public health including sanitation, communicable disease and medical investigation programs; responsible for emergency decisions to protect the public health under the authority of the State Health Division. 5. Assists in creating a positive and supportive work environment; enforces a safe workplace; establishes a culture of teamwork and communication; creates a workplace that promotes the organizational values of workplace diversity, equity and inclusion and actively promotes an environment respectful of living and working in a multicultural society. 6. Develop and assess procedures for compliance with policies, administrative rules and statutes affecting public health, the community Mental Health program and other human services programs as assigned. 7. Negotiate annual budgets for programs with the State Department of Human Resources; assign supervision of contracts, budget and service negotiations with contract agencies; direct, supervise and review the drafting of grants and proposals across divisions and programs. 8. Direct the preparation of annual and periodic reports on department operations, program planning, and evaluations; review quality of programs and services. 9. Direct and administer the collection, compilation, and reporting of all health statistics and other data in accordance with State regulations; provide for the complete and accurate maintenance of all records, statistics and data required by the County and State Department of Human Resources; furnish reports to County and State agencies as requested. 10. Review and provide input into legislative proposals affecting mental, public health and other human services programs; work with the State Department of Human Resources in policy and procedures development. 11. Perform a variety of public relations activities to stimulate interest in and provide information on public health services; participate in meetings with the community and professional groups. 12. Supervise and participate in the development and administration of the Department of Health and Human Services budget; direct the forecast of funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures; implement midyear adjustments. 13. Select, train, motivate and evaluate personnel; provide or coordinate staff training; work with the employees to correct deficiencies; implement discipline and termination procedures. 14. Provide staff assistance to the Board of Commissioners; prepare and present staff reports and other necessary correspondence. 15. Participate on a variety of boards and commissions; attend and participate in professional groups and committees. 16. Respond to and resolve difficult and sensitive citizen inquiries and complaints. 17. Perform related duties as assigned	<div> <div>Oversight</div> <div>Level 3: Authority over an organizational unit—such as a department—within the organization.</div> </div> <div> <div>Reporting Relationship</div> <div>Level 3: Key advisor to county management.</div> </div> <div> <div>Management</div> <div>Level 3: Manage and direct programs and operations of a county department; assist the County Administrator and governing board in determining, managing, and implementing county strategic plans, goals, and objectives</div> </div> <div> <div>Budgeted # of direct FTE staff</div> <div>5+</div> </div> <div> <div>Budgeted # of indirect FTE staff</div> <div>5+</div> </div> <div> <div>Decision Making Authority</div> <div>Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.</div> </div>	Level 1: High	Level 2: Have financial authority to approve large budgetary commitments at the department and county level	16		\$153,677	\$174,905	\$196,134
Director of Land Use	County Administrator	The Director of Land Use and Transportation plans, directs, and reviews the activities and operations of the Department of Land Use and Transportation including Engineering, Survey, Planning, Land Development, Operations, and Administration.	1. Recommends, implements, and administers policies and procedures; develops department mission, goals, standards, and objectives; and provides leadership that promotes workplace diversity and a positive employee relations environment. 2. Coordinates department activities with those of other departments and outside agencies and organizations. 3. Directs, oversees, and participates in the development of department work plans; directs the planning and organizing of programs through division managers; assigns work activities, projects, and programs; monitors work flow; and reviews and evaluates work products, methods, and procedures. 4. Represents the County at various governmental and public bodies and; acts as liaison to State and congressional delegations and their staff on departmental and county issues. 5. Assists in creating a positive and supportive work environment; enforces a safe workplace; establishes a culture of teamwork and communication; creates a workplace that promotes the organizational values of workplace diversity, equity and inclusion and actively promotes an environment respectful of living and working in a multicultural society. 6. Serves as member of County Administration management team and advises County Administrator on comprehensive County issues. Supervises and participates in the development and administration of the Land Use and Transportation budget. 7. 7. Directs the forecast of funds needed for staffing, equipment, materials, and supplies; monitors and approves expenditures; and implements midyear adjustments. 