



Research Requests from Independent Salary Commission

March 28, 2023 Meeting

The following is a response to requests for information from Commissioners during the March 28, 2023 meeting, organized into broad subject headings.

Equity Tools and Resources

- What tools can we apply for equitable compensation analysis?
- What duties do elected officials have around engagement with marginalized communities?
- What comparators have similar duties?

In response to the commission's request for tools that can be applied to advance equitable outcomes for compensation, we began by researching guidance from the Society for Human Resource Management (SHRM), a professional human resources membership association. We found information on conducting equity audits of employee pay, including reviewing pay policies, ensuring data accuracy, comparing the work of employees, data analysis, review of legal compliance, and taking action to address disparities. Other compensation sources online echoed this process. As this information applies to equitable outcomes to an existing body of employees, we continued searching for information related to designing an equitable pay structure as more relevant to the work of the commission.

A pay structure refers to how compensation for a particular job is organized. Often this is a pay range, with a set entry wage and a maximum wage or cap. It can also be a step structure with an entry wage and progressive, scheduled increases to a higher step until the maximum step is reached.

We were unable to find specific tools or resources for designing an equitable pay structure from an internet search. We instead found best practices for designing pay structures in general. These include determining a compensation philosophy, solidifying a methodology, such as a point factor system or a market-based system. (Very few organizations use a point factor system, which assigns points to specific pre-determined values and pays jobs in relation to how they score.)

Ted Wheeler, Mayor

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Next steps are to understand the work performed, determining how jobs rank relative to one another, conducting market research, and determining the entry and maximum of a pay range.

SHRM has a comprehensive article here:

<https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/howtoestablishsalaryranges.aspx>

We have reached out to our associates at the University of Southern California Race and Equity Center to request information about any resources of which they may be aware.

The Commission may also want to be aware of the Oregon pay equity law that requires employees performing work of comparable character to be compensated the same, although there are several factors that allow for differences. These are broadly listed as: seniority; merit; quantity/quality of products produced in a given time frame; geographic location; education; training; and experience.

Per the commission's request to compare the City's elected officials' duties around engagement with marginalized communities to those of other electeds, we surveyed ten cities that have a similar population size to Portland. None of these cities posted descriptions of the work of their elected officials. In our research we found only three cities that describe the work of their mayor. None had robust descriptions related to work around equity or community engagement.

Additionally, the duties and responsibilities listed in the City Charter do not address community engagement, except as expressed in the description of the Mayor, written as: *Advance the City's core values of anti-racism, equity, transparency, communication, collaboration and fiscal responsibility.*



Comparable Cities by Population

- What are the most comparable cities to Portland by population?
- Do they have salary commissions?

City	Population	Y/N	Additional Information
El Paso, TX	678,415		None found online; waiting for confirmation from city staff
Washington DC	670,050	No	
Boston, MA	654,776		None found online; waiting for confirmation from city staff
Las Vegas, NV	646,790	No	
Portland, OR	641,162	Yes	https://www.portland.gov/transition/salarycommission
Detroit, MI	632,464	No	Determined by staff based on market analysis, adopted by Council vote
Louisville, KY	628,594	No	
Memphis, TN	628,127		None found online; waiting for confirmation from city staff
Baltimore, MD	576,498	Yes	https://mayor.baltimorecity.gov/bc/boards/compensation-commission-elected-officials#boardinfo
Milwaukie, WI	569,330		None found online; waiting for confirmation from city staff

Budget / COLA / Elected Pay and Benefits

- Who creates the budget - Mayor creates and Council approves?

Bureaus develop a proposed budget that is submitted to the City Budget Office (CBO). CBO's primary function involves coordinating the development of the City's budget, including analysis and recommendations of each bureau's operating and capital budget, financial plan, and performance measures and provide the analysis to the Mayor's Office to develop the Mayor's Proposed Budget.

