



Salary Commission

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Date: April 17, 2020

To: Multnomah County Board of County Commissioners

From: 2020 Salary Commission
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Re: Multnomah County Salary Commission Report 2020

Under the authority of Section 4.30 of the Multnomah County Home Rule Charter as amended November 2010, the 2020 Multnomah County Salary Commission was appointed by the County Auditor to set salaries for the Board of County Commissioners (BOCC) members, the Chair of the Board of County Commissioners, the Sheriff, and the supplemental salary of the District Attorney.

Enclosed is the Salary Commission's report which sets the salaries for these positions and documents the basis for our decisions. We will be happy to answer questions or provide additional information upon request.

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**2020 Multnomah County Salary Commission
Summary of Recommendations**

Position	Current Salary	2020/21 Salary	2021/22 Salary	Notes
County Commissioner	\$117,094	Current +COLA ¹ 7/1/2020	+ COLA 7/1/2021	Anchored to the minimum of the Department Director 1 salary range
Chair, Board of County Commissioners	\$186,766	Current + COLA 7/1/2020	+ COLA 7/1/2021	Anchored to 75% through the range of the Department Director 2 salary range
Sheriff	\$186,766	Current + COLA 7/1/2020	+ COLA 7/1/2021	Anchored to 75% through the range of the Department Director 2 salary range
District Attorney (County-paid Supplement)	\$62,461 (+ State \$135,480)	Current + COLA 7/1/2020	+ COLA 7/1/2021	Total compensation targeted to 75% through the range of the Department Director 2 salary range (applies to the County supplemental portion of salary only – the state salary is independent of this portion)

Notes:

1 “COLA” refers to a Cost of Living Adjustment granted to non-represented employees of Multnomah County. Due to the current COVID-19 pandemic, the Salary Commission recognizes a COLA for non-represented employees may not be granted.

Executive Summary

County Commissioners

The 2020 Salary Commission reviewed the methodology for the County Commissioners' salary, noting that the last Commission modified this methodology in 2018. This Commission collected and analyzed data on comparable positions in other jurisdictions, and found the Commissioner positions are compensated 6.12% above the external market. The 2020 Salary Commission agrees to continue the approach of the 2018 Salary Commission by maintaining the 2020/21 salary for County Commissioners at the minimum of the Department Director 1 salary range (currently \$117,094), increased by any cost of living increase given to Multnomah County non-represented employees for 2020/21. Additionally, for 2021/22, the salary rate shall be increased by any cost of living increase given to Multnomah County non-represented employees for 2021/22.

Chair, Board of County Commissioners

The 2016 Salary Commission set the 2016/17 salary for the Chair at 75% through the range of the Department Director 2, citing the significant management responsibilities found in that position and due to the "compression" with the actual salaries of the Department Director 2 incumbents. Due to the unique nature of the Chair position, the external market does not yield comparable positions; therefore, internal equity continues to be given greater weight. The Chair supervises the Department Directors and those salaries have the most bearing on the salary of the Chair. The Chief Operating Officer (COO) position was added in 2011 and is also under the general supervision of the County Chair. While the COO's salary is higher than that of the Chair, this is seen by the Salary Commission as a unique situation that should not drive the salary of the Chair. The 2020 Salary Commission agrees to maintain the 2020/21 salary for the Chair at 75% through the range of the Department Director 2 range (currently \$186,766) increased by any cost of living increase given to Multnomah County non-represented employees for 2020/21. Additionally, for 2021/22, the salary rate shall be increased by any cost of living increase given to Multnomah County non-represented employees for 2021/22.

Multnomah County Sheriff

The Salary Commission considered three primary factors in recommending a salary adjustment for the Sheriff:

1. Salaries of Sheriffs in comparable jurisdictions;
2. Salaries of Multnomah County department directors; and
3. Salaries of direct reports to the Multnomah County Sheriff.

The Salary Commission gave more weight to internal equity (salaries of department directors and the Sheriff's subordinates) but also considered external market comparators (salaries of other jurisdictions). This year, the Sheriff's salary is 15.29% above the external market.

