



Salary Commission

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Date: April 14, 2016

To: Multnomah County Board of County Commissioners

From: 2016 Salary Commission
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(Retired)
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Re: Multnomah County Salary Commission Report

Under the authority of Section 4.30 of the Multnomah County Home Rule Charter as amended November 2010, the 2016 Multnomah County Salary Commission (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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**2016 Multnomah County Salary Commission
Summary of Recommendations**

Position	Current Salary	2016/17 Salary	2017/18 Salary	Notes
County Commissioner	\$99,946	+ COLA ¹ 7/1/2016	+ COLA 7/1/2017	
Chair, Board of County Commissioners	\$150,704	\$168,093 ² + COLA 7/1/2016	+ COLA 7/1/2017	
Sheriff	\$154,381	168,093 ² + COLA 7/1/2016	+ COLA 7/1/2017	
District Attorney (County-paid Supplement)	\$56,216 (+ State \$119,652)	56,216 + COLA 7/1/2016	Supplement + COLA 7/1/2017	Applies to the County supplemental portion of salary only – the state salary is independent of this portion

Notes:

1 “COLA” refers to the Cost of Living Adjustment granted to non-represented employees of Multnomah County

2 75% of the Department Director II salary range

Executive Summary

County Commissioners

The 2016 Salary Commission reviewed the methodology of prior Commissions for setting salaries and agreed the methodology remained appropriate for the Commissioners' salary. External market factors were analyzed for comparability and appropriateness, and the average of the external market salaries was considered a valid benchmark. There has been little change in the market salaries while County salaries have been adjusted by a cost of living factor. This Salary Commission believes that some cost of living adjustment is warranted despite the apparent lack of significant change in market comparator salaries. The 2016 Salary Commission sets the 2016/17 salary for Commissioners' at the current approved rate of \$99,946 increased by the cost of living increase given to Multnomah County non-represented employees for 2016/17. Additionally, for 2017/18, the salary rate shall be increased by the cost of living increase given to Multnomah County non-represented employees for 2017/18.

Chair, Board of County Commissioners

The 2010 Salary Commission set the 2010/11 salary for the Chair at the midpoint of the 2010/11 Department Director II salary 2016/17 and that has been the pay level set through 2015. A search of the external market did 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. Prior to 2014, a new classification of Chief Operations Officer was added and is under the general supervision of the County Chair. However, that is seen by the Commission as a unique situation that should not drive the salary of the Chair. Due to the comparison to Department Director II actual salaries, the Chair's salary for 2016/17 salary effective July 1, 2016 shall be increase to 75% of the Department Director II 2017/18 salary range of \$168,093, increased by the cost of living increase given to Multnomah County non-represented employees for 2016/17. Additionally, for 2017/18, the salary rate shall be increased by the cost of living increase given to Multnomah County non-represented employees for 2017/18.

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).

Previous Salary Commissions set the Sheriff's salary at the midpoint of the Department Director II salary range. Due to the increased complexity of the Sheriff's Department,

the 2016 Salary Commission has determined that the salary of the Sheriff for 2016/17 should be increased to 75% of the range of the Department Director II of \$168,093 and further increased by the cost of living increase given to Multnomah County non-represented employees for 2016/17. Additionally, for 2017/18, the salary rate shall be increased by the cost of living increase given to Multnomah County non-represented employees for 2017/18.

The County Paid Supplemental Salary of the District Attorney

The Salary Commission analyzed the methodology used by prior Commissions for making a recommendation for the County paid supplemental salary of the District Attorney. The methodology essentially gives 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 salary has been placed at 75% of the Department Director II salary range.

The 2016 Salary Commission has confirmed the pay level is still appropriate. While the District Attorney's current \$175,868 salary is 4.6% above 75% of the Department Director II salary range of \$168,093, the 2016 Salary Commission has determined it is still appropriate overall. The 2016 Salary Commission is addressing the unique nature of the District Attorney's salary, in that it is comprised of a State of Oregon salary and a Multnomah County supplemental salary. Acknowledging the State will apply adjustments to its portion of the salary independently, this Salary Commission has determined that the County supplemental salary of \$56,216 for the District Attorney shall be increased for 2016/17 by the cost of living increase given to Multnomah County non-represented employees for 2016/17. Additionally, for 2017/18, the supplemental salary rate shall be increased by the cost of living increase given to Multnomah County non-represented employees for 2017/18. Subsequent Salary Commissions will be able to monitor the resulting increases and determine adjustments for future years.

