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April 13, 2016

Ms. Cindy K. Tofflemoyer
Human Resources
Lane County Government
125 East 8th Avenue
Eugene, OR 97401

Dear Ms. Tofflemoyer,

The compensation of our elected leaders is a critical issue to be decided by the community. We should keep the following in mind as we approach the subject. *The most cynical act of robbery in the world is to steal a person's time and knowledge. (Anon)*

We also need to be able to tell whether a person is a full time employee, a part time employee, or just a voluntary leader. United States Constitution, Sec. 8, Clause 8, helps us distinguish these roles: *"To promote the Progress of Science and useful Arts, by securing for limited Times to Authors and inventors the exclusive Right to their respective Writings and Discoveries."*

The Lane County Charter mandates that the commissioners work full time for the citizens. This is not a voluntary assignment. The United States Constitution assigns ownership of a person's writings or discoveries to the creator, except when that person is employed. Otherwise, the writings and discoveries belong to the employer, because they are assumed to have been paid for such creation. It's possible that an elected official does nothing he or she would consider worthy of personal ownership while so employed, but that is beyond the point. The elected official is employed full time and must be paid for full time work, otherwise, the citizens are engaged in an act of robbery.

How much money should a Lane County Commissioner be paid? The Charter is very clear on this subject. The attached presentation demonstrates that the commissioners should be paid based upon the number of employees or upon the total county budget. They are to consider the salaries of other similar employees engaged in government, private business, and charitable enterprises. The commissioners themselves are required to make the decision. The commissioners are reluctant to pay themselves adequately, because they do not seem to consider their work as valuable as a psychiatrist, Police Chief, or an attorney. They seem to fear a backlash from the citizens at the voting booth. The Lane County Budget Committee, on August 6, 2001, recognized the commissioners duties and authority very clearly. At Attachment K, page

3, para. 2, Chouinard made the comment, "[T]he board is responsible for running the county..." Yet, the board failed to agree on the commissioners's salaries. The commissioners's base salary was increased to \$67,000 on December 12, 2001. There were 414 employees with higher salaries than the commissioners. In 2016, the commissioners's salary is \$74,298, less than a 1% growth rate. The people running an organization are normally the highest paid. And the language of the Charter mandates a much higher salary than the salary currently be paid. If the commissioners are reluctant to follow the language of the Charter, they can place the issue before the voters. If they do place the issue before the voters, they can include one additional option. People who manage money are typically paid a percentage of the funds being managed. A low and reasonable percentage is one used by the Washington Mutual Investors Fund, which manages the retirement account of the City of Washington D.C. employees, plus other investors. That amount is 0.24% (to multiply use 0.0024 of a dollar). Each commissioner would be paid \$264,000 a year ($\$550,000,000 * 0.0024 = \$1,320,000/5 = \$264,000$).

It is the duty of the Elected Officials Compensation Board, the citizens, and the media, to insist that the elected officials be adequately paid. Otherwise, we are stealing their time and knowledge and what we receive in return might only be worth the amount we pay.

During the last year, the actions by the commissioners and the staff helped to save the county more than \$5,000,000, enough to compensate the commissioners adequately for four years. Their goal is to do the same this coming year. Some changes need to be made that are just as scary to the commissioners and staff as increasing their own pay. But dramatic savings are available. I think that if we pay them what we should be paying them, they will rise to the challenge.

I'm enclosing five bound packets, plus one unbound packet you can use for reproduction purposes.

Sincerely,



Reginald L. Jensen

Fee only Life & Health Insurance consultant license #931904 Oregon; #0365982 California

Author: *Judicial Deception* (2010)
Thirty-Seven Years Ago My Doctor Told Me I Had Three Years To Live (2005)

Copies; Lane County Commissioners
Mr. Steve Dingle, Counsel
Mr. Steve Mokrohisky, County Administrator
Mr. Jackman Wilson, Register-Guard
Mr. Roger Busse, Pacific Continental Corporation
Others

**PROPOSED CONSIDERATION OF EXISTING LAW
GOVERNING THE SALARIES
OF LANE COUNTY ELECTED COMMISSIONERS**

SALARIES OF LANE COUNTY ELECTED OFFICIALS

The salary requirements of our Lane County elected officials seems to be confused or misunderstood by those who receive the salaries and those who determine payments due. Part of this confusion is generated because those who receive the payments are the same people who determine the payment. However, those determining the payment are made up of a separate board, known as the Elected Officials Compensation Board.

A second part of the confusion arises because many elected officials are under the impression that their service is really a contribution to the community, similar to a charitable organization. There seems to be a belief that if the Commissioners's salaries remain with the county, then the county's needy residents will benefit from the forgone salaries. This is a false assumption. The county is a political subdivision of the larger government known as the State of Oregon. The State of Oregon provides benefits to the needy members of the community through separate state and federal funds. It is next to impossible to demonstrate that forgone salaries of any county employee has or will benefit any other person in the county.

The Lane County Charter is a contract between the citizens of the county and the governing agency, Lane County. The primary purpose of the charter is to provide the services to the citizens, demanded by the citizens, and to collect the money from those citizens to pay for the services provided. This arrangement means the commissioners are responsible for carrying out these duties exactly as the charter specifies, this includes the payment of salaries. No commissioner has the power to refuse to enforce the charter as written.

Two things must happen. First, the language of the charter must be understood. Second, the process of carrying out the language enforced. The applicable charter language:

Section 11. FULL-TIME RESPONSIBILITY OF COMMISSIONERS. While serving as a member of the board of county commissioners, a county commissioner shall devote full time to the office. *(The commissioners are not directors of a charity. They are mandated to work full time. Compare this with the Eugene City Charter, Section 9. Council – Meetings. The council shall prescribe the time and place of its regular meetings, at least one of which shall be held each month.)*

Section 25. COMPENSATION FOR SERVICES. The compensation for the services of a county officer or employee shall be whatever amount the board of county commissioners fixes, but no increase in the compensation of a member of the board may take effect prior to the first odd-numbered year after the first general election after the increase is authorized. *(The commissioners shall be paid.)*

The Lane County Charter spells out the requirements to be followed when establishing the salaries of the elected officials, primarily the commissioners. (Reference to the Charter is

attached.) (Reference to the Lane Manual 3.600 Elected Officials Compensation Board is also attached.)

Section 26. MERIT SYSTEM.

(4) The board of county commissioners shall maintain a system of personnel administration, including appeal procedures,

(b) in which each person in that service shall receive equitable compensation fixed on the basis of

- (i) competence in the position with the county,
- (ii) record of service there and elsewhere,
- (iii) the range of compensation paid others by public and private employers for comparable service,**
- (iv) the county's financial condition and policies, and
- (v) other factors relevant to the determination of what is fair compensation for the individual.

In 2014, the EOCB considered, for the County Commissioners, the average commissioner's salaries in other comparable counties. It also considered adjusting the salaries and deferred compensation by 1% or by 2%. This approach is completely unreasonable considering the Charter requirements spelled out in the May 8, 2014 memo IN THE MATTER OF ADJUSTING THE SALARIES AND BENEFITS OF LANE COUNTY BOARD OF COMMISSIONERS:

In addition, Lane Manual Section 3.600 states that "the Compensation Board shall consider at least the following when determining the compensation schedule:

(a) The compensation paid to persons comparably employed by the State of Oregon; local public bodies, private businesses, non-profit agencies, and/or other counties within a labor market deemed appropriate by the Compensation Board for each elected officer.

(b) *The number of employees supervised; the size of the budget administered by each elective officer;* the duties and responsibilities of each elective officer; and the compensation paid to subordinates and other appointed employees who serve in positions of comparable management responsibility. In any event, the Sheriff's compensation shall be fixed in an amount which is not less than that for any member of the Department of Public Safety.

(c) "Compensation" is to be evaluated on the basis of the total compensation received, as relevant to the particular elected position.

It appears as though the EOCB did not consider local public bodies, private businesses, non-profit agencies, the duties, and responsibilities of each elective officer, and the

compensation paid to subordinates and other appointed employees who serve in positions of comparable management responsibility. The EOCB did include a copy of an analysis of the salaries or other form of compensation paid to commissioners in several other counties.

It appears as though the State of Oregon employees have been excluded;

Other local public bodies have been excluded;

Private businesses have been excluded;

Non-profit agencies have been excluded;

The size of the budget supervised by each elected officer has been excluded. In Lane County, the elected officers are jointly and severally responsible for the entire budget.

The compensation paid to subordinates and other appointed employees who serve in comparable management responsibility have been excluded.

What is the difference between a commissioner and a member of a board of directors, and what is the difference between a commissioner and board member who works full time for the organization and who works part time for the organization?

Definition of Inside Director

A board member who is an employee, officer, or stakeholder in the company. Inside directors - and outside directors, for that matter - have a fiduciary duty to the company of which board they sit on, and are expected to always act in the best interests of the company. Because of their specialized knowledge about the inner workings of the company, a strong board of inside directors is a key element in its success.

Inside directors typically include a company's top executives, such as the chief executive officer, the chief financial officer and the chief operating officer, as well as representatives of major shareholders and lenders, and representatives of other stakeholders, such as labor unions.

Board members with direct ties to the company are called "inside directors."

What is an Outside Director?

Any member of a company's board of directors who is not an employee or stakeholder in the company. Outside directors are paid an annual retainer fee in the form of cash, benefits, and/or stock options. Corporate governance standards require public companies to have a certain number or percentage of outside directors on their boards, as they are more likely to provide unbiased opinions.

Outside directors are advantageous to the company because they have very little conflict of interest and may see the big picture differently than insiders. The downside is that since they are less involved with the companies they represent, they may have less information upon which to base their decisions and reduced incentives to perform. Also, outside directors can face out-of-pocket liability if a judgment or settlement occurs that is not completely covered by the company or its insurance. This occurred in class-action suits against Enron and WorldCom.

Compensation:

An inside director receives no additional compensation for sitting on the board. The compensation they receive as an employee of the company includes all of the services they perform, which includes board meetings. To put it into perspective, a board meeting lasts maybe a couple of hours, which works out to about eight to ten hours a year -- it's nothing, relative to the several thousand hours they work during an entire year.

An outside director, in contrast, will typically be compensated with stock options and cash. They are not employees of the company. Their cash compensation is usually based upon how many meetings they attend during the year (usually four or five) -- sometimes they are unable to attend all meetings.

Additional compensation is generally offered if they sit on any sub-committees of the board such as the Audit Committee, Compensation Committee, Nominating Committee, etc. The chairman of any given sub-committee usually also receives additional cash compensation for serving as chair. Travel expense reimbursements are typically made for out-of-state directors.

The Lane County Charter requires the Board of Commissioners to be employed full time. This means they are not permitted to engage in outside business activities, including the practice of law, or other professional skills. They must be paid by the county as the CEOs of the county. Typically, the CEOs are the highest paid employees in any organization, other than those who work on commission where their income is self-determined.

Highest paid State of Oregon employees:

1. Chief Investment Officer	\$513,839
2. Physician Specialist	\$368,489
3. Physician Specialist	\$328,487
4. Physician Specialist	\$316,368
5. Supervising Physician	\$316,033
6. Supervising Physician	\$311,841
7. Real Estate Officer	\$305,777
8. Physician Specialist	\$298,504
9. Real Estate Officer	\$293,153
10. Sr. Investment Officer	\$292,005

Governor of Oregon	\$98,600
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Every employer has higher employee costs than just the salaries paid. The employer must also contribute money to retirement accounts, medical insurance, disability insurance, life insurance, social security and medicare costs, plus other state and federal benefits. The Lane County average additional employee cost is \$50,000 per year, with a higher cost for higher income

employees and lower costs for lower income employees. The commissioners are treated differently.

Highest paid Lane County employees:	Salary	County	Total
1. Psychiatrist	\$229,299	\$50,000	\$279,299
2. Manager	\$225,202	\$50,000	\$275,202
3. Manager	\$225,202	\$50,000	\$275,202
4. Manager	\$225,202	\$50,000	\$275,202
5. Psychiatrist	\$218,400	\$50,000	\$268,400
6. Psychiatrist	\$218,400	\$50,000	\$268,400
7. Psychiatrist	\$218,400	\$50,000	\$268,400
8. Program Manager	\$208,000	\$50,000	\$268,400
9. County Administrator	\$167,482	\$50,000	\$217,482
10. County Counsel	\$161,637	\$50,000	\$211,637

A nurse practitioner is paid \$105,185 annually, plus \$50,000 = \$155,185.

The five county commissioners, who have the responsibility of managing the entire county and its assets, are paid \$74,298, plus benefits of \$14,410, for total compensation of \$88,708 a year. There are 75 employees who are paid higher salaries than the commissioners. The employer additional costs will increase this number substantially. This should be unacceptable to the taxpayers.

In the list of Oregon companies, one company is a life insurance company. It is listed at line 62, StanCorp Financial Group in Portland. The CEO compensation is \$2,720,000 annually. The next four top executives are paid a total of \$4,106,000, amounting to total compensation for the five executives of \$6,826,000. The Insurance Forum was published for over 40 years by Professor Joseph Belth (Ret.), Indiana University. It stopped publishing a year ago when the professor turned 85 years of age. The Insurance Forum published the list of insurance executives who earned \$1,000,000 a year or more. His list in 2012 included 2,000 executives. More than 400,000 people earn \$1,000,000 a year or higher in the United States.

