



Evelyn Minor-Lawrence  
Director

DEPARTMENT OF HUMAN RESOURCES

PUBLIC SERVICES BUILDING  
2051 Kaen Road | Oregon City, OR 97045

TO: Board of County Commissioners

FROM: Evelyn Minor-Lawrence, Director of Human Resources  
Heather Pedersen, Classification & Compensation Manager

DATE: August 10, 2021

SUBJECT: Compensation Method for County Administrator and County Counsel

In July 2021, Human Resources conducted the annual market study for the positions of County Administrator and County Counsel. In reviewing the compensation of these key County positions, the Compensation Manager reviewed salary and deferred compensation for all of the Clackamas County comparators, which consist of Clark, Multnomah and Washington Counties, Cities of Portland and Vancouver, and Metro. As in previous years, it was noted that several jurisdictions, including Washington County, pay their comparable positions a flat rate rather than within established salary grades. This means incumbents negotiate their starting salary at their time of appointment and then have their performance and compensation reviewed/negotiated annually. Over the years, this has made it difficult for Human Resources to accurately benchmark the compensation for these classifications as salaries can fluctuate depending on who is in the position.

Historically, Clackamas County's County Administrator and County Counsel classifications have been assigned to salary grades. The salary grade assigned to County Administrator (NRP 44) has been in place since 2007 while the salary grade assigned to County Counsel (NRP 43) has been updated in recent years due to market. The Board of County Commissioners (BCC) recently asked Human Resources to provide a recommendation related to the compensation practices for County Administrator and County Counsel. These two single-incumbent positions report directly to the Board of County Commissioners and are unique from other County classifications.

In reviewing the practices of comparable jurisdictions, it is recommended the County adopt the practice of using a flat rate compensation method for County Administrator and County

Counsel. Assigning a flat rate provides the BCC flexibility to adjust the incumbents' salary according to performance and remain competitive in order to retain and attract as needed.

With a flat rate method, Human Resources would continue to conduct annual market studies for the BCC's consideration and reference. It would also be recommended that any Cost of Living Allowance (COLA) approved for the Non-Represented employee group be applied to the flat rates paid to County Administrator and County Counsel in order to avoid compression with those positions reporting to these executives.

As per the Personnel Ordinance, the department of Human Resources, under the direction of the County Administrator, shall maintain the County's compensation plan. If the BCC is in agreement with this flat rate method, Human Resources will draft a staff report to provide a formal recommendation to the County Administrator for final adoption.

C: Gary Schmidt, County Administrator  
Stephen Madkour, County Counsel

**COUNTY ADMINISTRATOR  
MARKET ANALYSIS**

7/2021

| JURISDICTION   | CLASSIFICATION TITLE   | MINIMUM                          | MIDPOINT  | MAXIMUM                          | INCUMBENT'S CURRENT SALARY       |
|--|--|----------------------------------|---|----------------------------------|----------------------------------|
| <b>CLARK COUNTY</b><br>Population Served: 488,241<br>Total # Employees: 1,779      | <b>COUNTY ADMINISTRATOR</b><br>Adjustment 7.9% - Employee pays PERS EE contribution.<br><i>Current incumbent hired May 2020</i>  | <b>\$166,821</b><br>\$180,000.00 | <b>\$166,821</b><br>\$180,000.00<br><i>FLAT RATE*</i> | <b>\$166,821</b><br>\$180,000.00 | <b>\$166,821</b><br>\$180,000.00 |
| <b>MULTNOMAH COUNTY</b><br>Population Served: 812,855<br>Total # Employees: 6,200  | <b>DEPARTMENT DIRECTOR PRINCIPAL/COO</b><br>No Adjustment - Agency pays PERS EE contribution.<br><i>Current incumbent hired July 2021</i>  | <b>\$158,346</b>                 | <b>\$205,850</b>                                      | <b>\$253,354</b>                 | <b>\$225,000</b>                 |
| <b>WASHINGTON COUNTY</b><br>Population Served: 610,968<br>Total # Employees: 2,305 | <b>COUNTY ADMINISTRATOR</b><br>Employees pay 6% PERS EE contribution. County Administrator receives approx 8.1% deferred compensation to offset.<br><i>Current incumbent hired August 2020</i> | <b>\$245,411</b><br>\$239,996    | <b>\$245,411</b><br>\$239,996<br><i>FLAT RATE*</i>    | <b>\$245,411</b><br>\$239,996    | <b>\$245,411</b><br>\$239,996    |
| <b>CITY OF PORTLAND</b><br>Population Served: 647,805<br>Total # Employees: 7,670  | <b>CHIEF ADMINISTRATIVE OFFICER</b><br>No Adjustment - Agency pays PERS EE contribution.<br><i>Current incumbent hired January 2017</i>  | <b>\$155,230</b>                 | <b>\$201,770</b>                                      | <b>\$248,310</b>                 | <b>\$236,600</b>                 |
| <b>CITY OF VANCOUVER</b><br>Population Served: 185,000<br>Total # Employees: 1,479 | <b>CITY MANAGER</b><br>Employees pay 7.9% PERS EE contribution. City Manager receives 7.5% deferred compensation.<br><i>Current incumbent hired 2007</i>                                       | <b>\$265,459</b><br>\$266,447    | <b>\$265,459</b><br>\$266,447<br><i>FLAT RATE*</i>    | <b>\$265,459</b><br>\$266,447    | <b>\$265,459</b><br>\$266,447    |
| <b>METRO</b><br>Population Served: 2.4 million<br>Total # Employees: 1,600         | <b>CHIEF OPERATING OFFICER</b><br>Adjustment 6.0% - Employee pays PERS EE contribution.<br><i>Current incumbent hired March 2020</i>   | <b>\$183,142</b><br>\$194,130    | <b>\$224,358</b><br>\$237,820                         | <b>\$265,575</b><br>\$281,510    | <b>\$241,383</b><br>\$255,866    |
|  | <b>ADJUSTED ANNUAL AVERAGE (ALL):</b>  | \$195,735                        | \$218,278   | \$240,822                        | <b>\$230,112</b>                 |
| <b>CLACKAMAS COUNTY</b><br>Population Served: 416,075<br>Total # Employees: 2,516  | <b>CURRENT SALARY GRADE (NRP 44):</b><br>with 6.27% Deferred Compensation  | \$179,000<br><b>\$190,223</b>    | \$210,304<br><b>\$223,490</b>                         | \$241,608<br><b>\$256,757</b>    | \$227,474<br><b>\$241,737</b>    |