Respectfully submitted this 14th day of April, 2016.

By the Multnomah County Salary Commission:

Catrinus Wallet, Nancy Drury, Jan Lambert, Elisabeth Nunes, and Mary Rowe

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 2016 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.

CONTENTS OF THIS REPORT

This report contains sections on the following:

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

I. BOARD OF COUNTY COMMISSIONERS POSITIONS

SALARY 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 Commissioner's position.

Current salaries are as follows: all four Commissioners are paid the approved salary of \$99,946 and the Chair is paid at the approved salary of \$150,704.

METHODOLOGY AND FINDINGS

Compensation theory suggests that evaluating 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 2016 Salary Commission.

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

1. Survey information for Commissioner from the County HR Office:

The County Human Resource office previously identified several comparable counties for purposes of comparing 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 also continues to limit the geographic adjustment to a single index used by the County HR Office, from the Economic Research Institute.

Exhibit A: Comparison of Commissioner Salaries in Comparable Counties

County	Actual Salary 1/1/2016	Geographic Adjustment*	Equivalent Portland Salary
Clackamas County, OR	\$89,542	0.00%	\$89,542
Lane County, OR	\$74,297	6.60%	\$79,174
Marion County, OR	\$76,606	7.90%	\$82,643
Pierce County, WA	\$107,602	-2.90%	\$104,494
Snohomish County, WA	\$114,668	-7.80%	\$105,768
Thurston County, WA	\$105,276	2.00%	\$107,336
Average			\$94,826
Multnomah Co			\$99,946
Differential			5.4%

Geographic adjustment via Economic Research Institute data through Multnomah County Human Resources Office.

Salary Data Source: Multnomah County Auditor's Office Survey, December 2015

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 December, 2015, it is possible these jurisdictions will increase salaries at some point in 2016. However, we are using data that is accurate as of the time of this report. Consequently, using this data for setting 2017/18 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, we are unable to match the position to another county with any degree of confidence. There are counties in the Pacific Northwest and across the country that match the demographics of Multnomah County closely enough to be considered a contender. However, their organizational structures vary widely, some with split responsibilities 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 responsible to the Chair, 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. Regional councils and local boards:

A review of these jurisdictions showed limited comparability. Metro is a governmental agency in the Portland area with elected officials whose salaries should be noted. However, Metro is much smaller than Multnomah County, both in terms of staff and budget. The current data from Metro is detailed in Exhibit B below.

Exhibit B: Comparison with Metro 2016 Salaries

Metro Position	2016 Salary	Basis
Council President	\$101,818	80% of a judge's salary
Councilor	\$42,425	One-third of a judge's salary

4. City of Portland:

Although past Salary Commissions did not use data from the City of Portland, the County's Human Resources office does use Portland data for comparison with management salaries. However, it should be noted City Commissioners have operational responsibility for city bureaus and thus are not a good job match. Additionally, both the staff and budget for the City of Portland are considerably larger than Multnomah County. Approved salaries for the City of Portland Mayor and Commissioners as of December, 2015 are detailed in Exhibit C below.

Exhibit C: Comparison with City of Portland Approved December 2015 Salaries

City of Portland Position	December, 2015 Salary
Mayor	\$134,326
Commissioner	\$113,131

City of Portland salaries may or may not increase at some point in 2016 but it is the best data at this point in time.

5. Comparability between the Chair and County Department Directors:

The Chair has county-wide operational and fiscal responsibilities, which the Commissioners do not. Six department directors in two pay levels are under the ultimate authority of the Chair. Currently most of the direct report Department Directors have salaries above the midpoint of their respective range. Recently a new classification of Chief Operations Officer has been added and the position reports to the County Chair. Salaries for all positions are detailed in Exhibit D below.