Lobbying costs in the United States exceeded \$15,510,000,000 from years 2011 through 2015. Senator Wyden's last campaign had a cost of approximately \$12,000,000. When those funds are spread over six years, they average out to \$2,000,000 a year. A Senator's salary is \$174,000 a year. He has raised about \$10,000,000 for the current election cycle. Senator Jeff Merkley raised \$12,000,000 for his 2014 campaign. These are two fine Oregon Senators, but shouldn't their salaries exceed their campaign funds? After all, people work for those who pay

them the most. People who work for less than they know they are worth lose respect for themselves.

Max Weber, a noted sociologist who died in 1920, wrote his final paper on Politics as a Vocation just before his death. He compared politics in Europe versus the United States and had this to say at page 18 of this treatise. "[W]hen American workers were asked why they allowed themselves to be governed by politicians whom they admitted they despised, the answer was: 'We prefer having people in office whom we can spit upon, rather than a caste of officials who spit upon us, as is the case with you.'" We would be wise to pay our officials a fair and adequate salary, competitive with private industry, so that we respect and trust each other.

The character of Lane County has been and is changing. It no longer relies on lumber to survive. Sure, lumber helps, but it's no longer a linchpin of the economy. What does the economy look like? There are 362,895 individuals living in Lane County. There are 2.38 persons per household. This is interesting because it represents a husband, wife, and one-third of a child. There are 152,477 households. There are 7,258 individuals who earn \$250,000 a year or more. That represents 17,274 households. There are 18,360 millionaires (households), which represents 43,697 individuals (2.38 members in each millionaire's family). There are 50,805 persons living in poverty, which represents 21,347 households. Oregon's current poverty rate is 14.3%, which places it in the bottom half of the nation's poverty states. The U.S. average rate of poverty is 14.8%. Check out the millionaire households versus the poverty households. Millionaire households of 18,360 versus poverty households of 21,347. The poverty households are only 16% greater than the millionaire households. Why is that?

There is a book written about The Millionaire Next Door, by Thomas J. Stanley and William D. Danko. Why are the millionaires hidden and why are they out of sight? They start a business, grow it slowly, leave most of the profits in the business to be reinvested, and let the profits compound over time. They take small salaries and live quietly in the average community. If you see a small business with 10 to 12 employees, that's been around for ten or so years, and is stable and respected, the owners fill the mold of the millionaires next door. Look around the community, you'll see them everywhere. I've met and talked to thousands of them, many have been my clients. Those in poverty who want to get out of it, need to learn a business skill, any business the public will rely on, then learn how to compound their money or profits. It sounds simple, but it requires discipline and concentration.

Many of those business persons are willing to take four or eight years out of their business and let the second in command take over, while they serve their community. But they are not going to forfeit their earnings and the growth of their business without adequate compensation. If a business is growing at the rate of \$200,000 or \$300,000 a year, the second in command can be a steady hand, but the growth will be reduced when the owner is gone. If the

owner can earn an approximation of the potential loss, he might consider public service where he can apply his skills, but he isn't going to sacrifice his livelihood to serve the public.

The best place to begin paying our elected officials an amount equal to the value of the office is where the contract between the citizens and those elected is honored as written. The Lane County Charter requires the commissioners to work 100% of their time for us and for us to pay them accordingly.

A table has been created that takes into account the compensation paid to the top three to five elected executives of three comparable Oregon counties, the average salary of the executives of prominent charities, and the compensation paid to the top two to five executives in publically held (private) corporations domiciled in Oregon. Each organization lists the number of employees, the operating funds, and the average pay of the top executives. This information is then adjusted to make the data comparable to Lane County's employees, operating funds, and the current salaries of the Board of Commissioners.

Once this information has been compiled, the two relevant comparison points are the number of employees supervised and the size of the budget. When the size of the budget is divided by the number of executives, the result is always relevant. County taxes are 27% of the budget receipts.

Now, let's cut to the chase. How much will it cost each taxpayer to pay the commissioner in your district? Since taxes fund only 27% of the budget this reduces the cost:

DRUM ROLL, PLEASE:

If the commissioners's salary is based upon the amount of operating funds, each commissioner should be paid \$355,787 yearly, or 0.3239% of the budget, the taxpayer's cost is \$0.02 per \$100.00 of taxes. (Attachment #4)

If the commissioners's salary is based upon the number of employees, each commissioner should be paid \$232,029 yearly, or 0.2109% of the budget, which reduces the taxpayer's cost to \$0.01 per \$100.00 of taxes. (Attachment #3)

If we split the difference, the commissioners's salary would be \$293,908 yearly, or 1.5 pennies per \$100.00 of taxes.

Or, the citizens can pick a number by changing the Charter. The citizens need to decide, not the commissioners nor their appointed commission.

How much of our taxes are now being directed to each commissioner in our district?
TWENTY-SEVEN-ONE-HUNDREDTH OF A PENNY PER \$100 OF TAXES.

If your property taxes are \$3,000 a year, your cost to pay a commissioner \$232,029 is about \$30. Right now you are paying about \$11.25 a year. Keep in mind, your taxes will not increase if any salary increase is granted a commissioner. Why? Because those are just rounding numbers in the total budget.

Is the full time service of a competent commissioner worth more than any other full time employee of the county? Again, should we hire the most competent or the least competent people available? **Where we pay the least and hope to get the best doesn't work.**

It doesn't make any difference whether you don't pay taxes, or if you're a minimum wage earner and do pay some county tax, or if you are the millionaire next door, the decision you and I need to make is the competence, skills, and ability, of the people we elect to manage our money and our county. Let's get the best we can hire who are willing to do the job, and pay them accordingly.

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ATTACHMENTS

1. County Government in Oregon
2. Sample Job Description for the Chief Executive Officers of Lane County AKA Board of County Commissioners and Lane County Commissioners's Performance Standards – Draft
3. Database: Commissioners's Pay as a percentage of Number of Employees (Col. E). Result \$232,029.
4. Database: Commissioners's Pay as a percentage of Operating Funds (Col. H). Result \$355,787.
5. Database: Supplemental Salary Information on Charities and Government Agencies
6. Average Chief Executive's salary for Charitable Organizations. Result \$180,700.
7. A Limited Poll Regarding Salaries for Elected Officials Using Eugene as the Sample
8. The Poll Questions and results
9. Elected Officials Responses to Suggestions of Salaries and Raises, "We should not be paid more money."
10. Reference to the 2,000+ Insurance Company Executives Who Are Paid \$1,000,000 a year (the Insurance Forum)
11. All Truth Passes Through Three Stages
12. Sample Ballot Measure

County Government in Oregon

The word "county" is from the Middle English word *conte*, meaning the office of a count. However, a county within the United States, defined by Merriam-Webster's dictionary as "the largest territorial division for local government within a state," is based on the Anglo-Saxon shire, which corresponds to the modern county. Counties were brought to the United States by the English colonists and were established in the central and western parts of the United States by the pioneers as they moved westward.

Early county governments in Oregon were very limited in the services they provided. Their primary responsibilities were forest and farm-to-market roads, law enforcement, courts, care for the needy and tax collections. In response to demands of a growing population and a more complex society, today's counties provide a wide range of important public services, including, public health, mental health, community corrections, juvenile services, criminal prosecution, hospitals, nursing homes, airports, parks, libraries, land-use planning, building regulations, refuse disposal, elections, air pollution control, veterans services, economic development, urban renewal, public housing, vector control, county fairs, museums, dog control, civil defense and senior services.

Originally, counties functioned almost exclusively as agents of the state government. Their every activity had to be either authorized or mandated by state law. However, in 1958, an amendment to the *Oregon Constitution* authorized counties to adopt "home rule" charters, and a 1973 state law granted all counties power to exercise broad "home rule" authority. As a result, the national Advisory Commission on Intergovernmental Relations has identified county government in Oregon as having the highest degree of local discretionary authority of any state in the nation.

Nine counties have adopted "home rule" charters, wherein voters have the power to adopt and amend their own county government organization. Lane and Washington were the first to adopt "home rule" in 1962, followed by Hood River (1964), Multnomah (1967), Benton (1972), Jackson (1978), Josephine (1980), Clatsop (1988) and Umatilla (1993).

Twenty-four of Oregon's 36 counties, including the nine with charters, are governed by a board of commissioners comprised of three to five elected members. The remaining 12 less populated counties are governed by a "county court" consisting of a county judge and two commissioners.

LANE COUNTY COMMISSIONERS'S PERFORMANCE STANDARDS

DRAFT

Duties and responsibilities of the Lane County Commissioners are spelled out in the Lane County Charter. They must execute the responsibilities of a county commissioner according to the lawful and ethical standards of the county, state, and federal governments.

The commissioners are required to devote full time performing their duties on behalf of the citizens and other members of the county. They cannot engage in a side business.

The commissioners are liable for activities, issues of ethics, morality, legality, safety, and welfare of the county.

The commissioners have a duty to maintain a congeniality atmosphere with each other and to use every means and method of cooperation with an intention to reach a meeting of the minds relating to activities, programs, ordinances, and plans submitted to the commissioners on behalf of the public.

The commissioners must uphold, safeguard, and promote the county's values and philosophy relating particularly to ethics, integrity, citizenship, responsibility. These duties include hiring only those managers and employees who have demonstrated integrity and competence suitable to their position. The commissioners shall maintain direct supervision of the managers and, as far as possible, recognize the contributions and performance of those employees under the supervisors's direction. The commissioners have direct control over and responsibility for all of the funds maintained in the county treasury. It is their duty to administer those funds in a way that places the money at the highest and best use for the benefit of the residents and all county employees.

Compensation of all employees must recognize the potential compensation that employee would receive in a similar position in private enterprise.

It is incumbent upon the commissioners to receive and analyze ideas and proposals that have the potential to improve the function of the county and to reduce the county's costs of operation. However, the commissioners should never request any employee or contractor to sacrifice their personal treasure for the sole benefit of the county.

The county is a living organism. It is intended that the county's existence shall be perpetual. It is the duty of the commissioners to take inventory of the state of the county and its employees on an annual time frame to consider the attitudes of those who live here, work here, and do business with the county. The purpose of this inventory is to assess the state of affairs when they assume their duties and to report back to the residents the state of affairs when their term of office comes to an end. The county population should have increased, the finances should be in

an improved condition, and the welfare of the employees should be acceptable to the community. Interpreting all this and creating a workable platform for it all within an organization is the responsibility of the commissioners, who are the Chief Executive Officers of the county.

As regards the more straightforward issues (safety, legal etc), the commissioners should rely on professionals who are skilled in the particular area at issue.

As regards a political body's responsibility in a wider sense (people, planet, ethics, etc), standards and terms of reference are still fluid - it's difficult to measure the benefit of these things, therefore they are taking a long time being accepted and adopted (like the abolition of slavery, votes for women, etc). But that doesn't mean they cannot take the lead and formulate their own standards. Organizations which seek to pioneer ethical and humanitarian standards and practices will increasingly be the leaders for all right-minded people.

SAMPLE JOB DESCRIPTION FOR THE CHIEF EXECUTIVE OFFICERS AKA BOARD OF COUNTY COMMISSIONERS.

Position Title: Commissioners

Reports to: Citizens of Lane County, Oregon

Reporting to this position: County Executive and Department Managers

Job Summary

The Board of Commissioners (Board) serve as co-chief executives of Lane County and are responsible for the financial stability of the county. The Board, county executive, and department managers, are accountable to the community's mission and vision, and the continuation of the county as a progressive and cohesive community.

The electorate delegates responsibility for management and day-to-day operations to the Board and they have the authority to carry out these responsibilities. The Board establishes the direction and policies of the Board. The Board is solely responsible for the management of the county's affairs.

I. Legal compliance

a) The Board assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations

2. Mission, policy and planning

- a) The Board determines the county's values, mission, vision, and short - and long-term goals.
- b) The Board monitors and evaluates the county's relevancy to the community, its effectiveness, and its results.
- c) Keep the citizens fully informed on the condition of the county and on all the important factors influencing it.

Identifies problems and opportunities and addresses them; brings those which are appropriate to the citizens and/or its committees; and, facilitates discussion and deliberation.

Informs the citizens and its committees about trends, issues, problems, and activities in order to facilitate policy-making.

Recommends policy positions.

- d) Keeps informed of developments in human services, not-for-profit management, and governance, philanthropy and fund development.

3. Management and administration

- a) Provides general oversight of all county activities, manages the day-to-day operations, and assures a smoothly functioning, efficient administration.
- b) Assures program quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation. Assures a work environment that recruits, retains, and supports quality staff and volunteers. Assures process for selecting, development, motivating, and evaluating staff and volunteers.
- c) Recommends staffing and financing to the citizens. In accordance with budget, recruits personnel, negotiates professional contracts, and sees that appropriate salary structures are developed and maintained.
- d) Specifies accountabilities for management personnel (whether paid or volunteer) and evaluates performance regularly.

4. Governance

- a) The Board articulates its own role, accountabilities, and that of its committees and individual members, and helps evaluate performance regularly.
- b) Works with the citizens and their committees to enable the Board to fulfill its governance functions and facilitates the optimum performance by the Board, its committees and individual Board members.
- c) Focuses Board attention on long-range strategic issues.
- d) Manages the due diligence process to assure timely attention to core issues.
- e) Works with the department heads and committee chairs to get the best thinking and involvement of each employee and to stimulate each employee to give his or her best.
- f) Recommends volunteers to participate in the county activities.