Process:

- Bureaus submit a proposed budget to CBO
- CBO performs analysis on Requested Budgets and submits analysis to Council
- Mayor's Office creates a Mayor's Proposed Budget based on bureau submittals and CBO's analysis
- Mayor's Proposed Budget is reviewed in Work Sessions and Public Testimony is provided
- Council may make amendments to the Mayor's Proposed Budget in Council Meetings
- Council and Mayor vote to adopt the Proposed Budget and amendments

Additional information here: <https://www.portlandoregon.gov/cbo/article/797752>



- What benefits do elected officials currently receive?

City-paid parking is available to the Mayor and to each Commissioner

Medical, dental and vision coverage – 95% paid by City

Basic life insurance coverage of \$50k

Short and Long Term Disability coverage – 40% base salary with premium paid by City

Optional buy up coverage for life insurance and disability

Employee Assistance Program

Voluntary Flexible Spending Accounts for Healthcare and Dependent Care

PERS

Deferred Compensation 457 program

- How is pay for elected officials currently set? When is the last time it was updated?

In the past the positions of elected officials were included in the ordinance that updated the compensation ranges for non-represented classifications with a Cost of Living Adjustment (COLA). Each Council member was provided the option of approving a COLA adjustment for their own position. In 2019 it was determined that there was a conflict of interest for Council to approve their own salaries. Since then Council has not updated their pay rates.

- How is COLA calculated for represented employees? Is it the same for non-represented?

The COLA rate is set by the CPI-W: Consumer Price Index for Urban Wage Earners and Clerical Workers published by the Bureau of Labor Statistics, U.S. Department of Labor.

Collective bargaining agreements have set a minimum 1% COLA adjustment where the CPI-W is less than 1% and a maximum 5% COLA adjustment where the CPI-W is over 5%.

Adjustments for non-represented employees are included in the annual fiscal year budget and approved by City Council. The City Budget Office and the Bureau of Human Resources typically propose an adjustment that matches the represented rate.



Structure and Pay of Elected Official Offices

- What percent of the budget is represented by current elected officials' salaries?

Information pending.

- What is the cost of elected officials' staff and what is their salary structure?

Mayor, Auditor, and Commissioners' Office staff structure and compensation ranges are below.

Position Desc	# Positions	Area	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
Mayor	1	Mayor		149,260.80	
Mayor's Chief of Staff	2	Mayor	88,899.20	122,220.80	155,542.40
Commissioner's Senior Staff Rep	4	Mayor	78,020.80	98,217.60	118,393.60
Commissioner's Staff Rep	16	Mayor	59,966.40	84,801.60	109,636.80
Commissioner's Admin Support Specialist	3	Mayor	47,236.80	60,008.00	72,779.20

Position Desc	# Positions	Area	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
Auditor, City	1	Auditor		125,694.40	
Auditor - General Counsel	1	Auditor	123,780.80	167,107.20	210,433.60
Auditor - City Auditor Chief Deputy	1	Auditor	102,918.40	141,523.20	180,107.20
Auditor - Audit Services Director	1	Auditor	102,918.40	141,523.20	180,107.20
Auditor - City Ombudsman	1	Auditor	88,899.20	122,220.80	155,542.40
Auditor - Manager I	2	Auditor	88,899.20	122,220.80	155,542.40
Auditor - City Archivist	1	Auditor	88,899.20	122,220.80	155,542.40
Auditor - Supervisor II	1	Auditor	77,376.00	108,700.80	140,025.60
Auditor - Performance Auditor III	1	Auditor	77,376.00	108,700.80	140,025.60
Auditor - Deputy Ombudsman	2	Auditor	70,220.80	93,516.80	116,792.00
Auditor - Supervisor I	1	Auditor	70,220.80	93,516.80	116,792.00
Auditor - Archives&RecordsCoordinatorIII	1	Auditor	70,220.80	93,516.80	116,792.00
Auditor - Business Systems Analyst II	1	Auditor	70,220.80	93,516.80	116,792.00
Auditor - Clerk to City Council	1	Auditor	70,220.80	93,516.80	116,792.00
Auditor - Performance Auditor II	5	Auditor	70,220.80	93,516.80	116,792.00
Auditor - Administrative Specialist III	1	Auditor	59,072.00	84,302.40	109,512.00
Auditor - Analyst I	2	Auditor	59,072.00	84,302.40	109,512.00
Auditor - Archives&RecordsCoordinator II	3	Auditor	59,072.00	84,302.40	109,512.00
Auditor - Performance Auditor I	1	Auditor	59,072.00	84,302.40	109,512.00
Auditor - Administrative Specialist II	3	Auditor	53,539.20	76,398.40	99,236.80
Auditor - Archives&RecordsCoordinator I	1	Auditor	53,539.20	76,398.40	99,236.80
Auditor - Coordinator I	1	Auditor	53,539.20	76,398.40	99,236.80
Community Service Aide I	1	Auditor	30,680.00		34,382.40
Community Service Aide I	1	Auditor	30,680.00		34,382.40
Community Service Aide II	1	Auditor	32,302.40		58,843.20