The 2016 Salary Commission set the 2016/17 salary for the Sheriff at 75% through the range of the Department Director 2, citing the increased complexity of the Sheriff's

Department. The 2020 Salary Commission agrees to maintain the salary of the Sheriff at 75% through the range of the Department Director 2 (currently (\$186,766), increased by any cost of living increase given to Multnomah County non-represented employees for 2020/21. Additionally, for 2021/22, the salary rate shall be increased by any cost of living increase given to Multnomah County non-represented employees for 2021/22.

The County Paid Supplemental Salary of the District Attorney

The District Attorney's salary is comprised of a State of Oregon salary and a Multnomah County supplemental salary. The Salary Commission analyzed the methodology used by prior Salary Commissions for making a recommendation for the County-paid supplemental salary of the District Attorney. The methodology has essentially given more weight to internal equity (salaries of department directors and the District Attorney's subordinates) than to external market considerations (salaries of other Oregon and Washington District Attorneys). Since 2006 the District Attorney's targeted total salary has been placed at 75% of the Department Director 2 salary range. The 2020 Salary Commission acknowledges the State will apply adjustments to its portion of the salary independently.

This year, the District Attorney's current combined salary of \$197,941 is 6.0% above 75% of the Department Director 2 salary range of \$186,766. The 2020 Salary Commission agrees it is still appropriate overall as the District Attorney's combined salary is just 2.6% above the external market. The 2020 Salary Commission has determined that the County supplemental salary of \$62,461 for the District Attorney shall be increased for 2020/21 by any cost of living increase given to Multnomah County non-represented employees for 2020/21. Additionally, for 2021/22, the supplemental salary rate shall be increased by any cost of living increase given to Multnomah County non-represented employees for 2021/22. Subsequent Salary Commissions should continue to monitor the resulting increases and relationship to market in determining adjustments for future years.

Respectfully submitted this 17th day of April, 2020.

By the Multnomah County Salary Commission:

Heather Pedersen, Koffi Dessou, Jennifer Martinez, Elisabeth Nunes, and LeeAnna Rappleyea

SALARY COMMISSION HISTORY

In November, 1984 the Home Rule Charter was amended as follows:

"The Auditor shall appoint a five-member salary commission, composed of qualified people with personnel experience by January 1, 1986, and by January 1 in each even year thereafter..(to make) salary adjustment recommendations, if any..."

The first Salary Commission was appointed in 1986 and a new Salary Commission has been appointed in each even year, up to the current 2020 Salary Commission.

In 1990, the voters approved a ballot measure submitted by the Multnomah County Charter Review Commission which allowed the BOCC to approve their own salary increases rather than salary increase recommendations being referred to the voters. The measure also specified they were not allowed to set salaries higher than the recommendation from the Salary Commission.

In 1991, a County Counsel's opinion stated the Salary Commission may also make recommendations regarding the salaries of the Sheriff and District Attorney, if requested.

In 2004, the voters approved a ballot measure submitted by the Multnomah County Charter Review Commission which modified the language of the County Charter, Section 4.30 to read as follows:

"The auditor shall appoint a five-member salary commission, composed of qualified human resource professionals with compensation experience, by January 1 of each even year. The salary commission shall set the salaries for the chair of the board of county commissioners and the county commissioners, documenting the basis of its decisions."

In October 2005, the Salary Commission was given the authority, under BOCC Resolution No. 05-169, to recommend salary adjustments to the District Attorney's salary in future years. Included in the BOCC Resolution No. 05-169 was a provision that the District Attorney receive the annual cost of living increases, based on the total salary granted to other non-represented staff in the County.

Beginning in October 2007, the Board of County Commissioners requested the Auditor to include the Sheriff's salary in the Salary Commission study, through Resolution No. 97-160.

Ballot measure 26-76, adopted by the people November 2, 2010, amended the Home Rule Charter, giving authority to the Salary Commission to set the salary of the Sheriff and the County paid supplemental salary of the District Attorney.

APPENDIX

CONTENTS OF THIS APPENDIX

This Appendix contains sections on the following:

- Board of County Commissioners positions (Chair and Commissioner)
- Sheriff
- County-paid supplemental salary of the District Attorney
- Acknowledgements

I. BOARD OF COUNTY COMMISSIONERS POSITIONS

HISTORY

The 2004 charter language changed the authority for setting salaries for the BOCC from the BOCC themselves to the Salary Commission.