5. Financing

- a) Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality.
- b) Oversees the fiscal activities of the county, including budgeting, reporting and audit.

- c) Works with citizens to ensure financing to support short- and long-term goals.
- d) Assures an effective fund development program by serving with the department managers or hiring and supervising an individual responsible for this activity.
- e) The compensation for the services of a county officer or employee shall be whatever amount the board of county commissioners fixes, but no increase in the compensation of a member of the board may take effect prior to the first odd-numbered year after the first general election after the increase is authorized. (Lane County Charter, section 25.)

6. Community relations

- a) Facilitates the integration of the governing body into the fabric of the community by using effective marketing and communications activities.
- b) Acts as *an* advocate, within the public and private sectors, for issues relevant to the county, its services, and constituencies.
- c) Listens to clients, volunteers, donors and the community in order to improve services and generate community involvement. Assures community awareness of the Board's response to community needs.
- d) Serves as chief spokesperson for the county.
- e) Initiates, develops, and maintains cooperative relationships with the citizens, the state, and the federal governments.
- f) Works with legislators, regulatory agencies, volunteers, and representatives of the not-for-profit sector to promote legislative and regulatory policies that encourage a healthy community and address the issues of county's constituencies.

Physical Demands/Working Conditions:

This is a high-stress position based on full responsibility for the county operations. The Board handles detailed, complex concepts and problems, balances multiple tasks simultaneously, and makes rapid decisions regarding administrative issues.

Plans and implements programs. Establishes strong and appropriate relationships with the community, committees, volunteers, staff, donors, and suppliers. Develops smooth and constructive relationships with executive colleagues, outside agencies, organizations, and individuals.

Plans and meets deadlines. Maintains a flexible work schedule to meet the demands of executive management. Hours may be long and irregular, but 40 hours per week are mandated.

Conveys a professional and positive image and attitude regarding the county and the for profit and not-for-profit sectors. Demonstrates commitment to continued professional

growth and development.

Qualifications:

Any citizen elected to serve on the Board of Commissioners should demonstrate critical competencies in four broad categories: commitment to results, business savvy, leading change, and motivating.

Commitment to results: The commissioner is a systems thinker who is community focused and goal driven. This individual identifies relevant information and helps transform this information into individual and organizational knowledge and learning. The commissioner is action oriented and innovative. S/he translates broad goals into achievable steps. S/he anticipates and solves problems and takes advantage of opportunities, is a self-starter and team player.

Business savvy: As a Lane County leader, this position requires an individual with knowledge of and experience in management and administration. The position requires demonstrated experience in integrating and coordinating diverse areas of management.

Knowledge in the following areas is desired: human services, finance and personnel; oral and written communications; planning and evaluation; and governance.

Some experience in the field of philanthropy, not-for-profit management and governance, and community relations is preferred. Some general knowledge of fund development is also preferred. A high level of personal skills is required to make formal, persuasive presentations to groups and to deal effectively with people from all segments of the community.

The individual must be comfortable with diversity and respectful of a wide range of faiths, beliefs, and experiences.

Leading change: A commissioner possesses the skills and implements the functions of a leader. S/he shares Lane County's values, mission, and vision. S/he consistently displays integrity, models behavior, develops people, and builds teams. This individual deals effectively with demanding situations and designs and implements interventions.

Motivating: The Board and commissioners manage continuity, change, and transition. These commissioners know how to influence and enable others. S/he addresses the impact of attitude and action on the county and its citizens.

HOW TO INTERPRET THE SALARY COMPARISON CHART.

Column A: Ticker is the code assigned to a publicly held corporation listed with the Securities & Exchange Commission.

Column B: Name is the name of the organization.

Column C: Location is the city of the organization.

Column D: is the state of domicile.

Column E: Employees is the number employed by the organization.

Column F: Assets are the total assets of the organization.

Column G: Liabilities are the debts of the organization.

Column H: Operating Funds are the amount of dollars available to the organization to manage its affairs.

Column I: CEO is the amount of salary paid to the Chief Executive of the organization.

Column J: Other Executives is the amount of salary paid to the listed top four executives, other than the CEO.

Column K: # Execs is the number of executives shown on the table up to the top five executives.

Column L: Total Comp is the total paid to the top listed executives, including the CEO.

Column M: Average Pay is the average amount paid to the total executives considered.

Column V: Comp as % of Op Funds is that percentage of total compensation related to the Operating Funds.

Line 67 is the average of the columns.

Line 68 is the percentage of Lane County data compared to the average of the data.

Line 68 Commissioner's pay is the total pay of the five commissioners as a percentage of the *operating funds* of Lane County 0.3234% (1/3 of one percent): **\$355,787 per year for each commissioner.**

Line 68 Commissioner's pay is the total of the five commissioners as a percentage of the *number of employees* of Lane County 0.2109%: **\$232,029 per year, per commissioner.**

A	B	C	D	E	F	G	H	I	J	K	L	M	N
					COMMISSIONER'S PAY AS A PERCENTAGE OF OPERATING FUNDS (COL. H)				Compensation			Average	
	Name	Location		Employees	Assets	Liabilities	Cap & Surp or Operating Funds	CEO	Other Exces	# Exces	Total Comp	Pay	Comp as % of Op Funds (G)
32	Tickler												
33													
34													
35													
36	NONE Lane County*	Oregon	OR	1,376			\$550,031.809	\$0	\$86,961	5	\$434,805	\$86,961	0.0791%
37	NONE Clackamas	Oregon	OR	1,952			\$574,048.594	\$0	\$85,932	5	\$429,660	\$85,932	0.0748%
38	NONE Marion	Oregon	OR	1,628			\$370,822.173	\$0	\$108,000	3	\$324,000	\$108,000	0.0874%
39	NONE Chrtable Organizations	United States	US	1,000		ESTIMATES	\$300,000.000	\$180,700	\$0	1	\$180,700	\$180,700	0.0602%
40	JCTCF Jewett-Cameron Trading Co. Ltd	North Plains	OR	46	\$19,692,000	\$1,493,000	\$18,199,000	\$40,000	\$328,000	3	\$368,000	\$122,667	2.0221%
41	SMIT Schmitt Industries, Inc.	Portland	OR	44	\$10,824,000	\$1,211,000	\$9,613,000	\$200,000	\$382,000	3	\$582,000	\$194,000	6.0543%
42	WVVI Williamette Valley Vineyards, In	Turner	OR	78	\$30,977,000	\$9,787,000	\$21,190,000	\$402,000	\$4,000	2	\$406,000	\$203,000	1.9160%
43	ESIO Electro Seientific Industries, Inc.	Portland	OR	633	\$270,209,000	\$47,328,000	\$222,881,000	\$116,000	\$1,159,000	5	\$1,275,000	\$255,000	0.5721%
44	DMRC Digimarc Corporation	Beaverton	OR	150	\$57,416,000	\$5,242,000	\$52,174,000	\$546,000	\$850,000	4	\$1,396,000	\$349,000	2.6757%
45	CSCD Cascade Microtech, Inc.	Beaverton	OR	449	\$128,381,000	\$20,920,000	\$107,461,000	\$766,000	\$730,000	3	\$1,496,000	\$498,667	1.3921%
46	RSYS RadiSys Corporation	Hillsboro	OR	817	\$160,720,000	\$82,944,000	\$77,776,000	\$547,000	\$484,000	3	\$1,031,000	\$343,667	1.3256%
47	PCBK Pacific Continental Corp.	Eugene	OR	291	\$1,504,325,000	\$1,320,164,000	\$184,161,000	\$433,000	\$855,000	4	\$1,288,000	\$322,000	0.6994%
48	EAC Erickson Incorporated	Portland	OR	1,000	\$705,521,000	\$525,234,000	\$180,287,000	\$640,000	\$1,141,000	5	\$1,781,000	\$356,200	0.9879%
49	GALE Galena Biopharma, Inc.	Portland	OR	507	\$170,286,000	\$59,054,000	\$111,232,000	\$438,000	\$316,000	2	\$754,000	\$377,000	0.6779%
50	BREW Craft Brew Alliance, Inc.	Portland	OR	308	\$80,488,000	\$38,370,000	\$42,118,000	\$1,170,000	\$872,000	3	\$2,042,000	\$680,667	4.4359%
51	PLNR Planer Systems, Inc.	Beaverton	OR	414	\$81,267,000	\$29,107,000	\$52,160,000	\$705,000	\$1,697,000	4	\$2,402,000	\$600,500	4.6051%
52	RENT Rentrak Corporation	Portland	OR	513	\$2,341,137,000	\$2,025,654,000	\$315,483,000	\$1,170,000	\$920,000	3	\$2,090,000	\$696,667	0.6625%
53	CACB Cascade Bank	Bend	OR	4,400	\$793,670,000	\$636,113,000	\$157,557,000	\$1,110,000	\$2,602,000	4	\$4,042,000	\$1,010,500	2.5654%
54	BLT Blount International, Inc.	Portland	OR	2,660	\$1,417,818,000	\$376,493,000	\$1,041,325,000	\$1,110,000	\$1,015,000	3	\$2,125,000	\$708,333	0.2041%
55	FEIC FEI Company	Hillsboro	OR	784	\$510,530,000	\$69,555,000	\$440,975,000	\$1,160,000	\$1,051,000	3	\$2,211,000	\$737,000	0.5014%
56	LSCC Lattice Semiconductor Corporati	Hillsboro	OR	3,371	\$1,355,210,000	\$584,426,000	\$770,784,000	\$2,770,000	\$2,853,000	4	\$5,623,000	\$1,405,750	0.7295%
57	SCHN Schnitzer Steel Industries, Inc.	Portland	OR	4,569	\$22,613,274,000	\$18,832,277,000	\$3,780,997,000	\$1,920,000	\$6,517,000	4	\$8,437,000	\$2,109,250	0.2331%
58	UMPO Unmpqua Holdings Corporation	Portland	OR	9,244	\$1,517,168,000	\$1,005,778,000	\$511,390,000	\$3,220,000	\$4,184,000	5	\$7,404,000	\$1,480,800	1.4478%
59	GBX The Greenbrier Companies, Inc.	Lake Oswego	OR	5,558	\$2,049,022,000	\$763,024,000	\$1,285,998,000	\$1,700,000	\$3,300,000	4	\$5,000,000	\$1,250,000	0.3888%
60	MENT Mentor Graphics Corp.	Wilsonville	OR	5,326	\$1,792,900,000	\$448,606,000	\$1,344,294,000	\$0	\$3,492,000	3	\$3,492,000	\$1,164,000	0.2598%
61	COLM Columbia Sportswear Company	Portland	OR	2,803	\$22,729,900,000	\$20,558,100,000	\$2,171,800,000	\$2,720,000	\$4,106,000	5	\$6,826,000	\$1,365,200	0.3143%
62	SFG StanCorp Financial Group, Inc. **	Portland	OR	8,828	\$2,880,932,000	\$2,207,827,000	\$673,105,000	\$3,150,000	\$5,055,000	5	\$8,205,000	\$1,641,000	1.2190%
63	LAD Lithia Motors, Inc.	Medford	OR	29,000	\$18,586,000,000	\$7,200,000,000	\$11,386,000,000	\$4,040,000	\$5,231,000	5	\$9,271,000	\$1,854,200	0.0814%
64	PCP Precision Castparts Corp.	Portland	OR	56,500	\$18,594,000,000	\$7,770,000,000	\$10,824,000,000	\$8,730,000	\$10,190,000	5	\$18,920,000	\$3,784,000	0.1748%
65	NKE Nike, Inc.	Beaverton	OR										
66													
67		Totals		144,306			\$7,618,837,576	\$9,803,700	\$9,850,893	110	\$100,562,165	\$24,333,660	38.396%
68											AVERAGE	\$869,059	1.2799%
69		Averages OR		4,810			\$1,253,961,253	\$1,326,790	\$1,995,030	4	\$3,352,072	\$811,122	1.2799%
70	Five commissioners	Lane County %		28.61%			43.86%		(M68 * H69) Commissioner's pay			\$355,787	0.3234%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	COMMISSIONERS' PAY AS A PERCENTAGE OF NUMBER OF EMPLOYERS (COL. E)													
								Cap & Surp or	CEO	Other Execs	# Execs	Total Comp	Average Pay	Comp as % of Op Funds (G)
		Name	Location	Employees	Assets	Liabilities	Operating Funds							
32														
33														
34	Tickler													
35														
36	NONE	Lane County*	Oregon	1,376			\$550,031,809	\$0	\$86,961	5	\$434,805	\$86,961	0.0791%	
37	NONE	Clackamas	Oregon	1,952			\$574,048,594	\$0	\$85,932	5	\$429,660	\$85,932	0.0748%	
38	NONE	Marion	Oregon	1,628			\$370,822,173	\$0	\$108,000	3	\$324,000	\$108,000	0.0874%	
39	NONE	Chirble Organizations	United States	1,000			\$300,000,000	\$180,700	\$0	1	\$180,700	\$180,700	0.0602%	
40	JCTCF	Jewett-Cameron Trading Co. Ltd	North Plaines	46	\$19,692,000	\$1,493,000	\$18,199,000	\$40,000	\$328,000	3	\$368,000	\$122,667	2.0221%	
41	SMIT	Schmitt Industries, Inc.	Portland	44	\$10,824,000	\$1,211,000	\$9,613,000	\$200,000	\$382,000	3	\$82,000	\$194,000	6.0543%	
42	WVVI	Williamette Valley Vineyards, Inc.	Portland	78	\$30,977,000	\$9,787,000	\$21,190,000	\$402,000	\$4,000	2	\$406,000	\$203,000	1.9160%	
43	ESJO	Electro Scientific Industries, Inc.	Portland	633	\$270,209,000	\$47,328,000	\$222,881,000	\$116,000	\$1,159,000	5	\$1,275,000	\$255,000	0.5721%	
44	DMRC	Digimare Corporation	Beaverton	150	\$57,416,000	\$5,242,000	\$52,174,000	\$546,000	\$850,000	4	\$1,396,000	\$349,000	2.6757%	
45	CSCD	Cascade Microtech, Inc.	Beaverton	449	\$128,381,000	\$20,920,000	\$107,461,000	\$766,000	\$730,000	3	\$1,496,000	\$498,667	1.3921%	
46	RSYS	RadiSys Corporation	Hillsboro	817	\$160,720,000	\$82,944,000	\$77,776,000	\$547,000	\$484,000	3	\$1,031,000	\$343,667	1.3256%	
47	PCBK	Pacific Continental Corp.	Eugene	291	\$1,504,325,000	\$1,320,164,000	\$184,161,000	\$433,000	\$855,000	4	\$1,288,000	\$322,000	0.6994%	
48	EAC	Erickson Incorporated	Portland	1,000	\$705,521,000	\$525,234,000	\$180,287,000	\$640,000	\$1,141,000	5	\$1,781,000	\$356,200	0.9879%	
49	GALE	Galena Biopharma, Inc.	Portland	57	\$80,488,000	\$43,429,000	\$37,059,000	\$490,000	\$236,000	2	\$726,000	\$363,000	1.9590%	
50	BREW	Craft Brew Alliance, Inc.	Portland	507	\$170,286,000	\$59,054,000	\$111,232,000	\$438,000	\$316,000	2	\$754,000	\$377,000	0.6779%	
51	PLNR	Planer Systems, Inc.	Beaverton	308	\$84,404,000	\$38,370,000	\$46,034,000	\$1,170,000	\$872,000	3	\$2,042,000	\$680,667	4.4359%	
52	RENT	Rentrak Corporation	Portland	414	\$81,267,000	\$29,107,000	\$52,160,000	\$705,000	\$1,697,000	4	\$2,402,000	\$600,500	4.6051%	
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59	GBX	The Greenbrier Companies, Inc.	Lake Oswego	9,244	\$1,517,168,000	\$1,005,778,000	\$511,390,000	\$3,220,000	\$4,184,000	5	\$7,404,000	\$1,480,800	1.4478%	
60	MENT	Mentor Graphics Corp.	Wilsonville	5,558	\$2,049,022,000	\$763,024,000	\$1,285,998,000	\$1,700,000	\$3,300,000	4	\$5,000,000	\$1,250,000	0.3888%	
61	COLM	Columbia Sportswear Company	Portland	5,326	\$1,792,900,000	\$448,606,000	\$1,344,294,000	\$0	\$3,492,000	3	\$3,492,000	\$1,164,000	0.2598%	
62	SFG	StanCorp Financial Group, Inc.**	Portland	2,803	\$22,729,900,000	\$20,558,100,000	\$2,171,800,000	\$2,720,000	\$4,106,000	5	\$6,826,000	\$1,365,200	0.3143%	
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65	NKE	Nike, Inc.	Beaverton	56,500	\$18,594,000,000	\$7,770,000,000	\$10,824,000,000	\$8,730,000	\$10,190,000	5	\$18,920,000	\$3,784,000	0.1748%	
66			Totals	144,306			\$7,618,837,576	\$9,803,700	\$9,850,893	110	\$100,562,165	\$24,333,660	38.396%	
67											AVERAGE	\$869,059	1.2799%	
68												\$811,122	1.2799%	
69			Averages/OR	4,810			\$1,253,961,253	\$1,326,790	\$1,995,030	4	\$3,352,072	\$232,029	0.2109%	
70		Five commissioners v. employees Lane County %		28.61%			43.86%		(M68 * E69) Commissioner's pay					

