



AGENDA ITEM

WASHINGTON COUNTY BOARD OF COMMISSIONERS

MO 21-116

Meeting Date: May 04, 2021
Agenda Category: ACTION
Department(s): County Administrative Office
Presented by: Kaci Korinek, Chair of Salary Commission
Briana Ekandem, Vice Chair of Salary Commission

CPO:

Agenda Title:	Accept Salary Commission Final Report
----------------------	--

REQUESTED ACTION:

Accept the Salary Commission Final Report.

SUMMARY:

The Salary Commission is presenting their final report for acceptance by the Board to set salaries for the Chair and Commissioners for the next two years.

ADDITIONAL INFORMATION:

Community Feedback (Known Support/Opposition):

The Salary Commission held 9 public meetings starting on January 29th, 2021, and concluded with the approval of the final report on April 21st, 2021. All materials, meeting summaries and other information was put on the [Salary Commission Webpage](#).

Legal History/Prior Board Action:

The Board received a presentation from the Salary Commission's Chair and Vice Chair at their Work Session on April 27th.

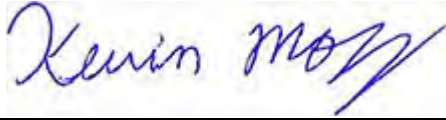
Budget Impacts:

The Finance team has included a placeholder amount for the salaries into the FY21-22 Budget proposal.

ATTACHMENTS:

[Washington County Salary Commission Report 4-21-2021](#)

Approved by the
Washington County Board of Commissioners
also serving as the governing body of Clean Water Services and all other County Districts



Kevin Moss, Board Clerk

May 4, 2021

Date Signed

2021 Washington County Salary Commission

Date: April 21, 2021

To: Washington County Board of Commissioners

From: 2021 Salary Commission
Kaci Korinek, Chair
Briana Ekandem, Vice Chair
Heyke Kirkendall-Baker
Susan Mullett
Laura Sampson
Suzanne Smith, Alternate

Subject: Washington County Salary Commission Report

The Washington County Salary Commission is operating under the authority provided from an amendment to Section 30(e) of the Washington County Charter (Measure 34-300). This amendment establishes an independent salary commission consisting of up to five qualified human resource professionals to determine County Commissioner salaries. Members of the Salary Commission were appointed by the Board of County Commissioners on January 19, 2021

Additionally, the Washington County Charter amendment states that the salary commission would establish by majority vote the salaries for the chair and commissioners on odd numbered years. The salary commission would document the basis of their decisions, which is similar to how all non-charter counties establish elected officials' salaries as found in ORS 204.112.

Enclosed is the Salary Commission's report which sets the salaries for these positions and documents the basis for our decisions. We are available to respond to any questions or provide additional information upon request.

**2021 Washington County Salary Commission
Summary of Recommendations**

Position	Current Salary	2021-22 Salary	2022-23 Salary
County Commissioner	\$49,501.44	\$115,000.00	2021-22 + COLA ¹ increase provided consistent with that granted by the County Administrator's Office 7/1/2022
Chair, Board of Commissioners	\$123,753.60	\$126,500.00	2021-22 + COLA ¹ increase provided consistent with that granted by the County Administrator's Office 7/1/2022

1 COLA refers to a Cost-of-Living Adjustment which is granted to non-represented employees of Washington County. County Commissioners and the Chair will receive a COLA of the same percentage and at the same time as the County Administrator's Office.

Summary

The Salary Commission conducted research and considered several factors in coming to a salary determination. The primary factors included a review of external comparators to establish an understanding of the market, a review of internal comparators to understand internal compensation philosophy, and the responsibilities and time commitment required of County Commissioners. The Salary Commission invited testimony from the following individuals to understand the factors influencing a salary determination:

Kathryn Harrington, Chair, Board of Commissioners
Nafisa Fai, County Commissioner
Pam Treece, County Commissioner
Roy Rogers, County Commissioner
Jerry Willey, County Commissioner
Dick Schouten, Former County Commissioner
Eva LaBonte, Assistant Director of Support Services

Comparators

External comparators included counties in Oregon and Washington of similar population size and total budget. The Salary Commission assessed several factors to identify a set of counties with many major factors in common, including the types of services offered, the size and makeup of the board, direct and indirect staff, and other distinguishing factors. In assessing the compensation across all counties, base pay, retirement contributions, additional pay, deferred compensation, and full-time or part-time status were also identified (data available in Figure A below).