The 2014 Salary Commission continued the approach of the 2006-2012 Salary Commissions, assessing both the external market and internal equity, adjusting the internal equity comparison for the Chair's position and maintaining an emphasis on the external market for the County Commissioner's position.

The 2016 Salary Commission changed the approach for the Chair to an emphasis on internal comparisons to that of County Staff (specifically Department Directors 1 and 2. However, the Commission continued to emphasize external market comparators for the County Commissioner positions.

The 2018 Salary Commission adopted the emphasis of internal comparisons for all elected officials, including both Commissioners and the Chair, and the 2020 Salary Commission upheld this methodology.

Current salaries are as follows: all four Commissioners are paid the approved salary of \$117,094 and the Chair is paid at the approved salary of \$186,766.

METHODOLOGY AND FINDINGS

Compensation theory suggests that considering both external market data and internal equity is the most widely accepted methodology for setting salary rates. This is the revised approach taken by previous Salary Commissions and is being re-affirmed by the 2020 Salary Commission.

The Salary Commission collected and reviewed data from a number of sources. The data is summarized below.

1. Survey information for County Commissioner from the County Human Resources (HR) Office:

The County HR office previously identified several comparable counties for purposes of comparing County Commissioner salaries. The current Salary Commission continues to believe there are sufficient Pacific Northwest comparators and, as a result, national comparators are not necessary for an appropriate market comparison. The current Salary Commission continues to limit the geographic adjustment to a single index used by the County HR Office, from the Economic Research Institute (ERI).

Exhibit A: Comparison of County Commissioner Salaries in Comparable Counties

County	Actual Salary 1/1/2020	Geographic Adjustment*	Equivalent Portland Salary
Clackamas County, OR	\$104,474	None	\$104,474
Lane County, OR	\$86,146	6.91%	\$92,096
Marion County, OR	\$97,760	6.76%	\$104,364
Pierce County, WA	\$120,284	-2.60%	\$117,153
Snohomish County, WA	\$126,571	-9.20%	\$114,924
Thurston County, WA	\$125,508	2.82%	\$129,043
Average			\$110,342
		Multnomah Co	\$117,094
		Differential	-6.12%

Geographic adjustment via ERI data through the Multnomah County Human Resources Office.

Salary Data Source: Multnomah County Auditor's Office Survey, January, 2020

Note: The Washington County rate was considered but not used by this and prior Salary Commissions in that their salary rate is set at 40% of their Chair's salary which is 80% of the District Court Judge salary.

Note: Not adjusted for any employer paid pickup contribution to retirement system.

Because the data was collected in January, 2020, it is possible these jurisdictions will increase salaries at some point in 2020. However, we are using data that is accurate as of the time of this report. Consequently, using this data for setting 2021/22 salaries creates what is called a “lag” effect in compensation terms, but it is still the best data to compare with at this point in time.

2. Survey information for Chair from other counties:

For many years, Salary Commissions have struggled with matching the Chair’s position to comparable positions in other counties. We have concluded, as did prior Salary Commissions, that we are unable to match the position to another county with any degree of confidence. There are counties in the Pacific Northwest that match the demographics of Multnomah County closely enough to be considered contenders. However, their organizational structures vary widely, some with responsibilities split between the legislative body and a county executive who manages operations. In Multnomah County, those responsibilities are held by only one position, Chair of the BOCC, although there is a position of Chief Operating Officer, who supervises Department Directors under the authority of the County Chair. This year, we found no equivalent job matches. We encourage future Salary Commissions to continue monitoring this element to determine if any good matches can be found.

3. Comparability between the Chair and County Department Directors:

The Chair has county-wide operational and fiscal responsibilities, which the County Commissioners do not. Seven department directors in three pay levels are under the ultimate authority of the Chair. All of the direct report Department Directors have salaries above the midpoint of their respective range, with several at the range maximum. In 2011 the classification of Chief Operating Officer was added and that position also reports to the County Chair. Salaries for all positions are detailed in Exhibit D below.