Position Desc	# Positions	Area	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
Commissioner	1	Rubio		125,694.40	
Analyst III	1	Rubio	77,376.00	108,700.80	140,025.60
Commissioner's Chief of Staff	1	Rubio	101,878.40	118,664.00	135,449.60
Commissioner's Senior Staff Rep	3	Rubio	78,020.80	98,217.60	118,393.60
Commissioner's Staff Rep	3	Rubio	78,020.80	98,217.60	118,393.60
Coordinator III	1	Rubio	70,220.80	93,516.80	116,792.00
Coordinator II	1	Rubio	59,072.00	84,302.40	109,512.00
Community Service Aide II	8	Rubio	32,302.40		58,843.20

Position Desc	# Positions	Area	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
Commissioner	1	Ryan		125,694.40	
Analyst III	2	Ryan	77,376.00	108,700.80	140,025.60
Commissioner's Chief of Staff	1	Ryan	101,878.40	118,664.00	135,449.60
Commissioner's Senior Staff Rep	4	Ryan	78,020.80	98,217.60	118,393.60
Commissioner's Staff Rep	3	Ryan	59,966.40	84,801.60	109,636.80
Commissioner's Admin Support Specialist	1	Ryan	47,236.80	60,008.00	72,779.20
Community Service Aide II	1	Ryan	32,302.40		58,843.20
Community Service Aide II	1	Ryan	32,302.40		58,843.20
Community Service Aide I	1	Ryan	30,680.00		34,382.40

Position Desc	# Positions	Area	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
Commissioner	1	Gonzalez		125,694.40	
Commissioner's Chief of Staff	1	Gonzalez	101,878.40	118,664.00	135,449.60
Commissioner's Senior Staff Rep	1	Gonzalez	78,020.80	98,217.60	118,393.60
Commissioner's Staff Rep	4	Gonzalez	59,966.40	84,801.60	109,636.80
Commissioner's Admin Support Specialist	1	Gonzalez	47,236.80	60,008.00	72,779.20
Community Service Aide I	2	Gonzalez	30,680.00		34,382.40

Position Desc	# Positions	Area	Salary Range Minimum	Salary Range Midpoint	Salary Range Maximum
Commissioner	1	Mapps		125,694.40	
Commissioner's Chief of Staff	1	Mapps	101,878.40	118,664.00	135,449.60
Commissioner's Senior Staff Rep	2	Mapps	78,020.80	98,217.60	118,393.60
Commissioner's Staff Rep	3	Mapps	59,966.40	84,801.60	109,636.80
Commissioner's Admin Support Specialist	1	Mapps	47,236.80	60,008.00	72,779.20
Community Service Aide II	2	Mapps	32,302.40		58,843.20