The role of Deputy County Administrator was identified as the most similar internal comparator based on the scope of responsibilities, impact of position, complexity of the role, and position in the organization (data available in Figure B below). Due to potential changes to the responsibilities and compensation of County positions, including the Deputy County Administrators, we determined that directly linking County Commissioner salary to an internal position may become inaccurate in the two-year timeframe. Thus, the internal comparator was used to ensure the market comparison did not create any internal inequities.

Time Status

The Washington County Charter does not currently outline expected hours requirements for the Board of Commissioners.

Although specifying expectations for time status of County Commissioners is outside of the scope of the Salary Commission, identifying appropriate overall pay could have implications on the hours available for County Commissioners to work in the future.

County Commissioners

Currently, County Commissioners earn a salary of \$49,501.44, not including additional stipends for technology or travel. The methodology used to determine the new salary of

County Commissioners was to use the average adjusted salary of those in similar roles in comparator counties—the market rate—which was identified as \$114,646.75. The Salary Commission determined it was most reasonable to round this amount and set the salary of County Commissioners at \$115,000.00. This salary is also equitable when assessing the internal salary range of the Deputy County Administrator position. This represents a 132.3% increase overall for County Commissioners in comparison to current salary.

Chair, Board of Commissioners

The Chair currently earns a salary of \$123,753.60, not including additional stipends for technology or travel. Previously, the salary of the Chair was set at 80% of the Circuit Court Judge, and the County Commissioner salary was set at 40% of the Chair. The Salary Commission identified that instead, the salary of the Chair would be set at 10% above the salary of the County Commissioners. Using this methodology, the Chair's salary will be \$126,500.00. This salary is also deemed as equitable when assessing the internal salary range of the Deputy County Administrator position. This represents a 2.2% increase for the Chair in comparison to current salary.

Cost of Living Adjustments (COLA)

Both the Chair and County Commissioners will receive a COLA if the County Administrator's Office receives a COLA. The COLA will match the percentage and will be implemented at the same time as adjustments made for County Administrator Office employees during the 2021-2023 biennium.

The Salary Commission looks forward to any questions, comments, or concerns the Board of Commissioners might have and remain available in that regard.

Respectfully submitted this 21st day of April 2021.

By the Washington County Salary Commission:

Kaci Korinek, Briana Ekandem, Heyke Kirkendall-Baker, Susan Mullett, Laura Sampson, and Suzanne Smith

Appendix

Contents

- Figure A: External Comparators
- Figure B: Internal Comparators

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	6	Varies - has increased over time as County needs and size have increased	\$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	\$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 Verified info with HR.
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	No	2	13	\$104,474.52	\$6,268.47	\$0.00	\$6,550.55	\$104,474.52	\$117,293.54	Effective 7/1/20 Compensation board that makes pay recommendations County Administrator is responsible for the budget. Verified info with HR on 3/16.
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	\$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 with 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 Councilor	Full time	5	No	3	0	\$126,571.00	\$0.00	\$6,351.36	\$0.00	\$114,523.00	\$120,874.36	Effective 1/1/21 Salary Commission Did not receive response from HR to verify info.

Pierce County	900,700	Building Permits County Ferry Emergency Preparedness Human Services Fire Marshal Licensing Passports Voting	\$2,357,000,000.00	County Councilor	Full time	7	If County Executives receive - none for 2021	7	27	\$120,284.97	\$0.00	\$0.00	\$0.00	\$116,928.00	\$116,928.00	Salary Commission makes recommendation to Council for Elected Official pay including the County Executive, Assessor-Treasurer, Auditor and Sheriff. Councilmembers are compensated at 60% of County Executive annual pay. County Executive presents budget to Council for approval. No additional base pay for Chair - but there is an annual \$703.51 travel allowance. Annual salary is based on year councilmembers were legislated: 2019: \$117,845.57 (current Chair is at this rate) 2020: \$120,284.97 Information was partially verified by HR, but follow up questions regarding PERS and deferred comp did not get answered and
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	\$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										\$110,997.05	\$3,649.70	\$2,063.79	\$2,114.47	\$111,680.00	\$119,507.96	
Washington County										\$49,501.44	\$0.00	\$5,604.00	\$0.00	\$49,501.44	\$55,105.44	
\$ Variance										-\$61,495.61	-\$3,649.70	\$3,540.21	-\$2,114.47	-\$62,178.56	-\$64,402.52	
% Variance										-55.40%	-100.00%	171.54%	-100.00%	-55.68%	-53.89%	