Exhibit D: Department Directors' and Elected Officials' 2019/20 Salaries

Department	Classification	2019/20 Salary	Pay Scale Minimum	Pay Scale Midpoint	Pay Scale Maximum
Community Justice	Department Director 1	\$178,986	\$117,094	\$ 152,223	\$ 187,351
Community Services	Department Director 1	\$192,971	\$117,094	\$152,223	\$187,351
Library	Department Director 2	\$206,086	\$128,803	\$ 167,445	\$ 206,086
County Assets	Department Director 2 / CIO	\$206,086	\$128,803	\$167,445	\$206,086
Human Services	Department Director 2	\$206,086	\$128,803	\$167,445	\$206,086
County Mgmt	COO/Principal Dept Dir	\$230,087	\$141,683	\$ 184,189	\$ 226,694
Health Services	Health Department Director	\$230,087	\$155,853	\$ 202,608	\$ 249,364
District Attorney		\$197,941			
Sheriff		\$186,766			
BOCC Chair		\$186,766			
County Commissioner		\$117,094			

Compensation theory suggests the spread between a supervisor and subordinate should be 10% to 25%. However the Chair's actual salary compared with the positions under their authority shows that the Chair is paid less than all but one of the positions. The Chair's salary was set at 75% through the salary range of the Department Director 2 by the previous Salary Commission. This Salary Commission acknowledges that elected positions are commonly paid less than the non-elected positions of their direct reports. As such, normal compensation theory does not directly apply in this case.

4. Tenure in the job:

Generally speaking, salary will increase based in part on tenure in the position. As these are elected, a newly-elected BOCC member will receive the salary of the outgoing BOCC member. Consequently, tenure in the position is not a factor in considering an appropriate salary.

5. Assumption of full-time:

Although there is no mandated requirement that the BOCC be full-time positions, this Salary Commission is making the assumption that they are and all salaries shown are full-time equivalent salaries.

6. Benefits considerations:

Elected officials receive the same benefits as any other County employee with the exception of disability insurance. The level of benefits for these classifications is not within the scope of the Salary Commission's authorized review.

7. Consumer Price Index (CPI) considerations:

CPI data is an integral part of the information base in the data presented. It has influenced the market data from outside sources such as other counties as well as from within the County in determining appropriate salary ranges for department directors.

8. Pay for performance:

BOCC salaries relate to the office and not to persons. In other words, the salaries are based on what the *job* is worth and because it does not include a "pay for performance" model, it is not a measure of the worth of the *individual* who occupies the position.

9. Compensation philosophy:

Typically an organization will consider three factors when designing compensation programs. These are the ability for an organization to 1) attract, 2) retain and 3) motivate employees. Attracting talent for the BOCC is limited to the local area so salary comparability with other jurisdictions to a certain extent is not relevant. Nevertheless, this Salary Commission believes that an equitable and competitive salary will attract a larger number of highly qualified individuals to run for, and be willing to serve in, these and other elected offices.

RECOMMENDATIONS AND REASONING

As a result of the salary determination by Salary Commissions since 2008, the Chair's authorized salary is more closely aligned with other County positions that are under the ultimate authority of the Chair. In this case, the most significant and heavily weighted data is internal equity. Greater weight is being given to internal equity considerations than to the external market for the following reasons:

- a. Internal equity (data regarding Department Directors) is a professionally-acceptable method for assigning a salary;
- b. External market data has not provided acceptable job matches although the search should continue by future Salary Commissions, as external comparators are also an important consideration.

2020/21 AND 2021/22 SALARIES

The 2020 Salary Commission sets the 2020/21 rate for County Commissioners' salaries at the current minimum of the Department Director 1 salary range (\$117,094.47) increased by any cost of living increase given to Multnomah County non-represented employees for 2020/21. Additionally, for 2021/22, the salary rate shall be increased by any cost of living increase given to Multnomah County non-represented employees for 2021/22. This Commission encourages future Commissions to review and monitor internal equity between Commissioner and department director positions and other elected officials.