Exhibit D: Department Directors' and Elected Officials' 2016 Salaries

Department	Classification	2015/16 Salary	Pay Scale Minimum	Pay Scale Midpoint	Pay Scale Maximum
Community Justice	Department Director I	\$168,620	\$105,388	\$137,004	\$168,620
Community Services	Department Director I	\$157,119	\$105,388	\$137,044	\$168,620
Library	Department Director I	\$165,917	\$105,388	\$137,004	\$168,620
County Assets	DCA Director	\$200,598	\$115,926	\$150,704	\$185,482
Human Services	Department Director II	\$147,228	\$115,926	\$150,704	\$185,482
Health Services	Health. Director	\$221,291	\$115,926	\$150,704	\$185,482
COO/County Mgmt	COO/Prin Dept Director	\$159,882	\$127,518	\$165,774	\$204,030
District Attorney		\$175,868			
Sheriff		\$154,381			
BOCC Chair		\$150,704			
Commissioner		\$99,946			

Compensation theory suggests the spread between the supervisor and subordinate should be 10% to 25%. However the Chair's actual salary compared with these positions under her authority shows that the Chair is paid less than all but one of the positions. The Chair's salary has been set at the midpoint of the higher level salary range of the Department Director II by the previous Salary Commission. 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 in this case.

6. Tenure in the job:

Generally speaking, salary will increase based in part on tenure in the position. These are elected positions and presumably, a newly elected BOCC member would receive the salary of the outgoing BOCC member. Consequently, tenure in the position is not a factor in considering an appropriate salary.

7. 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.

8. Benefits considerations:

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

9. 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.

10. 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.

11. 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, although it cannot be proven, 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 Salary Commission has determined it is appropriate to adjust the salaries of these positions consistent with Multnomah County's annual cost of living adjustments. Accordingly, Commissioners' salaries for 2016/17 shall be set at the current approved rate of \$99,946 adjusted by the cost of living increase given to Multnomah County non-represented employees for 2016/17. Additionally for 2017/18, that salary rate shall be adjusted by the cost of living increase given to Multnomah County non-represented employees for 2017/18.

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 rather 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 Commission, as external comparators are also an important consideration.

This Salary Commission believes the Chair's 2016/17 salary should be increased to 75% of the of the Department Director II salary range of \$168,093 increased on July 1, 2016 by the cost of living increase given to Multnomah County non-represented employees for

2016/17. Additionally, for 2017/18, the salary rate shall be increased by the cost of living increase given to Multnomah County non-represented employees for 2017/18.

2016/17 AND 2017/18 SALARIES

The 2016 Salary Commission sets the 2016/17 rate for Commissioners' salaries at the current approved rate of \$99,946 increased by the cost of living increase given to Multnomah County non-represented employees for 2016/17. Additionally, for 2017/18, the salary rate shall be increased by the cost of living increase given to Multnomah County non-represented employees for 2017/18.

The 2016 Salary Commission sets the 2016/17 salary for the Chair effective July 1, 2016 to match 75% of the Department Director II salary range of \$168,093 increased by the cost of living increase given to Multnomah County non-represented employees for 2016/17. Additionally, for 2017/18, the salary rate shall be increased by the cost of living increase given to Multnomah County non-represented employees for 2017/18.

II. SHERIFF

SALARY HISTORY

A brief salary history shows the Sheriff's salary for the past few years.

Start Date	Annual Salary	% Increase
7/1/2015	\$154,382.	2.1%
7/1/2014	\$151,207	2.7%
7/1/2013	\$147,232	1.8%
7/1/2012	\$144,628	3.3%
7/1/2011	\$140,008	0.0%
7/1/2010	\$140,008	3.7%

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 Multnomah County Sheriff's Office was contacted by a prior Salary Commission to determine if there were differences in Sheriff duties in Oregon and Washington counties that would be important for the Salary Commission to know. The prior Salary Commission was advised 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 enforcement responsibilities than Multnomah County.

Salary data was collected from these jurisdictions and is shown in Exhibit A. The current Salary Commission revised the geographic adjustment to a single index used by the County Human Resources office, from the Economic Research Institute.

2. Sheriff salaries in other jurisdictions:

The Sheriff's Office previously identified four counties in California and three counties in other states for purposes of comparing Sheriff salaries. The current Salary Commission determined that there were sufficient Northwest comparators, and as a result, national comparators are not necessary for an appropriate market comparison.