|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

County	County Population	County Services Provided	Total County Budget (General and Special Funds)	Classification Title	FTE	Is the Chair differentiated from Commissioners?	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 Chair	Full time	Yes	No	6	Varies - has increased over time as County needs and size have increased	\$123,753.60	\$0.00	\$5,604.00	\$0.00	\$123,753.60	\$129,357.60	Effective 7/1/20 CAO - Yes
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, Recording &	\$2,056,368,975.00	County Chair	Full time	Yes	Yes - 1.6%	9.15	0	\$186,765.90	\$11,205.95	\$780.00	\$0.00	\$186,765.90	\$198,751.85	CAO - No. The Chair has responsibility over the County Budget. Effective 7/1/20 Indexed at 75% of Department Director 2 range and receives COLA per salary commission. Verified info with HR.
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 Transportation Animal Services	\$892,167,337.00	Chair of Board	Full time	Yes in terms of pay (2% more), title is the same (Commissioner)	No	2	13	\$106,563.96	\$6,393.84	\$0.00	\$6,681.56	\$106,563.96	\$119,639.36	Effective 7/1/20 Compensation board that makes pay recommendations County Administrator is responsible for the budget. Elected Chair is 1 of 5 Commissioners. They receive an additional 2% pay. Chair of Board calls meetings to order; determines if quorum is present; announces the items on order of business; puts motions to vote; adjourns meetings.
Snohomish County	830,500	Licensing Elections Public Records Assessor's Tax Relief Property Taxes & Assessments	\$1,045,000,000.00	County Councilor, Chair	Full time	Yes, although it is one of the 5 total and has a district just as the other 4	No	3	0	\$139,228.10	\$0.00	\$6,351.36	\$0.00	\$125,976.00	\$132,327.36	Based off of 40 hours/week, Council Chair will receive additional 10%. Did not receive response from HR to verify info.

Pierce County	900,700	Building Permits County Ferry Emergency Preparedness Human Services Fire Marshal Licensing Passports Voting	\$2,357,000,000.00	County Councilor, Chair	Full time	No	If County Executives receive - none for 2021	7	27	\$120,284.97	\$0.00	\$703.51	\$0.00	\$116,928.00	\$117,631.51	Salary Commission makes recommendation to Council for Elected Official pay including the County Executive, Assessor-Treasurer, Auditor and Sheriff. Councilmembers are compensated at 60% of County Executive annual pay. County Executive presents budget to Council for approval. No additional base pay for Chair - but there is an annual \$703.51 travel allowance. Annual salary is based on year councilmembers were legislated: 2019: \$117,845.57 (current Chair is at this rate) 2020: \$120,284.97 Information was partially verified by HR, but follow up questions regarding PERS and deferred comp did not get answered and
Average of Market Matches										\$138,210.73	\$4,399.95	\$1,958.72	\$1,670.39	\$134,058.47	\$142,087.52	
Washington County										\$123,753.60	\$0.00	\$5,604.00	\$0.00	\$123,753.60	\$129,357.60	
\$ Variance										-\$14,457.13	-\$4,399.95	\$3,645.28	-\$1,670.39	-\$10,304.86	-\$12,729.92	
% Variance										-10.46%	-100.00%	186.11%	-100.00%	-7.69%	-8.96%	

|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 Consitution, 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 Consitution, 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. 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 budgetary	19	\$126,170	\$143,572	\$160,973