The 2020 Salary Commission sets the 2020/21 salary for the Chair effective July 1, 2020 to match 75% of the Department Director 2 salary range which equals \$186,766 increased by any cost of living increase given to Multnomah County non-represented employees for 2020/21. Additionally, for 2021/22, the salary rate shall be increased by any cost of living increase given to Multnomah County non-represented employees for 2021/22.

II. SHERIFF

METHODOLOGY AND FINDINGS

The Salary Commission collected and reviewed current data from a number of sources. The data is summarized below.

1. Sheriff salaries in counties in Oregon and Washington:

Several counties in Oregon and Washington were considered for external market data comparisons.

Oregon: Clackamas, Lane, Marion and Washington
Washington: Clark, Pierce, Snohomish and Thurston

The Salary Commission recognizes that while other counties do have jail responsibilities; the Multnomah County Sheriff is responsible for a larger and significantly more complex jail operation. Thus the span of responsibility is different in significant ways for the Multnomah County Sheriff in comparison to most other counties in Oregon and Washington. At the same time, the Salary Commission notes that some Oregon counties have larger law enforcement responsibilities than Multnomah County.

Salary data was collected from these jurisdictions and is shown in Exhibit A. The current Salary Commission continues to limit the geographic adjustment to a single index used by the County HR Office, from the Economic Research Institute (ERI).

**Exhibit A: Sheriff Salaries Adjusted for Geographical Differences
January 2020**

County	Actual Salary	Geographic Adjustment*	Equivalent Portland Salary
Clackamas, OR	\$178,378	None	\$178,378
Lane County, OR	\$148,030	4.5%	\$154,695
Marion County, OR	\$156,270	4.91%	\$163,940
Washington County, OR	\$195,935	-0.13%	\$195,677
Clark County, WA	\$133,128	None	\$133,128
Pierce County, WA	\$163,557	-2.34%	\$159,728
Snohomish County, WA	\$165,646	-8.91%	\$150,885
Thurston County, WA	\$156,396	2.04%	\$159,585
Average			\$162,002
Multnomah County			\$186,766
Differential			15.29%

*Geographic adjustment via ERI data through the Multnomah County Human Resources Office.

Salary Data Source: Multnomah County Auditor's Office Salary Survey January 2020.

Note: Not adjusted for any employer paid pickup contribution to retirement system.

The survey data shows the Sheriff’s salary to be 15.29% higher than the average of other jurisdictions. It supports an argument that the Sheriff’s salary is at a sufficient level in comparison to other Pacific Northwest comparators, even given the larger jail responsibilities.

2. Comparability between the Sheriff and Multnomah County Department Directors:

There are seven Department Directors in the County in three pay scales as well as the Chief Operating Officer.

Exhibit B: Department Directors’ Salaries

Department	Classification	2019/20 Salary	Pay Scale Minimum	Pay Scale Midpoint	Pay Scale Maximum
Community Justice	Department Director 1	\$178,986	\$117,094	\$ 152,223	\$ 187,351
Community Services	Department Director 1	\$192,971	\$117,094	\$152,223	\$187,351
Library	Department Director 2	\$206,086	\$128,803	\$ 167,445	\$ 206,086
County Assets	Department Director 2 / CIO	\$206,086	\$128,803	\$167,445	\$206,086
Human Services	Department Director 2	\$206,086	\$128,803	\$167,445	\$206,086
County Mgmt	COO/Principal Dept Dir	\$230,087	\$141,683	\$ 184,189	\$ 226,694
Health Services	Health Department Director	\$230,087	\$155,853	\$ 202,608	\$ 249,364
Sheriff		\$186,766			

The midpoint of the Department Director 2 salary range is \$167,445. All of the direct report Department Directors have salaries above the midpoint of their respective ranges, with several at the range maximum.

Given the level of authority and responsibility of the Sheriff position, it is more closely aligned to Department Director 2. Thus, in order to maintain internal equity, the Sheriff should be paid at or above 75% through the range of the Department Director 2 salary range (currently \$186,766).