**Exhibit A: Sheriff Salaries Adjusted for Geographical Differences
December 2015**

County	Actual Salary	Geographic Adjustment*	Equivalent Portland Salary
Clackamas, OR	\$165,010	None—Ptld Metro area	\$165,010
Lane County, OR	\$123,489	4.70%	\$129,324
Marion County, OR	\$119,745	7.10%	\$128,299
Washington County, OR	\$168,772	-0.20%	\$168,365
Clark County, WA	\$114,720	-0.40%	\$114,235
Pierce County, WA	\$148,614	-2.70%	\$144,615
Snohomish County, WA	\$130,800	-7.70%	\$120,744
Thurston County, WA	\$125,088	1.50%	\$126,948
Average			\$137,193
Multnomah County			\$154,381
Differential			12.5%

**Geographic adjustment via Economic Research Institute data through Multnomah County Human Resources Office.*

Salary Data Source: Multnomah County Auditor's Office Salary Survey December 2015.

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

The survey data shows the Sheriff's salary to be 112.5% of 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, given the larger jail responsibilities.

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

There are six Department Directors in the County in two pay scales and a new classification of Chief Operating Officer.

Exhibit B: Department Directors' Salaries

Department	Classification	2015/16 Salary	Pay Scale Minimum	Pay Scale Midpoint	Pay Scale Maximum
Community Justice	Department Director I	\$168,620	\$105,388	\$137,004	\$168,620
Community Services	Department Director I	\$157,119	\$105,388	\$137,004	\$168,620
Library	Department Director I	\$165,917	\$105,388	\$137,004	\$168,620
County Assets	Chief Info Officer	\$200,598	\$115,926	\$150,704	\$185,482
Human Services	Department Director II	\$147,227	\$115,926	\$150,704	\$185,482
Health Services	Department Director II	\$221,201	\$115,926	\$150,704	\$185,482
COO/County Mgmt	COO/Prin Dept Director	\$159,882	\$127,518	\$165,774	\$204,030
District Attorney		\$175,868			
Sheriff		\$154,382			

The midpoint of the Department Director II salary range is \$150,704. Most of the current department directors are paid above the midpoint of their respective ranges.

The Sheriff's position is not included in the Department Director classifications, but given the level of authority and responsibility of the position, an argument can be made that it is more than equivalent to Department Director II. Thus, in order to maintain internal equity, the Sheriff should be paid at or above 75% of the Department Director II salary range (\$168,093). The Sheriff is currently paid a salary of \$154,381.

4. Comparability with the Portland Police Chief:

The City of Portland does not have responsibility for jails; however it has law enforcement duties that are substantially different than Multnomah County. As a result, the jobs are not directly comparable. For these reasons, information on compensation for the Portland Police Chief was reviewed but not considered relevant for this study.

5. Comparability between the Sheriff and his direct reports:

The highest level positions below the Sheriff within the Sheriff's Office are the Undersheriff and the Chief Deputy. There are three incumbents serving as Chief Deputy, one at \$140,855, one at \$150,431, and one at \$154,370. The Chief Deputy classification has a range with a minimum of \$97,580 and maximum of \$156,129. There is no salary differential between the actual salary of the Sheriff and top-paid Chief Deputy. There is no incumbent in the classification of Undersheriff. Compensation theory suggests the spread between the supervisor and subordinate should be 10% to 25%. The current difference between the salaries of the Sheriff and his direct reports is very narrow and may be further reduced if the Sheriff's direct

reports receive merit increases on their range in addition to 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. The Salary Commission's salary determination for the Sheriff provides resolution for this situation.

6. 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 Sheriff be elected, he/she would receive the salary of the outgoing Sheriff. Consequently tenure in the position is not a factor in determining an appropriate salary.

7. 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 authorized review.

8. Internal equity versus external market considerations:

Consideration is being given to internal equity considerations 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's position.

9. 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.

10. 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, although it cannot be proven, 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 \$154,381 is 16% above Pacific Northwest comparators.

However, the Multnomah County Department Director positions are paid incrementally more than the Multnomah County Sheriff even though the Sheriff position is arguably higher in market value to Department Director II. Therefore, the Salary Commission finds it reasonable to recommend that the Sheriff be placed at 75% of the Department Director II salary range. The Sheriff's salary is currently above the midpoint but below 75% of the range

2016/17 and 2017/18 SALARY

The Salary Commission determines that the salary of the Sheriff for 2016/17 be set at 75% of the range of the Department Director II (\$168,093) further increased by the cost of living increase given to Multnomah County non-represented employees for 2016/17. Additionally, for 2017/18, the salary rate shall be increased by the cost of living increase given to Multnomah County non-represented employees for 2017/18

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 his/her 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 II (currently \$168,093) and the 2016 Salary Commission recommends keeping this salary level.