[illegible]

http://www.bls.gov/oes/current/oes_nat.htm#11-0000

Occupation code	Occupation title (click on the occupation title to view its profile)	Level	Employment	Employment RSE	Employment per 1,000 jobs	Median hourly wage	Mean hourly wage	Annual mean wage	Mean wage RSE
00-0000	All Occupations	total	135,128,260	0.10%	1000	\$17.09	\$22.71	\$47,230	0.10%
11-0000	<u>Management Occupations</u>	major	6,741,640	0.20%	49.891	\$46.75	\$54.08	\$112,490	0.10%
11-1000	Top Executives	minor	2,351,130	0.20%	17.399	\$48.51	\$58.68	\$122,060	0.20%
11-1011	<u>Chief Executives</u>	detail	246,240	0.80%	1.822	\$83.33	\$86.88	\$180,700	0.40%
11-1021	<u>General and Operations Managers</u>	detail	2,049,870	0.30%	15.17	\$46.77	\$56.35	\$117,200	0.20%
11-1031	<u>Legislators</u>	detail	55,020	1.30%	0.407	-4	-4	\$40,430	1.00%
Nov-00	Advertising, Marketing, Promotions, Public Relations, and Sales Managers	minor	629,670	0.50%	4.66	\$54.92	\$61.48	\$127,880	0.30%

Poll Results

539		Listened to full script (40 or more seconds)
432	80.15%	Did not respond after listening (no interest)
50	9.28%	\$12,000 a year
36	6.68%	\$100,000 a year
19	3.53%	\$250,000 a year
105		Responded
50	47.62%	\$12,000 a year
36	34.29%	\$100,000 a year
19	18.10%	\$250,000 a year

52.38% Pay from \$100,000 to \$250,000

47.62% Pay \$12,000

Date: 7/21/15

I'm calling from Ross Group Research at (971) 303-8683. Press 9 to opt-out. We're not selling anything. We're conducting an one question survey of Eugene voters takes about 30 seconds and your opinion matters.

Q: Eugene voters may be asked this November to amend the city charter to reduce the number of elected officials from 9 to 5 and to raise the salaries of the remaining elected officials whom are currently paid \$12,000 a year.

Given the increased workload, would you favor a charter amendment requiring that each elected official be paid their current salary, Five one-hundredths of one percent of the city budget, appx. \$250,000 a year, or \$100,000 a year.

Press One for their current salary.

Press Two for Five one-hundredths of one percent of the city budget, appx. \$250,000 a year

Press Three for \$100,000 a year

[CLOSE] Thank you for your opinion. Have a good night.

JEFF MERKLEY
OREGON

United States Senate
WASHINGTON, DC 20510

COMMITTEES:
APPROPRIATIONS
BANKING, HOUSING,
AND URBAN AFFAIRS
BUDGET
ENVIRONMENT AND
PUBLIC WORKS

November 7, 2014

Mr. Reginald L. Jensen
96 West 26th Avenue
Eugene, OR 97405-3157

Dear Reginald,

Thank you for contacting me with your suggestions for reforming Congress. I appreciate hearing from you and having the opportunity to share my perspective.

Oregonians across the political spectrum are fed up with the lack of progress on many important issues facing our country. I share these frustrations, and that is why I have been focused on reforming the Senate. We need to make the Senate a place that tackles our country's challenges. For that reason, I have introduced proposals to encourage amendments and limit the abuse of the filibuster.

I have heard from some Oregonians who want to reform Congress by introducing term limits. Although I understand this sentiment, I do not think limiting service will put us on a path toward better government. Many representatives and senators already serve fewer than 12 years. The average length of service in the House of Representatives and Senate is 9.1 and 10.2 years, respectively. I believe term limits also threaten to weaken the voice of the people. If policy experts are removed from office and replaced with less experienced members, lobbyists who couldn't be subject to term limits would hold greater sway over legislative decision-making. I saw this firsthand when the Oregon legislature had term limits.

In a similar vein, I meet with people across Oregon who maintain that members of Congress receive too many benefits. Like millions of other government and private-sector employees, elected officials purchase private health insurance through their employer, pay into Social Security, and contribute a percentage of their salary to their retirement plan. When the Affordable Care Act takes effect, members will be required to participate in plans offered under the new health care law. Furthermore, I believe that members of Congress should not receive pay raises while so many families are struggling to make ends meet. Each year I have been in office, I have supported legislation to deny members of Congress automatic cost-of-living increases. As a result, members have not received a pay increase since January 2009.

I believe our biggest challenge for reforming Congress is the partisanship that has resulted in stalemates and inaction. We need to focus less on political gamesmanship and more on identifying opportunities to cooperate and advance legislation. Please know I will continue to pursue reforms until the Senate is effectively functioning and doing the people's business.

313 HART SENATE OFFICE BUILDING
WASHINGTON, DC 20510
(202) 224-3753
FAX (202) 228-3997

121 S.W. SALMON STREET
SUITE 1400
PORTLAND, OR 97204
(503) 326-3385
FAX (503) 326-2900

Subject: Reply from Congressman Peter DeFazio

From: Congressman Peter DeFazio (or04ima@mail.house.gov)

To: regj@yahoo.com;

Date: Thursday, February 18, 2016 12:50 PM



Dear Mr. Jensen:

Thank you for taking the time to let me know of your support of salary increases for members of Congress as a way to stop special interest groups. I appreciate hearing from you and share your concerns.

Most Americans think our political system is broken. Unfortunately they are largely correct. Special interests and big money donors spend millions to influence campaigns and bend public policy in their direction. I believe many of my colleagues try to do the right thing for their constituents, but they also have to raise millions in campaign funds just to keep their job. They face an impossibly tough decision: take Super PAC money and serve special interests over their constituents, or possibly suffer harsh defeat at the hands of an opponent who gave in to special interests. This is why I support reforms that are designed to put everyday Americans back in charge of their government - ensuring that the priorities of the people are heard and addressed.

I am a longtime cosponsor of the Fair Elections Now Act. This legislation would provide matching public funds to candidates. This would allow candidates to run viable campaigns based on small dollar donations and avoid taking cash from corporate lobbyists and other special interests.

While I appreciate your message, I also believe that Congress shouldn't feather its own nest when so many of our nation's needs are unmet and so many families are struggling to get by. I have always believed that our elected officials should lead by example. That's why I've voted against congressional pay raises.

Again, thanks for your thoughts on this matter. Please keep in touch.

Sincerely,

U.S. REPRESENTATIVE PETER DeFAZIO
Fourth Congressional District, Oregon

*****PLEASE DO NOT RESPOND DIRECTLY TO THIS EMAIL*****

Please submit further correspondence by visiting the Congressman's website at www.defazio.house.gov

Subject: RE: Mr. Mokrohisky, Ms. Moody, Ms. Miller
From: FARR Pat M (LC) (Pat.FARR@co.lane.or.us)
To: regj@yahoo.com; Jay.BOZIEVICH@co.lane.or.us; Sid.LEIKEN@co.lane.or.us;
Pete.Sorenson@co.lane.or.us; Faye.STEWART@co.lane.or.us;
Cc: Steve.MOKROHISKY@co.lane.or.us; Christine.Moody@co.lane.or.us;
Marsha.EDWARDS@co.lane.or.us;
Date: Sunday, September 13, 2015 8:47 AM

Good morning Mr. Jensen

Thank you for your deeply-thought-out comments, which I keep at hand with other recommendations you have made in the past.

During my service as an elected official and as a 501c3 director (FOOD for Lane County) it has always been my paramount priority to provide services to the people I serve at the most efficient level possible:

-My time on the Bethel School Board was largely spent finding ways to adjust our service delivery to conform with revenue mandates that were put in place by Measure 5.

-During my first 8 years as a Eugene City Councilor I worked with budget adjustments that were mandated by Measures 47 and 50.

-When I was in the state legislature we had multiple special sessions to make budgetary cuts that were based upon economic impact of a deep recession.

-At FOOD for Lane County we increased our food distribution by a million pounds through private donations.

My first six years as a City Councilor were unpaid until a \$1,000 stipend was dictated by a vote of the electorate. I argued and voted against it. In the legislature and as a County Commissioner I have repeatedly refused to increase wages and stipends (other than COLA's) for those offices. During my years at FFLC I took no salary increases.

The changes in Lane County's delivery of medical benefits to our professional staff were made through careful study and implementation, and resulted in freeing up tight budget dollars to apply to other general fund services such as public safety, parks, health and human services—all of which have experienced large budget cuts due to decreased revenue from federal lands in Lane County (resulting in massive staff reductions).

the INSURANCE FORUM®

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...for the unfettered exchange of ideas about insurance

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A CANADIAN JUDGE SLAMS AIG'S AND ZURICH'S CLAIMS PRACTICES

On March 21, 2013, after a four-week bench trial in the Canadian province of Saskatchewan, Judge Murray Acton handed down a 98-page decision in a lawsuit over a workers' compensation claim against American Home Assurance Company, a unit of American International Group, Inc. (AIG), and a disability claim against Zurich Life Insurance Company. The judge assessed a total of \$4.5 million in punitive damages and a total of \$450,000 in aggravated damages against the two companies, and ordered them to pay the claimed benefits. (*Branco v. American Home et al.*, Queen's Bench for Saskatchewan, 2013 SKQB 98.)