3. Comparability between the Sheriff and their direct reports:

The highest level position below the Sheriff within the Sheriff’s Office is Chief Deputy. There are three incumbents serving as Chief Deputy, two compensated at \$175,000 and one at \$182,098. The Chief Deputy classification has a range with a minimum of \$117,094 and maximum of \$187,351. There is a 2.6% salary differential between the current salary of the Sheriff and the top-paid Chief Deputy. Compensation theory suggests the spread between a supervisor and subordinate should be 10% to 25%. The current difference between the salaries of the Sheriff and his direct reports is narrow and the Sheriff’s salary may be surpassed if their direct

reports receive merit increases in their range in addition to any cost of living increases during the next two years.

This Salary Commission acknowledges that some elected positions are regularly paid less than non-elected positions of their direct reports. Because of this fact, normal compensation theory does not directly apply.

4. Tenure in the job:

For most positions, salary will increase based in part on tenure in the position. This is an elected position and should a new Sheriff be elected, they would receive the salary of the outgoing Sheriff. Consequently tenure in the position is not a factor in determining an appropriate salary.

5. Benefits considerations:

Of the data available to this Salary Commission, there are differences in benefits packages provided to Oregon Sheriffs. However, the level of benefits is not within the scope of the Salary Commission's authorized review.

6. Internal equity versus external market considerations:

Consideration is being given to internal equity as well as to the external market:

- a) internal equity (data regarding department directors and subordinates) is a professionally acceptable method for assigning a salary;
- b) concerning external market data (data regarding other county Sheriff salaries), while not exactly matching the operations of the Multnomah County Sheriff's Office, in the opinion of this Salary Commission, the comparison to other Pacific Northwest Sheriff positions is still relevant and forms the basis of an additional source of information for purposes of recommending salary for the Multnomah County Sheriff position.

7. Consumer Price Index (CPI) considerations:

CPI data is an integral part of the information base in the data presented. It has influenced the market data from both outside sources such as other counties and from within the county in determining an appropriate salary range for department directors.

8. Compensation philosophy:

Typically an organization will consider three factors when designing compensation programs. These are the ability for an organization to 1) attract, 2) retain and 3) motivate employees. Attracting talent for the Sheriff's position is limited to the local area and to those with the required certifications, so salary comparability with other jurisdictions to a certain extent is not relevant. Nevertheless, this Salary Commission believes that an equitable and competitive salary will attract a larger number of highly qualified individuals to run for, and be willing to serve in, this and other elected offices.

RECOMMENDATIONS AND REASONING

The salaries of Sheriffs in Oregon and Washington jurisdictions are reasonably aligned to this position. The position's current salary of \$186,766 is 15.29% above Pacific Northwest comparators.

2020/21 and 2021/22 SALARY

The Salary Commission determines that the salary of the Sheriff for 2020/21 be maintained at 75% through the range of the Department Director 2 (currently \$186,766), further increased by any cost of living increase given to Multnomah County non-represented employees for 2020/21. Additionally, for 2021/22, the salary rate shall be increased by any cost of living increase given to Multnomah County non-represented employees for 2021/22.

The Salary Commission notes that the following principles were considered in this salary determination:

1. The recommendations come from professionals in the field of compensation and are based on (to the best of our knowledge) accurate, relevant and appropriate data and methodologies; and
2. The salary recommendations relate to the office and not to the person; in other words, the salary is based on what the *job* is worth and because it does not include a "pay for performance" model it is not a measure of the worth of the *individual* who occupies the position; and
3. Being paid for what the job is objectively worth is extremely vital to maintaining high quality leadership for the Sheriff and their successor; thus the public will be better served.

III. DISTRICT ATTORNEY

SALARY HISTORY

Oregon District Attorneys receive a salary from the State of Oregon. Some district attorneys in the state, including Multnomah County, also receive a supplemental salary from the County jurisdiction.

Prior Salary Commissions set the District Attorney's salary to 75% of the range of the Department Director 2 (currently \$186,766) and the 2020 Salary Commission recommends maintaining this salary level, while recognizing that the current salary exceeds this amount. As of January 2020, the State contributes \$135,480 annually to the District Attorney's salary. The County supplement is \$62,461 and the combined annual salary currently is \$197,941.

METHODOLOGY AND FINDINGS

The Salary Commission collected and reviewed current data from a number of sources. The data is summarized below.