As of January 2016, the State contributes \$120,000 annually to the District Attorney's salary. The County supplement is \$55,868 and the combined annual salary currently is \$175,868 which is currently above 75% of the Department Director II salary range (\$168,093).

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
December 2015**

County	Actual Salary	Geographic Adjustment*	Equivalent Portland Salary
Clackamas, OR	\$166,429	None	\$166,429
Lane County, OR	\$153,327	4.00%	\$159,501
Marion County, OR	\$145,297	6.70%	\$155,081
Washington County, OR	\$177,306	-0.20%	\$176,895
Pierce County, WA	\$162,618	-2.50%	\$158,473
Snohomish County, WA	\$162,618	-7.50%	\$150,500
Thurston County, WA	\$150,624	1.00%	\$152,164
Average:			\$159,863
Multnomah Co.			\$175,868
Differential:			10.0%

**Geographic adjustment via Economic Research Institute data through Multnomah County Human Resources Office.*

Salary Data Source: Multnomah County Auditor's Office Salary Survey December 2015

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 six department directors in the County in two pay scales and a new classification of Chief Operating Officer. Based on a review of relevant information about both classifications, the 2016 Salary Commission concludes that the position of District Attorney should be paid at 75% of the range of the Department Director II (\$168,093).

Exhibit B: Department Directors' Salaries

Department	Classification	2015/16 Salary	Pay Scale Minimum	Pay Scale Midpoint	Pay Scale Maximum
Community Justice	Department Director I	\$168,620	\$105,388	\$137,004	\$168,620
Community Services	Department Director I	\$157,119	\$105,388	\$137,004	\$168,620
Library	Department Director I	\$165,917	\$105,388	\$137,004	\$168,620
County Assets	Chief Info Officer	\$200,598	\$115,926	\$150,704	\$185,482
Human Services	Department Director II	\$147,227	\$115,926	\$150,704	\$185,482
Health Services	Department Director II	\$221,291	\$115,926	\$150,704	\$185,482
COO/County Mgmt	COO/Prin Dept Director	\$159,882	\$127,518	\$165,774	\$204,030
District Attorney		\$175,868			

The midpoint of the Department Director II salary range is \$150,704 and most of the current department directors are paid above their respective midpoints. 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 II. As noted above, 75% of the Department Director II range is \$168,093.

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

The second highest level position in the office is the Chief Deputy District Attorney. There are three incumbents two are currently paid \$176,000 and one is paid \$167,359.

Compensation theory suggests the spread between the supervisor and subordinate should be 10% to 25%. However, since the District Attorney position is comparable to Department Director II 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 determined that the relationship of this position to the Department Director II 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, he/she 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) is not 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, although it cannot be proven, 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.

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

The responsibilities of this District Attorney are comparable to leading a large law firm.

2016/17 and 2017/18 SALARY

Currently, the District Attorney's salary is 4.6% above 75% of the Department Director II range. This Salary Commission believes that is an appropriate rate for this position, based on our review. However, we are departing from how we addressed adjustments to the combined salary in the past, given the unique nature of this position's salary, in that the main portion of the position's salary is funded by the State of Oregon, and the County provides a supplement to that salary. The Salary Commission is aware that increases to the State portion of this position's salary may occur at different times and prior Salary

Commissions have required that the County supplement be adjusted if there were interim increases by the State. To avoid mid-term adjustments between the two portions, this Salary Commission is limiting increases to the County supplement, being aware that the State of Oregon will be adjusting 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 \$55,868 for the District Attorney salary shall be increased for 2016/17 by the cost of living increase given to Multnomah County non-represented employees for 2016/17. Additionally, for 2017/18, the County salary supplement shall be increased by any cost of living increase given to Multnomah County non-represented employees for 2017/18.

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 his/her successor; thus the public will be better served.

LAST BUT CERTAINLY NOT LEAST

The 2016 Salary Commission wishes to thank the Classification and Compensation staff of the County Human Resources office for providing information on geographic comparison factors.

The Salary Commission also wishes to thank County Attorney Jenny Madkour for discussing legal issues with us.

The Salary Commission finally wishes to extend its appreciation to Multnomah County Auditor Steve March and his staff member Judy Rosenberger. We could not have completed our work without Judy's diligent research, data collection and keen eye for detail.