Judge Acton said the awards "may not be particularly significant to the financial bottom line of a successful worldwide insurance company" but hoped they "will gain the attention of the insurance industry" and cause companies to "recognize the destruction and devastation that their actions cause in failing to honour their contractual policy commitments to the individuals insured." In this article I describe the case.

The Plaintiff

Luciano Branco, now aged 62, is a Canadian citizen who immigrated to Canada from Portugal at age 24. He obtained a welding license after attending welding classes, and later obtained his "red seal" after additional courses. He worked in Canada at various welding jobs. In 1994 he and his family moved back to Portugal.

In 1997 Mr. Branco took a job in the former Soviet republic of Kyrgyzstan, which borders on China, at a mine operated by a subsidiary of a Saskatchewan company. The mine was high in remote mountains and far from the employer's office in Bishkek, the capital. Work rotations were 28 days on and 28 days off. Work shifts were 12 hours. Workers flew to and from the mine site from the employer's office in Bishkek before and after each rotation, and they lived at the mine

site during their rotations. Mr. Branco was an excellent employee with a perfect attendance record and no Workers' Compensation Board (WCB) claims.

The Injuries

On December 25, 1999, during his 12-hour shift, Mr. Branco dropped a steel plate on his foot. Despite the pain, he finished the shift and completed his rotation. He then went home to Portugal to recuperate.

Mr. Branco returned to Kyrgyzstan for his February 2000 rotation. Two days before the end of his rotation, he stepped on a piece of steel and reinjured his foot. He finished his rotation and returned to Portugal, where he saw a doctor. He did not return for his April 2000 rotation and informed his employer he was unable to work.

Mr. Branco returned to Kyrgyzstan for his June 2000 rotation, but instead of going to the mine site he went to the employer's doctor. The employer continued to pay Mr. Branco's salary to the end of his contract on March 31, 2001. The employer paid an extra three months in error, and did not seek reimbursement.

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EXECUTIVES' COMPENSATION IN 2012

We have published compensation data for highly paid insurance executives since 1975. In this issue, we show data for those who received \$1 million or more in 2012. The data—in Appendixes A, B, and C—are from the Securities and Exchange Commission (SEC), the Nebraska Department of Insurance, and the New York Department of Financial Services, respectively. Many individuals appear in more than one appendix, and sometimes the figures differ because of varying rules on what compensation must be disclosed.

In Appendix A, we used the name of the company shown in the SEC document. In Appendixes B and C, wherever possible, we used the company name shown in the SEC document, but in some instances we used an individual company or group name. Individuals in each company or group are listed in descending order of compensation.

The SEC Data: Appendix A

Public companies file compensation exhibits with the SEC. For each of the five highest compensated individuals, the exhibit shows salary, bonus, stock awards, option awards, non-equity incentive plan compensation, change in pension value and nonqualified deferred compensation earnings, all other compensation, and total. We show the total.

The compensation exhibit usually is in the company's proxy statement, but a few companies show the data in 10-K annual reports. We include data for a few Canadian companies—indicated by asterisks—whose exhibits are in 6-K reports.

There are 498 individuals listed in Appendix A. Here is the distribution by compensation bracket:

Compensation Bracket	Number
\$10,000,000 and above	40
\$5,000,000 and below \$10,000,000	74
\$2,500,000 and below \$5,000,000	164
\$1,500,000 and below \$2,500,000	134
\$1,000,000 and below \$1,500,000	86

The Nebraska Data: Appendix B

Nebraska law requires every insurance company doing business there to file a compensation exhibit. For each of the ten highest compensated individuals, the exhibit shows salary, bonus, all other compensation, and total. We show the total.

There are 988 individuals listed in Appendix B. Here is the distribution by compensation bracket:

Compensation Bracket	Number
\$10,000,000 and above	28
\$5,000,000 and below \$10,000,000	73
\$2,500,000 and below \$5,000,000	192
\$1,500,000 and below \$2,500,000	287
\$1,000,000 and below \$1,500,000	408

The New York Data: Appendix C

The New York executive compensation disclosure law was enacted in 1906—the year after the Hughes-Armstrong investigation—and was amended several times. Every life insurance company operating in the state files an exhibit showing, for each executive, the total of “any and all remuneration, including all salaries, commissions, stock grants, gains from the exercise of stock options and other emoluments paid.”

Some life insurance companies disclose only compensation allocated to a company operating in New York. By contrast, some health insurance companies disclose total compensation received from all members of a company group as well as compensation allocated to a company operating in New York. In the latter instances, we show total compensation.

Insurance companies have long tried to prevent compensation disclosure. I have won two victories—one in court—and suffered three setbacks. Most recently, in 2008, at the request of the Life Insurance Council of New York, a life insurance company trade association, the New York legislature decimated the law. The amendment was passed without debate in the legislature, and without public debate. I learned of the amendment after it had cleared the legislature. I urged then New York Governor David A. Paterson to veto the amendment, but he signed it. Now the names of many highly compensated executives are no longer disclosed. See our October 2006 and October 2008 issues for discussions of the industry campaign.

Appendix C should list 674 individuals. Here is the distribution by compensation bracket:

Compensation Bracket	Number
\$10,000,000 and above	19
\$5,000,000 and below \$10,000,000	35
\$2,500,000 and below \$5,000,000	96
\$1,500,000 and below \$2,500,000	175
\$1,000,000 and below \$1,500,000	349

The names of 272 of those individuals are listed in Appendix C. Because of the 2008 amendment, the names of the other 402 individuals are not disclosed. Here are the companies with undisclosed names:

Aetna Inc	148
AXA Equitable Life Ins Co	6
CIGNA Corp	2
Guardian Life Ins Co	1
Massachusetts Mutual Life	11
MetLife Inc	70
New York Life Ins Co	28
Penn Mutual Life Ins Co	3
Phoenix Cos Inc	3
Principal Financial Group Inc	14
Prudential Financial Inc	103
Teachers Ins & Annuity Assn	13

APPENDIX A: COMPENSATION DATA FOR 2012 FROM THE SEC

ACE Ltd	Jay S Wintrob.....\$7,387,311	James M Michener...\$3,390,881	CNO Financial (Conseco)
Evan G Greenberg...\$15,556,512	William N Dooley.....6,627,501	Robert B Mills.....2,427,989	Edward Bonach.....\$4,910,411
John W Keogh.....5,327,090	David L Herzog.....6,518,427	Robert A Bailenson.....2,110,908	Frederick Crawford....4,423,655
Philip V Bancroft.....3,822,291	American National Ins Co	Russell B Brewer II....1,956,869	Scott Perry.....2,436,886
John J Lupica.....3,431,130	Robert L Moody.....15,744,244	Atlantic American Corp	Eric Johnson.....2,012,236
Robert F Cusumano...3,394,321	G R Ferdinandtsen....3,697,078	Hilton H Howell Jr....1,037,324	Christopher Nickle...1,670,954
Aetna Inc	James E Pozzi.....2,351,365	AXIS Capital Holdings Ltd	Coventry Health Care
Mark T Bertolini.....13,285,935	Gregory V Ostergren..1,352,086	Albert A Benchimol...22,674,021	Allen F Wise.....11,967,573
Kristi A Matus.....6,315,376	David A Behrens.....1,156,048	John R Charman.....18,883,583	Harvey DeMovick Jr..4,572,155
Joseph M Zubretsky...6,202,182	Ameriprise Financial Inc	Michael A Butt.....8,525,028	Michael D Bahr.....4,376,283
Karen S Rohan.....4,360,111	James Cracchiolo....17,828,431	John W Gressier.....4,306,586	Randy P Giles.....3,002,556
Margaret McCarthy...4,002,104	William F Truscott....6,170,559	Dennis B Reding.....3,866,653	Thomas C Zielinski...2,874,411
Affirmative Ins Holdings Inc	Walter S Berman.....6,041,214	John D Nichols.....3,549,192	Donegal Group Inc
Gary Y Kusumi.....1,227,649	Donald E Froude.....3,916,684	Joseph C Henry.....1,475,211	Donald H Nikolaus....1,446,797
AFLAC Inc	Kim M Sharan.....2,823,650	Baldwin & Lyons Inc	Eastern Ins Holdings Inc
Daniel P Amos.....11,224,975	Amerisafe Inc	Joseph J DeVito.....2,001,465	Michael L Boguski....1,024,728
Kriss Cloninger III...6,811,590	C Allen Bradley Jr....1,602,931	Gary W Miller.....1,686,628	eHealth Inc
Tohru Tonoike.....3,985,742	AmTrust Financial Services	G Patrick Corydon....1,218,066	William Shaughnessy..3,542,665
Paul S Amos II.....3,220,414	Barry D Zyskind.....18,120,917	Mark L Bonini.....1,021,416	Gary L Lauer.....2,393,776
John S Amos II.....3,099,405	Max G Caviat.....2,903,503	Berkshire Hathaway Inc	EMC Ins Group Inc
Joey M Loudermilk....2,051,936	Michael J Saxon.....2,407,529	Marc D Hamburg.....1,037,500	Bruce G Kelley.....2,091,943
Alleghany Corp	Ronald E Pipoly Jr...2,207,512	Brown & Brown Inc	Ronald W Jean.....1,708,146
Joseph P Brandon....17,056,019	Christopher Longo....2,157,504	Chris T Walker.....2,208,743	Richard L Gass.....1,001,725
Weston M Hicks.....7,331,731	Aon plc	J Powell Brown.....1,979,537	Employers Holdings Inc
Roger B Gorham.....2,132,377	Gregory C Case.....12,723,070	C Roy Bridges.....1,213,337	Douglas D Dirks.....4,328,870
Christopher Dalrymple..1,781,653	Christa Davies.....11,392,949	Anthony T Strianese...1,213,287	Lenard T Ormsby.....1,561,752
Jerry G Borrelli.....1,120,754	Stephen P McGill.....7,064,063	Centene Corp	William E Yocke.....1,554,640
Allied World Asr Co Holdings	Gregory J Besio.....4,908,729	Michael F Neidorff....8,474,744	John P Nelson.....1,197,153
Scott A Carmilani.....9,083,184	Kristi Savacool.....3,621,525	William N Scheffel....1,722,587	Endurance Specialty Holdings
W Gordon Knight.....3,212,628	Arch Capital Group Ltd	Jesse N Hunter.....1,621,349	William M Jewett.....3,634,591
Wesley D Dupont.....2,328,594	Constantine Iordanou..10,400,653	Carol E Goldman.....1,539,762	David Cash.....2,531,641
Joan H Dillard.....1,836,445	Mark D Lyons.....6,492,412	Donald G Imholz.....1,502,984	John A Kuhn.....1,948,139
Allstate Corp	Marc Grandisson.....5,762,439	Chubb Corp	Michael J McGuire....1,621,163
Thomas J Wilson.....17,058,555	David H McElroy.....3,261,420	John D Finnegan.....13,887,842	John V Del Col.....1,415,884
Matthew E Winter.....6,310,989	W Preston Hutchings..3,097,133	Dino E Robusto.....4,892,953	Catherine Kalaydjian..1,332,129
Judith P Greffin.....5,084,967	John C R Hele.....1,631,782	Paul J Krump.....4,885,613	Enstar Group Ltd
Don Civgin.....4,666,876	Argo Group Intl Holdings Ltd	Richard G Spiro.....4,877,517	Dominic F Silvester...5,033,602
Suren K Gupta.....3,544,178	Mark E Watson III....3,487,039	Harold L Morrison Jr..3,799,401	Richard J Harris.....3,304,456
Steven E Shebik.....3,381,247	Jay S Bullock.....1,505,672	CIGNA Corp	Paul J O'Shea.....3,304,456
Alterra Capital Holdings Ltd	Andrew Carrier.....1,207,312	David M Cordani.....12,881,495	Nicholas A Packer.....3,304,456
W Marston Becker....7,802,563	Arthur J Gallagher & Co	Herbert A Fritch.....10,734,543	Erie Indemnity Co
Peter A Minton.....3,726,062	J Patrick Gallagher Jr..4,499,688	Ralph J Nicoletti.....3,301,710	Terrence Cavanaugh...4,515,863
Joseph W Roberts.....2,829,641	Douglas K Howell.....2,681,827	Matthew G Manders...3,103,147	James J Tanous.....1,725,849
D Andrew Cook.....2,215,069	James S Gault.....2,449,900	Nicole S Jones.....2,768,378	Marcia A Dall.....1,672,403
Adam C Mullan.....1,848,751	James W Durkin Jr....2,210,270	Cincinnati Financial Corp	George D Dutala.....1,613,316
Ambac Financial Group Inc	David E McGum Jr....1,719,794	Kenneth W Stecher....2,719,736	John F Kearns.....1,428,601
Diana N Adams.....1,310,000	Aspen Ins Holdings Ltd	Jacob F Scherer Jr....2,297,116	Everest Re Group Ltd
David Trick.....1,035,000	Christopher O'Kane...4,575,322	Steven J Johnston.....2,068,916	Joseph V Taranto.....17,446,148
American Equity Investment	James Few.....3,061,134	Thomas A Joseph.....1,833,741	Dominic J Addesso....4,812,072
David J Noble.....1,136,540	Brian Boornazian.....2,628,135	Michael J Sewell.....1,638,566	John P Doucette.....2,228,959
American Financial Group Inc	Mario Vitale.....2,469,648	Martin F Hollenbeck..1,314,171	Mark S de Saram.....2,068,804
S Craig Lindner.....8,299,085	Julian Cusack.....1,989,339	John J Schiff Jr.....1,114,006	Craig W Howie.....1,880,874
Carl H Lindner III....8,295,761	Richard Houghton....1,130,292	Citizens Inc	Sanjoy Mukherjee.....1,448,789
John B Berding.....2,669,608	Assurant Inc	Harold E Riley.....1,026,711	Fairfax Financial Holdings*
James E Evans.....2,611,956	Robert B Pollock.....9,024,036	CNA Financial Corp	Paul C Rivett.....3,751,289
Keith A Jensen.....1,838,156	Gene E Mergelmeyer..3,903,724	Thomas F Motamed..10,647,714	Bradley P Martin.....1,222,517
Thomas E Mischell....1,563,600	Michael J Peninger....3,839,439	Peter W Wilson.....5,853,041	John C Varnell.....1,022,970
American International Group	Adam D Lammn.....3,283,253	Jonathan D Kantor....4,197,842	<i>*Data from Canadian report</i>
Robert Benmosche...10,573,910	Bart R Schwartz.....3,037,520	D Craig Mense.....3,792,193	FBL Financial Group Inc
Peter D Hancock.....8,046,942	Assured Guaranty Ltd	Thomas Pontarelli....3,579,391	James E Hohmann.....3,989,325
	Dominic J Frederico..13,363,715		