			<div>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.</div> <div>11. Assists County Administrator and Assistant County Administrator in defining County policies and positions.</div> <div>12. Assists the County Administrative Office and operating departments in strategic planning efforts, including the development of work plans.</div> <div>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).</div> <div>14. Administers complex contracts with outside contractors and agencies; and prepares and oversees request for proposal (RFP) process for specific professional service contracts.</div> <div>15. Monitors expenditures and revenues of assigned budget units to ensure conformance with adopted budgets and Oregon Budget Law.</div>	<div>Level 1: High level of independent discretion and decision-making that requires complex analysis for organizational-level issues.</div>	Level 2: Significant	commitments at the department and county level				
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.	<div>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.</div> <div>2. Coordinates department activities with those of other departments and outside agencies and organizations.</div> <div>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.</div> <div>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.</div> <div>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.</div> <div>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.</div> <div>6. Selects, trains, and evaluates personnel; provides or coordinates staff training; collaborates with employees to correct deficiencies; and implements discipline and termination procedures.</div> <div>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.</div> <div>8. Responds to and resolves difficult and sensitive community and constituent inquiries and complaints.</div> <div>9. Prepares and presents staff reports and other necessary correspondence.</div>	<div>Oversight Level 3: Authority over an organizational unit—such as a department—within the organization.</div> <div>Reporting Relationship Level 3: Key advisor to county management.</div> <div>Management 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>Budgeted # of direct FTE staff 5+</div> <div>Budgeted # of indirect FTE staff 5+</div> <div>Decision Making Authority Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.</div>	Level 2: Significant	Level 2: Have financial authority to approve large budgetary commitments at the department and county level	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	<div>1. Develop, plan and implement Department goals and objectives; recommend and administer policies and procedures.</div> <div>2. Coordinate Department activities with those of other departments and outside agencies and organizations.</div> <div>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.</div> <div>4. Administer and direct the provision of community correction service components to offenders including program planning, fiscal management and planning, evaluation and monitoring.</div> <div>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.</div> <div>6. Prepare annual corrections plan in conjunction with the citizens advisory board and departmental staff.</div> <div>7. Serve as a member of the Criminal Justice System Management/Policy Team.</div> <div>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.</div> <div>9. Select, train, motivate and evaluate personnel; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline and termination procedures.</div> <div>10. Participate on a variety of boards and commissions; attend and participate in professional groups and committees.</div> <div>11. Respond to and resolve difficult and sensitive citizen inquiries and complaints.</div>	<div>Oversight Level 3: Authority over an organizational unit—such as a department—within the organization.</div> <div>Reporting Relationship Level 3: Key advisor to county management.</div> <div>Management 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>Budgeted # of direct FTE staff 5+</div> <div>Budgeted # of indirect FTE staff 5+</div> <div>Decision Making Authority Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.</div>	Level 2: Significant	Level 2: Have financial authority to approve large budgetary commitments at the department and county level	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.	<div>1. Develops, plans, and implements Housing Department goals and objectives; and recommends and administers associated policies and procedures.</div> <div>Coordinates Housing Department activities with those of other departments and outside agencies and organizations.</div> <div>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.</div> <div>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.</div> <div>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.</div> <div>5. Selects, trains, motivates and evaluates personnel; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures.</div> <div>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.</div> <div>7. Participates on a variety of boards and commissions; and attends and participates in professional groups and committees.</div> <div>8. Responds to and resolves difficult and sensitive citizen inquiries and complaints.</div>	<div>Oversight Level 3: Authority over an organizational unit—such as a department—within the organization.</div> <div>Reporting Relationship Level 3: Key advisor to county management.</div> <div>Management 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>Budgeted # of direct FTE staff 5+</div> <div>Budgeted # of indirect FTE staff 5+</div>	Level 2: Significant	Level 2: Have financial authority to approve large budgetary commitments at the department and county level	15	\$142,739	\$162,434	\$182,129

			or responses to and resolve difficult and sensitive citizen inquiries and complaints.	Decision Making Authority Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.						
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 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 Department's work plan; assign work activities, projects and program; monitor work flow; review and evaluate work products, methods and procedures. 4. Administer and direct the provision of juvenile counseling services including program planning, fiscal 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 inquires and complaints. 12. Perform related duties as assigned.	Oversight Level 3: Authority over an organizational unit—such as a department—within the organization. Reporting Relationship Level 3: Key advisor to county management. Management 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 Budgeted # of direct FTE staff 5+ Budgeted # of indirect FTE staff 5+ Decision Making Authority Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.	Level 2: Significant	Level 3: Responsible for large sized budgets, typically at the department level.	15	\$142,739	\$162,434	\$182,129
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 to 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	Oversight Level 3: Authority over an organizational unit—such as a department—within the organization. Reporting Relationship Level 3: Key advisor to county management. Management 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 Budgeted # of direct FTE staff 5+ Budgeted # of indirect FTE staff 5+ Decision Making Authority Level 2: Significant independent discretion and decision-making that requires involved analysis for issues within broad area of responsibility.	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.	Oversight Level 3: Authority over an organizational unit—such as a department—within the organization. Reporting Relationship Level 3: Key advisor to county management. Management 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		Level 2: Have financial authority to approve	16	\$153,677	\$174,905	\$196,134

			<p>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.</p> <p>8. Selects, trains, and evaluates personnel; provides or coordinates staff training; collaborates with employees to correct deficiencies; and implements discipline and termination procedures.</p> <p>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.</p> <p>10. Prepares and presents staff reports and other necessary correspondence.</p> <p>11. Responds to and resolves difficult and sensitive citizen inquiries and complaints.</p>	<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 1: High	County represents large budgetary commitments at the department and county level				
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.	<p>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.</p> <p>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.</p> <p>3. Oversees some daily operations within the department and provides administrative and functional leadership and support to the department's management team.</p> <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>Oversight Level 3: Authority over an organizational unit—such as a department—within the organization.</p> <p>Reporting Relationship Level 3: Key advisor to county management.</p> <p>Management 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 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	\$153,677	\$174,905	\$196,134