1. District Attorney's salaries in counties in Oregon and Washington:

The larger counties in Oregon and Washington, as follows, were considered for external market data comparisons.

Oregon: Clackamas, Lane, Marion, and Washington
Washington: Clark, Pierce, Snohomish, and Thurston

Salary data was collected from these jurisdictions and is shown in Exhibit A. The current Salary Commission employed the geographic adjustment of a single index.

A prior Salary Commission acknowledged that there are differences in District Attorney duties in Oregon and Washington counties. Most counties are only responsible for prosecuting crimes that have occurred within their jurisdictional boundaries. However, the Multnomah County District Attorney's Office also provides Termination of Parental Rights services to the entire state, works with the US Attorney's Office to prosecute some federal cases, and prosecutes all city code crimes in the City of Portland

**Exhibit A: District Attorney Salaries Adjusted for Geographical Differences
January, 2020**

County	Actual Salary	Geographic Adjustment*	Equivalent Portland Salary
Clackamas, OR	\$ 191,771	None	\$191,771
Lane County, OR	\$ 173,215	3.54%	\$179,343
Marion County, OR	\$ 170,382	4.30%	\$178,035
Washington County, OR	\$ 247,380	-0.24%	\$246,786
Pierce County, WA	\$ 190,985	-2.18%	\$186,827
Snohomish County, WA	\$190,985	1.59%	\$194,024
Thurston County, WA	\$172,572	1.81%	\$175,696
Clark County, WA	\$190,980	None	\$190,980
		Average:	\$193,736
		Multnomah Co.	\$197,941
		Differential:	2.60%

**Geographic adjustment via ERI data through Multnomah County Human Resources Office.
Salary Data Source: Multnomah County Auditor's Office Salary Survey January, 2020
Note: Not adjusted for any employer paid pickup contribution to retirement system.*

2. Comparability between the District Attorney and Multnomah County department directors:

There are seven department directors in the County in three pay scales as well as the Chief Operating Officer. Based on a review of relevant information about the Department Director 1 and Department Director 2 classifications, the 2020 Salary Commission concludes that the position of District Attorney's salary should continue to be targeted at 75% of the range of the Department Director 2 (\$186,766).

Exhibit B: Department Directors' Salaries

Department	Classification	2019/20 Salary	Pay Scale Minimum	Pay Scale Midpoint	Pay Scale Maximum
Community Justice	Department Director 1	\$178,986	\$117,094	\$ 152,223	\$ 187,351
Community Services	Department Director 1	\$192,971	\$117,094	\$152,223	\$187,351
Library	Department Director 2	\$206,086	\$128,803	\$ 167,445	\$ 206,086
County Assets	Department Director 2 / CIO	\$206,086	\$128,803	\$167,445	\$206,086
Human Services	Department Director 2	\$206,086	\$128,803	\$167,445	\$206,086
County Mgmt	COO/Principal Dept Dir	\$230,087	\$141,683	\$ 184,189	\$ 226,694
Health Services	Health Department Director	\$230,087	\$155,853	\$ 202,608	\$ 249,364
District Attorney		\$197,941			

The midpoint of the Department Director 2 salary range is \$167,445 and all of the current Department Directors are paid above their respective midpoints with several at the range maximum. In order to maintain internal equity, based on the comparison to the other Department Directors, the District Attorney should be paid at least 75% of the range of the Department Director 2 (\$186,766).

3. Comparability between the District Attorney and his direct reports:

The highest level, non-elected position in the District Attorney's office is Chief Deputy District Attorney. The three incumbents are currently paid \$211,630.

Compensation theory suggests the spread between a supervisor and subordinate should be 10% to 25%. However, since the District Attorney position is comparable to Department Director 2 and already above 75% of that range, the decision to link it to the Chief Deputy salary should be made with a great deal of caution. This Salary Commission has reaffirmed that the relationship of this position to the Department Director 2 classification takes priority over comparing it to the Chief Deputy salary.

4. Tenure in the job:

For most positions, salary will increase based in part on tenure in the position. This is an elected position and presumably, should a new District Attorney be elected, they would receive the salary of the outgoing District Attorney. Consequently, tenure in the position is not a factor in considering an appropriate salary.