APPENDIX A: COMPENSATION DATA FOR 2012 FROM THE SEC (CONTINUED)

James P Brannen..... \$2,376,010	Stephen P Cardinal... \$1,524,358	Julio A Portalatin..... \$5,986,733	Emmanuel Clarke..... \$2,560,038
Kevin R Slawin..... 1,533,793	Dwayne D Hallman.... 1,405,764	J Michael Bischoff.... 4,193,932	William Babcock..... 2,264,790
David A McNeill..... 1,489,643	Thomas C Wilkinson.. 1,174,796	Vanessa A Wittman 3,162,301	Marvin Pestcoe..... 2,003,502
Charles T Happel 1,317,266	Matthew P Sharpe..... 1,114,317		Theodore C Walker 1,817,338
Donald J Seibel..... 1,117,814			
Fidelity National Financial Inc	Humana Inc	MBIA Inc	Platinum Underwriters Holdings
William P Foley II.... 14,992,067	Michael McCallister... 8,433,985	C Edward Chaplin.... 10,726,506	Michael D Price 7,443,374
Raymond R Quirk..... 6,745,889	James E Murray 4,147,480	William C Fallon..... 10,726,506	Robert S Porter..... 3,754,380
George P Scanlon..... 6,739,875	Bruce D Broussard.... 2,881,153	Ram D Wertheim..... 7,285,170	H Elizabeth Mitchell.. 3,276,665
Brent B Bickett 4,479,052	James H Bloem 2,806,515	Anthony McKiernan .. 6,898,920	Michael Lombardozzi.. 3,072,792
Anthony J Park..... 2,300,865	Paul B K Kusserow... 2,369,659		Allan C Declair 2,108,505
		Meadowbrook Ins Group Inc	
First Acceptance Corp	Imperial Holdings Inc	Robert S Cubbin..... 1,032,581	
Mark A Kelly..... 1,110,625	Jonathan Neuman..... 1,561,538		Primerica Inc
		Mercury General Corp	D Richard Williams... 3,643,623
First American Financial Corp	Independence Holding Co	George Joseph..... 1,432,087	John A Addison Jr 3,642,841
Dennis J Gilmore 5,471,694	Roy T K Thung 2,049,011	Gabriel Tirador..... 1,380,807	Peter W Schneider.... 1,574,695
Christopher Leavell... 2,433,084			Glenn J Williams..... 1,574,641
Kenneth DeGiorgio... 2,410,384	Infinity Prop & Cas Corp	MetLife Inc	Alison S Rand 1,214,051
Max O Valdes..... 1,964,667	James R Gober 1,711,067	Steven A Kandarian... 13,669,011	Gregory C Pitts 1,187,836
	Samuel J Simon..... 1,174,040	William J Wheeler.... 6,190,915	
Genworth Financial Inc	Roger Smith 1,011,948	Michel Khalaf..... 4,870,952	Principal Financial Group Inc
Michael D Fraizer 6,686,686		Steven J Goulart..... 3,574,487	Larry D Zimbleman.. 10,609,725
Martin P Klein..... 3,419,475	Kansas City Life Ins Co	John C R Hele 3,090,669	James P McCaughan .. 4,340,487
Patrick B Kelleher.... 2,834,152	R Philip Bixby..... 3,394,302	Eric T Steigerwalt 2,202,770	Daniel J Houston..... 4,264,815
Kevin D Schneider.... 2,524,673			Terrance J Lillis..... 3,722,167
Leon E Roday 2,207,616	Kemper Corp	MGIC Investment Corp	Luis Valdés..... 2,098,581
	Donald G Southwell... 3,051,636	Curt Culver..... 4,016,266	
Greenlight Capital Re Ltd	Scott Renwick..... 1,300,647	Patrick Sinks 2,195,897	ProAssurance Corp
Barton Hedges..... 1,654,317	Edward J Konar..... 1,249,150	Jeffrey Lane..... 1,812,762	W Stancil Starnes.... 3,911,711
Tim Courtis..... 1,030,317		Lawrence Pierzchalski.. 1,748,948	Howard H Friedman .. 1,632,025
	Lincoln National Corp	J Michael Lauer..... 1,453,589	Victor T Adamo..... 1,582,979
Hanover Ins Group Inc	Dennis R Glass..... 11,342,213		Edward L Rand Jr 1,558,922
Frederick Eppinger.... 4,198,993	Adam G Ciongoli..... 5,011,698	Molina Healthcare Inc	Darryl K Thomas 1,535,746
Robert A Stuchbery... 2,339,057	Mark E Konen..... 3,670,440	J Mario Molina..... 4,951,315	
Marita Zuraitis 2,084,432	Robert W Dineen 3,607,729	John C Molina..... 2,965,925	Progressive Corp
David B Greenfield ... 1,828,641	Randal J Freitag 2,970,036	Terry P Bayer 1,972,999	Glenn M Renwick..... 9,650,539
J Kendall Huber 1,174,584		Stephen T O'Dell 1,185,289	Brian C Domeck 2,470,255
	Loews Corp	Joseph W White 1,095,491	Susan P Griffith..... 2,299,142
Hartford Financial Services	James S Tisch..... 9,843,949	Jeff D Barlow 1,051,629	John P Sauerland..... 2,299,142
Liam McGee 11,157,261	Andrew H Tisch..... 6,949,970		William M Cody 1,886,165
David Levenson 7,692,270	Jonathan M Tisch.... 6,901,892	Montpelier Re Holdings Ltd	
Christopher Swift 4,887,857	D B Edelson..... 4,672,445	Christopher L Harris .. 4,279,493	Protective Life Corp
Robert Rupp 4,514,550	P W Keegan..... 3,812,496	Thomas G S Busher... 3,673,325	John D Johns..... 8,222,187
Douglas Elliot 3,706,787		Christopher Schaper... 2,728,369	Richard J Bielen..... 2,857,441
Alan Kreczko 2,592,538	Maiden Holdings Ltd	Michael S Paquette ... 1,757,287	Carl S Thigpen..... 2,619,631
	Arturo Raschbaum 2,496,459	Timothy P Aman 1,516,876	Carolyn M Johnson... 2,076,381
HCC Ins Holdings Inc	John M Marshaleck... 1,768,466		Deborah J Long..... 1,914,689
John N Molbeck Jr 7,596,692	Ronald M Judd..... 1,129,066	National Financial Partners	
Barry J Cook 3,373,772	Karen L Schmitt..... 1,041,401	Douglas Hammond 2,338,293	Prudential Financial Inc
Christopher Williams.. 3,219,341		Jessica Bibliowicz... 2,239,221	John R Strangfeld... 30,693,655
William N Burke..... 2,882,584	Manulife Financial Corp*	Donna J Blank..... 1,718,541	Edward P Baird..... 14,585,666
Craig J Kelbel 1,933,112	Donald Guloien..... 10,445,702	Michael N Goldman... 1,494,182	Mark B Grier..... 13,577,632
Brad T Irick..... 1,313,700	Warren Thomson..... 4,275,807	Edward G O'Malley... 1,070,418	Charles F Lowrey..... 9,280,429
	Jean-Paul Bisnaire... 3,860,919		Richard J Carbone... 5,601,402
Health Net Inc	Paul Rooney..... 3,739,448	National Interstate Corp	
Jay M Gellert..... 10,160,381	Steve Roder..... 2,670,352	David W Michelson ... 1,864,988	
James E Woys 5,279,423	Michael Bell..... 2,363,274		Radian Group Inc
Juanell Hefner 2,621,903	*Data from Canadian report	National Western Life Ins Co	Sanford A Ibrahim.... 4,934,671
Joseph C Capezza 2,169,888		Robert L Moody..... 3,777,834	Teresa B Bazemore ... 2,655,336
Steven D Tough..... 1,955,986	Markel Corp	Ross R Moody..... 1,837,815	C Robert Quint..... 1,717,729
	Alan I Kirshner 2,089,167		H Scott Theobald 1,102,680
Hilltop Holdings Inc	Richard R Whitt III ... 1,848,100	Navigators Group Inc	Edward J Hoffman 1,090,257
Alan B White 7,896,198	Thomas S Gayner..... 1,847,980	Stanley A Galanski.... 2,714,948	
	F Michael Crowley ... 1,684,473	Vincent C Tizzio 1,854,513	Reinsurance Group of America
Homeowners Choice Inc	Steven A Markel..... 1,237,588	H Clay Bassett Jr..... 1,028,407	A Greig Woodring.... 6,514,639
Paresh Patel..... 3,060,856	Anne G Waleski 1,136,362	Ciro M DeFalco 1,004,503	Jack B Lay..... 2,305,775
Scott R Wallace..... 1,559,191			Paul A Schuster 2,045,359
Horace Mann Educators Corp	Marsh & McLennan Cos Inc	Old Republic International	Allan E O'Bryant 1,653,254
Peter H Heckman 2,699,186	Brian Duperreault... 17,008,351	Aldo C Zucaro..... 1,293,392	Donna H Kinnaird.... 1,467,251
	Daniel S Glaser 10,217,538	PartnerRe Ltd	
	Peter Zaffino..... 7,013,998	Costas Miranthis 4,318,888	RenaissanceRe Holdings Ltd
			Neill A Currie..... 7,395,858

APPENDIX A: COMPENSATION DATA FOR 2012 FROM THE SEC (CONTINUED)

Kevin J O'Donnell ... \$6,562,814	Sun Life Financial Inc*	David S Wichmann ... \$8,500,853	Walter W Cooper \$1,585,351
Jeffrey D Kelly 3,237,141	Dean A Connor \$7,970,689	Gail K Boudreaux 8,498,074	Daniel R Paquin 1,580,649
Peter C Durhager 2,870,732	Westley Thompson 4,273,642	Anthony Welters 7,411,084	Christina C Cooper 1,224,756
Stephen H Weinstein.. 2,672,245	Stephen C Peacher 4,017,635	Lori Sweere 4,473,372	
	Kevin P Dougherty 3,031,718		
	Colm J Freyne 2,419,973		
	*Data from Canadian report		
RLI Corp	Symetra Financial Corp	Universal American Corp	WellPoint Inc
Jonathan E Michael.... 4,524,031	Thomas M Marra 3,522,453	Richard A Barasch 4,900,961	Angela F Braly 20,590,781
Michael J Stone 2,805,238	Margaret A Meister 1,828,557	Gregory W Scott 2,832,144	John Cannon 6,473,430
Craig W Kliethermes.. 1,349,801	Daniel R Guilbert 1,378,064	Robert A Waegelien... 2,158,184	V R Madabhushi 5,192,656
Thomas L Brown 1,089,667	Jonathan E Curley 1,299,363	Theodore Carpenter Jr. 1,614,371	Kenneth R Goulet 4,397,443
		Robert M Hayes 1,072,940	Wayne S DeVeydt 4,396,360
			Richard C Zoretic 4,321,792
			Lori A Beer 3,194,050
Safety Ins Group Inc	Torchmark Corp	Universal Ins Holdings Inc	White Mountains Ins Group
David F Brussard 3,484,059	Mark S McAndrew 8,729,775	Sean P Downes 6,654,708	(including OneBeacon Ins Co)
William J Begley Jr... 1,222,132	Gary L Coleman 6,235,617	Bradley I Meier 4,989,013	T Michael Miller 6,323,242
Daniel D Lotanger 1,201,086	Larry M Hutchison 5,792,059		Allan L Waters 5,452,544
George M Murphy 1,121,628	Vern D Herbel 3,354,719		David T Foy 4,827,030
Edward N Patrick Jr... 1,081,855	Roger C Smith 3,335,277		G Manning Rountree.. 3,614,157
	Charles F Hudson 2,604,136		Dennis A Crosby 2,545,258
	Frank M Svoboda 1,421,717		Paul F Romano 2,171,911
			Paul H McDonough ... 1,607,533
			Raymond Barrette 1,230,221
			Maureen A Phillips... 1,138,218
Selective Ins Group Inc	Tower Group International	Validus Holdings Ltd	Willis Group Holdings plc
Gregory E Murphy 3,771,893	Michael H Lee 2,976,310	Edward J Noonan 5,567,189	Joseph Plumeri 9,834,043
Dale A Thatcher 1,573,757		Joseph E Consolino... 4,456,095	Stephen Hearn 4,609,111
John J Marchioni 1,508,782		C N Rupert Atkin 4,440,542	Timothy Wright 3,553,918
Michael H Lanza 1,243,684		Conan M Ward 3,373,921	Victor Krauze 2,814,452
Ronald J Zaleski 1,235,176		Kean D Driscoll 3,239,628	Michael Neborak 2,107,948
		Stuart W Mercer 2,858,343	
StanCorp Financial Group Inc	Travelers Cos Inc	W R Berkley Corp	XL Group plc
J Gregory Ness 8,126,945	Jay S Fishman 15,729,551	William R Berkley ... 31,296,780	Michael McGavick 9,448,467
Floyd F Chadee 1,884,456	Brian W MacLean 7,031,143	W Robert Berkley Jr .. 9,088,459	James Veghte 3,849,180
Daniel J McMillan 1,631,152	William H Heyman 6,064,804	Eugene G Ballard 2,372,836	Gregory Hendrick 3,562,889
James B Harbolt 1,476,009	Jay S Benet 5,611,191	Ira S Lederman 2,372,836	Sarah Street 3,473,730
Scott A Hibbs 1,340,552	Alan D Schnitzer 5,266,297	James G Shiel 2,355,471	Peter Porino 3,448,794
State Auto Financial Corp	Triple-S Management Corp	WellCare Health Plans Inc	
Robert P Restrepo Jr .. 2,445,655	Ramón Ruiz-Comas... 3,184,363	Alec Cunningham 5,505,173	
	S Rivas-Rodriguez 1,196,606	Thomas L Tran 1,855,358	
	P Almodóvar-Scalley.. 1,195,667		
Stewart Information Services	UnitedHealth Group Inc		
Glenn H Clements 1,866,320	Stephen J Hemsley... 13,887,455		
Jason R Nadeau 1,756,456	Larry C Renfro 8,616,804		
Steven M Lessack 1,415,659			
Matthew W Morris 1,190,761			