8. Selects, trains, and evaluates personnel; provides or coordinates staff training; collaborates with employees to correct deficiencies; and implements discipline and termination procedures. 9. Provides high level and complex administrative support to the County Administrator and staff assistance to the Board of Commissioners on land use and transportation issues. 10. Prepares and presents staff reports and other necessary correspondence. 11. Responds to and resolves difficult and sensitive citizen inquiries and complaints.	<div> <div>Oversight</div> <div>Level 3: Authority over an organizational unit—such as a department—within the organization.</div> </div> <div> <div>Reporting Relationship</div> <div>Level 3: Key advisor to county management.</div> </div> <div> <div>Management</div> <div>Level 3: Manage and direct programs and operations of a county department; assist the County Administrator and governing board in determining, managing, and implementing county strategic plans, goals, and objectives</div> </div> <div> <div>Budgeted # of direct FTE staff</div> <div>5+</div> </div> <div> <div>Budgeted # of indirect FTE staff</div> <div>5+</div> </div> <div> <div>Decision Making Authority</div> <div>Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.</div> </div>	Level 1: High	Level 2: Have financial authority to approve large budgetary commitments at the department and county level	16		\$153,677	\$174,905	\$196,134
Director of Support Services	Assistant County Administrator	The Director of Support Services plans, manages, and administers the day-to-day activities and operations of the various divisions of the Department of Support Services. Divisions include: Central Services, Emergency Management, Facilities and Parks Services, Finance, Fleet Services, Human Resources, Information Technology Services, Purchasing, Risk Management, Sustainability, and Support Services Administration.	1. Recommends, implements, and administers policies and procedures; develops department mission, goals, standards, and objectives; and provides leadership that promotes workplace diversity, equity and inclusion and a positive employee relations environment. 2. Directs, oversees, and participates in the development of department work plans; directs the planning and organizing of programs through division managers; assigns work activities, projects, and programs; monitors workflow; and reviews and evaluates work products, methods, and procedures. 3. Oversees some daily operations within the department and provides administrative and functional leadership and support to the department's management team.	<div> <div>Oversight</div> <div>Level 3: Authority over an organizational unit—such as a department—within the organization.</div> </div> <div> <div>Reporting Relationship</div> <div>Level 3: Key advisor to county management.</div> </div> <div> <div>Management</div> </div>					\$153,677	\$174,905	\$196,134

			<p>Represents the County at various governmental and public bodies and; acts as liaison to State and congressional delegations and their staff on departmental and County issues.</p> <p>4. Assists in creating a positive and supportive work environment; enforces a safe workplace; establishes a culture of teamwork and communication; creates a workplace that promotes the organizational values of workplace diversity, equity and inclusion and actively promotes an environment respectful of living and working in a multicultural society.</p> <p>5. Serves as member of County Administration management team and advises County Administrator on comprehensive County issues.</p> <p>6. Oversees and participates in the development, coordination, and administration of the department's budget; and reviews and recommends revisions to divisional budget proposals and programs.</p> <p>Leads the strategic planning effort within the department and consults with division managers on setting and obtaining established goals. Develops and maintains departmental measures and metrics and reports information to department director and other organizations or agencies.</p> <p>7. Provides high level and complex administrative support to the County Administrator and staff assistance to the Board of Commissioners on Support Services issues.</p> <p>8. Selects, trains, and evaluates staff; provides leadership and works with division managers to develop and retain highly competent, service-oriented staff; integrates day-to-day participative management practices that supports the overall department's mission and objectives.</p> <p>9. Leads county-wide initiatives and prepares and presents a variety of written and verbal reports and other communication/messaging on County and department programs and initiatives.</p> <p>10. Reviews and provides input into legislative issues affecting the Department of Support Services.</p> <p>11. Responds to and resolves difficult and sensitive citizen inquiries and complaints.</p>	<p>Level 3: Manage and direct programs and operations of a county department; assist the County Administrator and governing board in determining, managing, and implementing county strategic plans, goals, and objectives</p> <hr/> <p>Budgeted # of direct FTE staff 5+</p> <p>Budgeted # of indirect FTE staff 5+</p> <p>Decision Making Authority Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.</p>	Level 2: Significant	Level 1: Political influence to significantly impact budgetary commitments	16			
--	--	--	--	--	----------------------	--	----	--	--	--