\* Clark County, Washington County and City of Vancouver pay incumbents a Flat Pay Rate. Executive's salaries are negotiated rather than being paid within an established salary grade with set minimum and maximum pay rates. Clark County and City of Vancouver apply COLA's in January.

**COUNTY COUNSEL  
MARKET ANALYSIS**

July 2021

| JURISDICTION                                       | CLASSIFICATION TITLE  | MINIMUM                     | MIDPOINT                     | MAXIMUM                     | INCUMBENT'S CURRENT SALARY              |
|--|---|-----------------------------|------------------------------|-----------------------------|---|
| <b>CLARK COUNTY</b><br>No Deferred Comp            | <b>NO MATCH</b><br>Adjustment 7.9% - Employee pays PERS EE contribution.  |                             |                              |                             |   |
| <b>MULTNOMAH COUNTY</b><br>No Deferred Comp        | <b>COUNTY ATTORNEY</b><br>No Adjustment - Agency pays PERS EE contribution.   | 174,180                     | 226,435                      | 278,689                     | 247,647                                 |
| <b>WASHINGTON COUNTY</b><br>No Deferred Comp       | <b>COUNTY COUNSEL</b><br>Adjustment 6.0% - Employee pays PERS EE contribution.<br><i>Incumbent hired June 2021</i>  | 221,698<br>235,000          | 221,698<br><i>FLAT RATE*</i> | 221,698<br>235,000          | 221,698<br>235,000<br><i>FLAT RATE*</i> |
| <b>CITY OF PORTLAND</b><br>No Deferred Comp        | <b>CITY ATTORNEY</b><br>No Adjustment - Agency pays PERS EE contribution.   | 155,230                     | 201,770                      | 248,310                     | 225,056                                 |
| <b>CITY OF VANCOUVER</b><br>1% Match Deferred Comp | <b>CITY ATTORNEY</b><br>Adjustment 7.9% - Employee pays PERS EE contribution.<br><i>Incumbent hired December 2019</i>   | 157,212<br>169,632          | 180,829<br>195,114           | 204,445<br>220,596          | 163,663<br>176,592                      |
| <b>METRO</b><br>No Deferred Comp                   | <b>METRO ATTORNEY</b><br>Adjustment 6.0% - Employee pays PERS EE contribution.<br><i>Incumbent hired June 2020</i>  | 183,142<br>194,130          | 224,358<br>237,820           | 265,575<br>281,510          | 196,226<br>208,000                      |
|  | <b>ADJUSTED ANNUAL AVERAGE OF COMPARABLES:</b>  | 178,292                     | 211,018                      | 243,743                     |   |
| <b>CLACKAMAS COUNTY</b>                            | <b>CURRENT SALARY GRADE - NRP 43:</b><br>with 6.27% deferred comp   | 170,476<br><b>\$181,165</b> | 200,290<br><b>\$212,848</b>  | 230,103<br><b>\$244,530</b> | 224,371<br><b>\$238,439</b>             |
| <b>COMMENTS:</b>                                   | * Washington County pays incumbent a Flat Pay Rate. Employee salary is negotiated rather than paid within an established salary grade with set minimum and maximum pay rates. |                             |                              |                             |   |