APPENDIX B: COMPENSATION DATA FOR 2012 FROM NEBRASKA

AAA Life Ins Co	Edgar N Warren \$1,058,453	AFLAC Inc	David Norris \$3,964,545
Harold Huffstetler \$1,047,575	James J Loiacono 1,051,677	Daniel P Amos \$27,459,047	Kenneth Apfel 3,423,855
		Kriss Cloninger III 9,535,591	Kelly Walls 3,290,375
ACA Financial Guaranty Corp	Aegis Group	Charles D Lake II 3,220,805	Kathy Aberson 3,216,721
Raymond J Brooks Jr.. 2,641,204	Martin G Lane Jr 1,350,423	Joey M Loudermilk 3,186,093	William Kautter 3,097,313
Steven J Berkowitz 1,283,644		Paul S Amos II 2,878,180	Gary A Schwartz 2,835,747
	AEGON US Holding Group	Andrew J Conrad 2,424,816	Phillip McCrorie 2,790,066
	Mark W Mullin 2,026,111	Eric M Kirsch 2,108,840	David Leonard 2,521,970
ACCC Ins Co	Brenda K Clancy 1,436,893	Kenneth S Janke Jr 2,005,997	Geoffrey Peach 2,095,474
Jack H Ikenaga Jr 1,126,491	Craig D Vernie 1,016,237	Audrey B Tillman 1,765,375	R Singleton-Baldrey.. 1,875,661
		Ralph A Rogers Jr 1,467,560	Kenneth W Brandt 1,684,720
ACE Ltd	Aetna Inc	Eugene C Sorrel Sr... 1,197,742	Phil Coletti 1,573,020
John J Lupica 3,150,052	Mark T Bertolini 37,278,315	D Christian Goodall ... 1,081,321	Greg Buonocore 1,403,109
Christopher Maleno ... 1,550,019	Joseph M Zubetsky.. 21,852,367		Nancy Davies 1,254,204
Paul G O'Connell 1,410,057	Margaret McCarthy.. 12,227,668	Alea North America Ins Co	
Robert R Bertossi 1,325,085	William J Casazza 7,762,742	Jeffrey Rosenthal 2,635,381	Allianz Ins Group
James M English 1,275,030	Lonny Reisman 6,773,047	Carl Speck 1,063,140	Peter Huchne 3,389,425
Robert L Haney 1,267,767	Robert M Mead 5,901,313		Jill Paterson 3,156,133
Joseph F Fisher 1,155,023	John J Bermel 4,353,481	Alleghany Group	Harold Clark 1,848,990
Bruce L Kessler 1,150,023	Mark L Keim 2,095,216	Elwood G Lassiter 39,982,016	A D Page 1,781,688
Kevin M Rampe 1,000,018		Paul A Bonny 5,920,825	Charles Kavitsky 1,668,797
		Steven S Skalicky 5,586,799	Thomas P Burns 1,646,288
ACUITY, A Mutual Ins Co	Affirmative Ins Co	Javier E Vijil 5,342,851	Carsten Scheffel 1,477,120
Benjamin Salzmann ... 7,661,534	Gary Y Kusumi 1,013,232	Michael C Sapnar 4,667,995	Walter White 1,396,002
Richard A Waldhart 1,247,660			

APPENDIX B: COMPENSATION DATA FOR 2012 FROM NEBRASKA (CONTINUED)

Neil H McKay..... \$1,381,539	David Michelson..... \$2,708,588	Arch Capital Group Ltd	AXIS Capital Holdings Ltd
Lori Fouche..... 1,315,651	Keith A Jensen..... 2,637,227	Mark Lyons..... \$4,591,218	William A Fischer \$1,888,095
Robert DeChellis..... 1,307,475	Donald D Larson..... 1,804,671	Timothy J Olson..... 3,689,121	John A Kuhn..... 1,151,705
Arthur Moosmann..... 1,283,251	Thomas A Maxey..... 1,754,431	James C Franson..... 2,377,714	Thomas A Steidinger.. 1,091,874
Giulio Terzariol..... 1,250,877	Ronald J Brichler..... 1,349,294	Michael Murphy..... 2,145,680	Brian Goshen..... 1,072,656
Eleanor Barnard..... 1,076,676	S Craig Lindner..... 1,103,270	David McElroy..... 1,892,736	Peter Martin..... 1,050,555
Brian B Peterson..... 1,053,105	Vito C Peraino..... 1,077,255	Steven D Nelson..... 1,741,967	Carlton W Maner..... 1,013,771
	Michael D Pierce..... 1,036,101	John Mentz..... 1,482,051	
Allied World Asr Co Holdings		John S Edack..... 1,459,720	Banner Life Ins Co
Scott A Carmilani..... 15,889,027	American International Group	John F Rathgaber..... 1,404,594	James D Atkins..... 1,509,701
John L Sennott Jr..... 4,083,702	Jay S Wintrob..... 12,194,251	Dennis Brand..... 1,175,318	
W Gordon Knight..... 3,513,735	Bruce R Abrams..... 4,906,101	Martin J Nilsen..... 1,169,069	BCS Ins Group
Wesley D Dupont..... 2,451,261	Jana Waring Greer..... 3,593,170	David Gansberg..... 1,089,226	Howard Beacham III.. 1,691,550
John J McElroy..... 2,176,542	Mary Jane B Fortin..... 2,827,472	Glenn Ballew..... 1,042,862	
John R Bender..... 2,016,785	James A Mallon..... 2,465,634	Gary Blumsohn..... 1,027,508	Berkshire Hathaway Inc
Marshall Grossack..... 1,976,403	Christine A Nixon..... 1,941,747		Thomas P Nerney..... 13,004,420
Richard A Jodoin..... 1,759,409	Peter D Hancock..... 1,776,082	Arrowood Indemnity Co	Olza M Nicely..... 12,148,254
Paul C Martin..... 1,711,357	Shawn M Duffy..... 1,303,853	John Tighe..... 1,546,683	Ajit Jain..... 9,775,000
Cynthia F Oard..... 1,675,492	James Bracken..... 1,100,360		Franklin Montross IV.. 6,324,413
Robert Asensio..... 1,622,483	Mark W Scully..... 1,084,011	Assurant Inc	Timothy Kenesey..... 4,409,717
Thomas Kelly..... 1,545,748	Richard C Woollams.. 1,028,035	Michael J Peninger.... 7,490,193	Imre J Cholnoky..... 3,382,739
Wayne H Datz..... 1,404,541		Gene E Mergelmeyer.. 5,175,101	William E Roberts..... 2,736,176
Ralph Cellars..... 1,172,021	American National Ins Co	Christopher J Pagano.. 4,521,549	Damon N Vocke..... 1,913,157
	Robert L Moody..... 14,283,711	Steven C Lemasters.... 4,199,805	Steven R Zodtner..... 1,695,974
Allstate Corp	G R Ferdinandsen..... 2,502,661	John S Roberts..... 2,953,791	David S Charlton..... 1,694,890
Thomas J Wilson..... 6,821,722	James E Pozzi..... 1,033,571	Sylvia R Wagner..... 2,451,354	William Gasdaska Jr.. 1,583,333
Michael Roche..... 3,751,336		Adam D Lamnin..... 2,350,261	Scott R Doerr..... 1,500,000
Catherine Brune..... 2,546,576	American United Life Ins Co	Kathryn E Stoddard.... 1,888,115	Steven J Mannik..... 1,499,756
Matthew Winter..... 2,141,664	Dayton Molendorp..... 4,335,053	Ivan Lopez-Morales... 1,319,776	Daniel Landrigan..... 1,488,237
Judith Greffin..... 2,088,672	George D Sapp..... 2,946,431	William Balsley..... 1,243,570	Donald R Lyons..... 1,456,179
Gary C Tolman..... 2,059,118	James S Davison..... 1,961,508	Manuel J Becerra..... 1,242,076	Robert M Miller..... 1,456,179
Dogan Civgin..... 1,974,910	Mitchell A Haber..... 1,805,107	John A Frobose..... 1,233,522	Forrest N Krutter..... 1,192,657
Suren Gupta..... 1,648,071	Thomas M Zurek..... 1,139,023	Michael D Anderson.. 1,163,990	Robert D Sciolla..... 1,164,040
David Bird..... 1,606,924	Lincoln T Franke..... 1,069,453	Joseph E Erdeman..... 1,080,764	Adin M Tooker..... 1,148,900
James DeVries..... 1,603,481	Mark A Wilkerson..... 1,056,421	Donald G Hamm Jr.... 1,067,562	George W Rogers..... 1,125,912
Mark Davis..... 1,593,672			Edward W Ward III.... 1,116,929
Alterra Reinsurance USA	Americo Financial Group	Assured Guaranty Ltd	Stephen G Kalinsky... 1,103,895
Thomas C Wafer..... 1,595,160	Gary Muller..... 1,537,130	Dominic J Frederico.. 11,834,487	Nancy L Pierce..... 1,087,804
Brian Hegarty..... 1,541,997	Rod Foster..... 1,063,947	James M Michener..... 2,975,808	Michael H Campbell.. 1,082,875
Paul Brauner..... 1,329,085	Ameriprise Financial Inc	Robert B Mills..... 2,571,582	Seth M Ingall..... 1,033,317
David J Kalinoff..... 1,085,597	John R Woerner..... 4,033,109	Robert A Bailenson... 1,917,359	Kenneth B Lundgren.. 1,010,152
	David K Stewart..... 3,582,441	Russell B Brewer II... 1,691,654	
Amibac Financial Group Inc	Thomas W Murphy..... 2,768,810	Bruce Stern..... 1,285,946	Blue Cross & Blue Shield of NE
Diana N Adams..... 1,310,000	Brian J McGrane..... 2,128,760	Howard Albert..... 1,273,214	Steven S Martin..... 4,113,478
David Trick..... 1,035,000	Richard N Bush..... 1,900,862	Stephen Donnarumma.. 1,073,269	
	Kenneth J Ciak..... 1,773,443	David Penchoff..... 1,056,965	Boston Mutual Life Ins Co
American Equity Investment	Bimal I Gandhi..... 1,659,976		Paul E Petry..... 2,786,537
David J Noble..... 1,347,818	Gumer C Alvero..... 1,603,926	Assurity Life Ins Co	
Terry Reimer..... 1,016,585	Daniel J Segner..... 1,451,242	Thomas E Henning.... 1,125,359	Catlin Ins Co
John Matovina..... 1,002,317			Richard S Banas..... 1,827,121
	Amerisafe Group	Auto Club Ins Association	Centene Corp
American Family Ins Group	C Allen Bradley Jr..... 1,618,387	Charles Podowski..... 2,376,617	Michael F Neidorff.... 1,048,857
Jack C Salzwedel..... 4,686,478		Steven Monahan..... 2,003,236	
Daniel R Schultz..... 2,652,262	Amerisure Mutual Ins Co	Steven Wagner..... 1,170,249	Central United Life Ins Co
Daniel J Kelly..... 1,378,689	Richard F Russell..... 2,729,229		David W Harris..... 4,747,261
Annette S Knapstein.. 1,357,330	Thomas E Hoeg..... 1,189,474	Auto Owners Group	
Peter C Gunder..... 1,341,796		Jeffrey F Harrold..... 1,297,708	Century-National Ins Co
Jerome G Rekowski... 1,337,049	Ameritas Life Ins Corp		Weldon Wilson..... 1,402,770
Mark V Afable..... 1,329,911	JoAnn Martin..... 1,906,820	Aviva Life & Annuity Co	
Mary L Schmoeger..... 1,278,679		Christopher Littlefield.. 3,119,259	Chubb Corp
Alan E Meyer..... 1,191,821	Amica Mutual Ins Co	Brenda Cushing..... 1,799,926	John D Finnegan..... 8,473,549
Gerry W Benusa..... 1,168,812	Robert A DiMuccio.... 2,205,005	Michael Miller..... 1,597,883	Richard G Spiro..... 5,376,650
	Robert K Benson..... 1,531,731		Paul J Krump..... 2,660,022
American Fidelity Assur Co		AXA Equitable Life Ins Co	Dino E Robusto..... 2,618,658
William M Cameron.. 2,496,064	AmTrust Financial Services	Mark Pearson..... 2,686,059	Harold L Morrison.... 2,000,741
Gary E Tredway..... 1,116,014	Michael J Saxon..... 1,306,990	Kevin Murray..... 1,762,316	Robert C Cox..... 1,682,498
Alfred Litchenburg.... 1,065,516	Ron Pipoly..... 1,222,156	Andrew J McMahon.. 1,446,724	Steven R Pozzi..... 1,410,503
David R Carpenter..... 1,061,744	Barry Zyskind..... 1,165,430	Salvatore F Piazzolla.. 1,248,419	W Brian Barnes..... 1,296,621
	Nathan Hasson..... 1,045,384	George H Stansfield.. 1,151,963	Ned I Gerstman..... 1,241,438
American Financial Group Inc	Barry S Karfunkel..... 1,002,890	David S Hattem..... 1,097,156	Joel D Aronechick.... 1,226,834
Carl H Lindner III..... 7,540,452	Robert M Karfunkel... 1,001,991		

