



WASCO COUNTY BOARD OF COMMISSIONERS  
WORK SESSION  
MARCH 8, 2018

PRESENT: Steve Kramer, Chair  
Scott Hege, Vice-Chair  
Rod Runyon, County Commissioner

STAFF: Tyler Stone, Administrative Officer  
Kathy White, Executive Assistant

At 11:30 a.m. Chair Kramer opened a Work Session.

**Waste Water Facility**

Long-Range Planner Kelly Howsley-Glover explained that there is an application for a much-needed waste water facility near Dufur. Unfortunately, the application does not qualify under our LUDO. Ms. Howsley-Glover reported that the State has confirmed her findings; however, the project engineer has indicated a less firm response from the State authority.

Ms. Howsley-Glover went on to say that this is a common problem which needs to be addressed through state legislation. She stated that other jurisdictions have gone forward under similar circumstances but it risks litigation by the Oregon Department of Land Conservation and Development. She went on to say that it is a good project and needed by the community but it will not be without problems. For instance, the soils in Dufur are some of the best in the County; it would be preferable to locate this near existing facilities.

Discussion ensued regarding possible alternatives (rezoning, extending the city limits, health and welfare provisions, etc.), the risk of litigation (DLCD, neighbors, Land Watch and others), the needs of the community and DEQ's requirement for a new facility. The Board, County Counsel, Mr. Stone and the Planning Department will continue to seek a solution.

**County Compensation Policy**

Human Resources Manager Nichole Biechler presented a slide show (attached) outlining the current policy and possible improvements. She explained that when

the policy was created, the high end of the compensation scale was set at the 50<sup>th</sup> percentile of market value; the scale worked backwards from the high point at the rate of 2.5% for each of seven steps for staff and ten steps for management.

Discussion ensued regarding the recurring poaching of County staff for higher pay and the practices of other government entities that may not be tied to a matrix and therefore able to offer higher wages for hard-to-fill positions. Vice-Chair Hege observed that when the salary policy was initially created, the County was in many cases way off market and going higher than the 50<sup>th</sup> percentile would have been too expensive. He said that while it seemed low to set it at 50%, the County would not have been able to implement it at a higher rate. Mr. Stone concurred, noting that it was implemented over a period of two years to help lessen the impact. He added that the policy is also subject to available funds.

Ms. Biechler stated that the local workforce is not able to meet the needs of employers. She said she is taking steps to have those larger conversations with area educators to develop the skills needed in our market.

Mr. Stone said that he would like the Board to evaluate the entire policy, not just pay, before staff moves forward with any revisions. He pointed out that they can look at moving the wage but there are other forms of compensation to be considered – 4-day work weeks, more vacation, etc. Ms. Biechler added that when she came on board, it was extremely difficult to negotiate salary; we may want to address that process.

Further discussion ensued regarding the variety of compensation incentives listed in the presentation. Vice-Chair Hege suggested that any of them could be run as a pilot program to see how it works. Mr. Stone stated that he is concerned about retention and while money is not a total solution, it is a piece of it – we are doing ourselves a disservice if we do not retain our superstars.

The Board asked staff to evaluate the options and return with costs and recommendations for implementation.

<b>Dress Code</b>
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Ms. Biechler explained that the current dress code is intentionally broad so as to allow directors to exercise discretion. It states that we follow a code that is “business causal” and outlines some of the attire included in that classification. However, we have some staff that push the limits – sandals, shorts, leggings, etc. She reported that in one instance, the conversation regarding leggings and t-shirts had become an avalanche causing some dissention.

Discussion ensued regarding the desired professional appearance of staff. The



conclusion was that the current dress code as stated in the employee handbook is adequate.

**Deschutes Rim Clinic**

Chair Kramer reminded everyone that the Deschutes Rim Clinic is expanding in order to offer a higher level of health care in the southern portion of Wasco County. He reported that they have received some money from the legislature but are still a million dollars behind. He suggested that the County consider financial support through the enterprise zone funds.

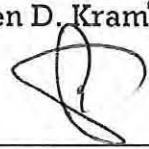
Discussion ensued regarding other projects supported through the enterprise zone funds and the issues the County may face in contributing to the expansion project. Mr. Stone suggested that the County needs to develop a process for addressing such requests.

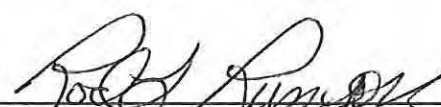
Chair Kramer reminded the Board that the Administrative Officer's review is scheduled for March 21<sup>st</sup>. Vice-Chair Hege will be providing a set of questions to help with the performance evaluation.

Chair Kramer adjourned the session at 1:37 p.m.

Wasco County  
Board of Commissioners

  
Steven D. Kramer, Commission Chair

  
Scott C. Hege, Vice-Chair

  
Rod L. Runyon, County Commissioner



HUMAN RESOURCES

# WASCO COUNTY'S COMPENSATION PHILOSOPHY



# ATTRACT, RETAIN & MOTIVATE



V

# W.C. COMPENSATION POLICY

September 2015

## Principles:

- Ensure External Competitiveness of employee pay
- Ensure Internal Equity regarding the valuing of positions
- Ensure the Fairness of individual employee pay based on performance
- Ensure the consistency of the application of policies and procedures
- Ensure that County fiscal resources are considered in making pay decisions

## Provisions/Exceptions:

- Employees covered by union agreements
- Temporary Employees\*
- Administrative Officer (pay set by BOCC)

# AUTHORIZATION

The Philosophy Statement of the policy and its overall approval is considered the province of the Board but the authority to execute the actions detailed in the policy rests with the Administrative Officer in consultation with the Finance Director.

# RANGE ASSIGNMENT

Pay ranges are identified by a minimum, a market reference point and a Performance Award.

- Market pay levels may be reviewed periodically, if appropriate, and if fiscal resources permit.
- Structure of pay at the 50<sup>th</sup> percentile of market.

## Assessment (Pay Ranges)

- Job Evaluation Factors (internal equity)
- Comparable position w/in the County market
  - Job Description and/or Analysis Questionnaire



# Compensation Strategy

- Match the market
  - Pay rates comparable to those of the relative marketplace
- Lead the market
  - Pay rates that are higher than the relative marketplace
- Lag the market
  - Pay rates lower than those of the relative marketplace
- Combination of options
  - What best fits W.C.'s mission, vision and culture?



# Looking Forward – Competitive Edge

- Gym membership reimbursement
- Convertible or standing desk options\*
- In-office day care
- Maternity/Paternity Leave
- College Scholarship/Saving Program
- Tuition Reimbursement\*
- Personal Volunteering days
- Take Shelter Dogs for a Walk
- Flex time\*
- Telecommuting/Work from Home
- Time-off on your birthday
- Community Garden
- Mentor Program\*
- Lunch w/Tyler or the Commissioners
- 4-Day workweek (Clackamas County\*)
- Leave Time
- Deferred Comp./Employee Share

# What are we currently doing?

- Training and Professional Development
  - Mentor Program/Culture Ambassadors
  - Lead Meetings/Management Meetings (Summit)
- Breaking Down Barriers
  - **Separate locations/Geography**
- What does 100% Love mean?
  - Living our Values Everyday
- Recognizing our teams strengths'
  - What does everyone bring to the table?

# 2018 Comp. Challenges

- Finding good, talented people
- Focusing leadership development in right direction
- Improving systems, processes & documentation
- Employee recognition & engagement
- Organizational growth
- Leadership on board with compensation philosophy
- Competitive pay

2018 Compensation Survey-PayScale