5. Benefits considerations:

Of the data available to this Salary Commission, there are differences in benefits packages provided to Oregon District Attorneys. However, the level of benefits is not within the scope of the Salary Commission's authorized review.

6. Internal equity versus external market considerations:

Greater weight is being given to internal equity considerations than to the external market for a couple of reasons:

- a) Internal equity (data regarding department directors and subordinates) is a professionally acceptable method for assigning a salary; and
- b) External market data (data regarding Oregon and Washington county district attorney salaries) may not be directly comparable to Multnomah County.

7. Consumer Price Index (CPI) considerations:

CPI data is an integral part of the information base in the data presented. It has influenced the market data from both outside sources such as other counties and from within the County in determining an appropriate salary range for department directors.

8. Compensation philosophy:

Typically an organization will consider three factors when designing compensation programs. These are the ability for an organization to 1) attract, 2) retain and 3) motivate employees. Attracting talent for the District Attorney's position is limited to the local area, and to those with the required certifications, so salary comparability with other jurisdictions to a certain extent is not relevant. Nevertheless, this Salary Commission believes that an equitable and competitive salary will attract a larger number of highly qualified individuals to run for, and be willing to serve in, this and other elected offices.

RECOMMENDATIONS AND REASONING

The salaries of District Attorneys in Oregon and Washington jurisdictions are closely aligned to this position when, in fact, this position has greater responsibility than most, if not all, of the counties listed. Accordingly, it should be paid more than the average. This Salary Commission notes that the current salary of the District Attorney is just 2.6% above the external market and suggests future Commissions monitor this relationship.

The Chief Deputies to the District Attorney are paid a salary above that of the District Attorney, creating a salary compression issue. This Salary Commission is aware compression has existed for a number of years. It, too, needs to be carefully watched and reviewed when the Salary Commission is next convened.

2020/21 and 2021/22 SALARY

Currently, the District Attorney's salary is 6.0% above 75% through the range of the Department Director 2 range. This Salary Commission believes that is an appropriate rate for this position, based on our review. This Salary Commission recognizes that it is limited to increasing the County supplement only, and is aware that the State of Oregon may adjust its salary for this position during this period. Subsequent Salary Commissions will be able to monitor the resulting increases and determine adjustments for future years.

The Salary Commission has determined that the current County supplement of \$62,461 for the District Attorney salary shall be increased for 2020/21 by any cost of living increase given to Multnomah County non-represented employees for 2020/21. Additionally, for 2021/22, the County salary supplement shall be increased by any cost of living increase given to Multnomah County non-represented employees for 2021/22.

ENHANCING SERVICE TO THE PUBLIC

The Salary Commission notes that the following principles were considered in this salary determination:

1. The recommendations come from professionals in the field of Compensation Administration and are based on (to the best of our knowledge) accurate, relevant and appropriate data and methodologies; and
2. The salary recommendations relate to the office and not to the person; in other words, the salary is based on what the *job* is worth and, because it does not include a "pay for performance" model, it is not a measure of the worth of the *individual* who occupies the position; and
3. Being paid for what the job is objectively worth is extremely vital to maintaining high quality leadership for the District Attorney and their successor; thus the public will be better served.

ACKNOWLEDGEMENTS

The 2020 Salary Commission wishes to thank County Commissioner Jayapal, Sheriff Reese and District Attorney Underhill for meeting with us to explain their duties and responsibilities. All of the information we received was very helpful in assisting the Salary Commission to understand these unique and important roles and to carry out its responsibilities.

We would also like thank the Classification and Compensation staff of the County Human Resources office for providing information related to employee compensation and geographic comparison factors.

In addition, the Salary Commission thanks Dani Bernstein, the Office of Community Involvement's Executive Director for providing information related to the County's community outreach and volunteer involvement.

Finally, Salary Commission wishes to extend its appreciation to Multnomah County Auditor Jennifer McGuirk and Mandi Hood, Constituent Relations Specialist, for providing data collection and meeting facilitation. Due to the COVID-19 pandemic, this year posed unique and unprecedented challenges and we appreciate your support and patience.