APPENDIX B: COMPENSATION DATA FOR 2012 FROM NEBRASKA (CONTINUED)

Church Ins Co	Electric Ins Co	Kevin D Lutes	\$4,136,062	R K Shaw	\$3,462,869
William Cobb	Marc A Meiches	Peter J Filler	3,490,639	Mark Corbett	1,705,032
		Jeff R Knudson	3,070,235	William S Harmon	1,102,417
CICA Life Ins Co of America	EMC Ins Group Inc	Charles H Wimer	2,594,614	Guardian Life Ins Co	
Harold E Riley	Bruce G Kelley	Christopher F Azur	2,477,122	Dennis J Manning	3,276,943
		Michael J Nolan	2,017,354	Deanna M Mulligan	2,991,649
CIFG Assurance North America	Equitable Life & Casualty Ins Co	Steven G Day	1,991,068	Douglas S Dolfi	2,765,578
Lawrence P English	Larry A Thomas	John A Wunderlich	1,637,284	Robert E Broatch	2,535,251
David A Buzen		Michael L Gravelle	1,470,983	Thomas G Sorell	2,104,825
Michael Knopf	Essent Guaranty Inc	Edson N Burton Jr.	1,000,359	Tracy L Rich	1,657,730
Rita Duggan	Mark Casale			Dale W Wagner	1,424,063
		Financial American Life Ins Co		Chris Calos	1,222,009
CIGNA Corp	Everest Re Group Ltd	Manuel J Millor	1,264,583	Ahn Dong	1,162,399
Michael G Mirt	Joseph V Taranto	First American Title Ins Co		David C Turner	1,159,626
Scott C Huebner	David E Schmitt	Curt G Johnson	4,759,191	Michael N Ferik	1,140,552
Matthew S Morris	Mark S de Saram	Thomas S Hartman	3,793,877	Brad Thomas	1,125,477
Robert L Dawson	Dominic J Addesso	Dennis J Gillmore	3,706,184	James Lake	1,053,519
Franklin S Warren	John P Doucette	Max O Valdes	3,681,143	David Guarino	1,040,188
Mark A Tulloch	Barry H Smith	Joseph S Tavarez	3,005,615	GuideOne Mutual Ins Co	
Gregory J Allen	Daryl W Bradley	Kenneth DeGiorgio	2,883,771	James D Wallace	1,296,824
David L Terry	Ronald D Diaz	Curtis E Caspersen	2,352,024		
James R Hailey	Sanjoy Mukherjee	Philip Solomon	1,995,265	Hanover Ins Group Inc	
	Robert Capicchioni	Christopher Leavell	1,858,875	Frederick Eppinger	4,482,379
Cincinnati Financial Corp	Factory Mutual Ins Co	Jeffrey S Mitzner	1,815,603	Marita Zuraitis	2,178,480
Kenneth W Stecher	Shivan Subramaniam	Mitch L Steeves	1,741,681	David B Greenfield	1,800,900
Steven J Johnston	Paul E LaFleche			J Kendall Huber	1,213,079
Jacob F Scherer Jr.		First Financial Ins Co		Andrew S Robinson	1,166,945
Michael J Sewell	Fairfax Financial Holdings Ltd	David A MacLeod	1,610,720	Gregory D Tranter	1,140,359
David H Popplewell	Brian D Young	First Nonprofit Ins Co			
Martin F Hollenbeck	Richard H Smith	Philip R Warth	1,074,610	Hanover Life Re Co of America	
Charles Stoneburner II.	Mary Jane Robertson			Peter R Schaefer	1,522,919
	Douglas M Libby	Forethought Life Ins Co		Christopher Shanahan	1,216,527
CNA Financial Corp	Stanley R Zax	John A Graf	2,445,000		
Thomas F Motamed	Michael G Wacek	Genworth Financial Inc		Hartford Financial Services	
Peter W Wilson	Nicholas Bentley	Patrick Kelleher	1,326,100	Andrew J Pinkes	1,984,767
D Craig Mense	Frank DeMaria	Leon Roday	1,159,435	Brian D Murphy	1,779,186
Jonathan D Kantor	Marc J Adee	Geovera Ins Co		Gary J Thompson	1,602,920
Thomas Pontarelli	Gary McGeddy Jr.	Kevin Nish	1,992,133	Raymond J Sprague	1,515,193
Timothy J Szerlong	Gary Dubois	Brian Sheekey	1,014,849	Jonathan R Bennett	1,452,184
Robert A Lindemann	Jack D Miller			Joseph G Eck	1,275,311
John F Welch	Family Heritage Life of Amer	Gerber Life Ins Co		Ronald P Herrmann	1,201,702
George Fay	Howard L Lewis	Wesley Protheroe	1,288,518		
Gary Owcar	Edward J Rocheck			HCC Ins Holdings Inc	
	Jeffrey S Morris	Global Re Corp of America		Adam S Pessin	1,711,889
Columbian Mutual Life Ins Co		Volker D Weisbrodt	1,796,794	Craig J Kelbel	1,657,183
Thomas E Rattmann	FCCI Ins Co	Burton I Henry	1,536,232	Brian J Steele	1,212,875
John Love	Marvin Haber	David W Smith	1,436,864		
	Craig A Johnson	Vincent S Potts	1,338,935	Health Care Service Corp	
COPIC Ins Co	Joseph A Keene	Barry R Keogh	1,165,969	Patricia A H Hall	17,465,275
Steven A Rubin		James E Fletcher	1,053,816	Colleen F Reitan	9,395,985
Theodore J Clarke	Federated Mutual Ins Co			Martin G Foster	6,977,248
	Albert T Annexstad	Grange Mutual Casualty Group		Kenneth S Avner	5,219,198
Coventry Health & Life	Jeffrey E Fettes	Philip H Urban	2,222,278	Paula A Steiner	4,717,793
Michael Murphy	A Daniel Lewis	Alan D Brannan	2,193,335	Jimmy D Rodgers	4,318,135
		Thomas H Welch	1,202,932	D Dorman-Rodriguez	3,786,023
CUNA Mutual Ins Society	Fidelity & Guaranty Life Ins Co	Gray Ins Co		Karen M Atwood	3,455,919
Jeffrey H Post	Leland Launer	Walter V Gray	1,181,988	Austin J Waldron	3,261,797
Robert N Trunzo	Barry Ward	Michael T Gray	1,110,744	Bert E Marshall	3,159,753
Gerald W Pavelich				Anthony Trani	2,412,086
James H Metz	Fidelity Life Association	Great Midwest Ins Co		Craig Nurdyke	1,563,123
Richard R Roy	Richard Hemmings	Stephen L Way	4,500,000		
				Healthmarkets Group	
Developers Surety & Ind Co	Fidelity National Financial Inc	Great-West Life Group		Phillip Hildebrand	1,756,018
Harry Crowell	Raymond R Quirk	Mitchell Graye	10,555,013	Kenneth Fasola	1,601,915
	Anthony J Park	Gregory E Seller	5,407,518	Derrick Duke	1,140,488
Doctors Co Group	Roger S Jewkes	Charles P Nelson	3,801,774	Kassim Mahmood	1,014,206
Richard Anderson	Erika Meinhardt			Highmark Group	
Robert Francis	Peter T Sadowski			David L Holmberg	1,596,761
David Preimesberger	George P Scanlon				
Bryan Lawton					

APPENDIX B: COMPENSATION DATA FOR 2012 FROM NEBRASKA (CONTINUED)

Horace Mann Educators Corp	Knights of Columbus	Alfred Pastore	\$1,279,400	Mutual of America Life Ins Co
Peter H Heckman	Carl A Anderson	Andrea Randolph	1,078,860	Thomas J Moran
		Douglas Hamilton	1,029,450	John Greed
HSBC Group	Lexon Ins Co	MEMIC Indemnity Co		William Conway
Patrick A Cozza	David E Campbell	John T Leonard	1,449,942	James Roth
				Jeremy Brown
Humana Inc	Liberty Mutual Group	Mercury General Corp		George Medlin
James E Murray	Alexander Fontanes	George Joseph	1,467,412	Mutual of Omaha Ins Co
James H Bloem	David H Long	Gabriel Tirador	1,370,548	Daniel P Neary
Bruce D Broussard	J Paul Condren III			Daniel W Rood
William J Tait	Timothy Sweeney	MetLife Inc		
Bruce D Perkins	Christopher L Peirce	Steven A Kandarian	8,072,893	National Life Ins Co (VT)
Gerald L Ganoni	Dennis J Langwell	William J Wheeler	7,252,938	Mehran Assadi
T Alan Wheatley	Christopher Mansfield	Paul Blanco	3,125,071	J Michael Duncan
Thomas J Liston	James McGlenon	Francis Donnantuono	2,739,267	Daniel J Manion
		Jonathan Rosenthal	2,430,040	Christian Thwaites
Independent Order of Foresters	Liberty National Group	William R Hogan	2,399,382	David M Brownlee
George S Mohacsi	Vern D Herbel	Maria R Morris	2,373,781	
Larry Noyes	Roger C Smith	Oscar Schmidt	2,367,973	National Western Life Ins Co
	Glenn D Williams	Robert R Merck Sr	2,069,117	Robert L Moody
Infinity Prop & Cas Corp	Andrew W King	Stanley J Talbi	2,038,609	Ross R Moody
James R Gober	Douglas L Gockel	Eric T Steigerwalt	1,713,214	
Samuel J Simon	Scott A Smith	Gene L Lunman	1,247,283	Nationwide Mutual Ins Group
Roger Smith	Charles F Hudson	Peter M Carlson	1,146,641	Michael L Browne
Scott C Pitrone	John C DiJoseph	Paul A LaPiana	1,145,718	Mark R Cummins
Glen N Godwin		Marlene B Debel	1,125,000	Stephen Rasmussen
ING America Group	Lincoln Heritage Life Ins Co	MGIC Investment Corp		Arther E Chandler
Ewout Steenbergen	Thomas Londen	Curt Culver	2,874,306	Thomas E Clark
Daniel Mulheran Sr	Jack Londen	Patrick Sinks	1,718,508	Kevin M Toth
		Jeffrey H Lane	1,632,458	Robert A Kauffman
Insurance Co of the West	Lincoln National Corp	J Michael Lauer	1,260,175	Dennis J Olmaskin
Ernest Rady	Dennis R Glass	Lawrence Pierchalski	1,195,103	Allan R Becker
Kevin Prior	Wilford H Fuller			David K Bond
	Robert W Dineen	Midland National Group		Robert Jaso
International Fidelity Ins Co	Mark E Konen	Michael P Kiley	2,283,000	Mark R Thresher
Francis L Mitterhoff	Charles C Comelio	John J Craig II	1,128,132	Thomas M Powers
	Ryan Quillan	Steven C Palmitier	1,074,111	
Investors Ins Corp	Randal J Freitag	Minnesota Life Ins Co		New York Life Ins Co
James R Belardi	Claude Holt	Robert L Senkler	3,785,968	Theodore A Mathas
Stephen E Cernich	Kelli Evans	Christopher Hilger	1,217,314	John Y Kim
		Warren J Zaccarro	1,084,244	Michael E Sproule
Iowa Farm Bureau Group	Main Street America Group	MMIC Ins Inc		Peter J McAvinn
James P Brannen	T Van Berkel	William McDonough	1,317,488	Salvatore F Farina
James E Hohmann	E Kuhl	Modern Woodmen of America		Christopher O Blunt
Richard J Kypla		William K Massey	1,078,168	Mark W Pfaff
Kevin R Slavin	Markel Corp Group			Sheila K Davidson
	Francis M Crowley	Motors Ins Corp		Richard L Mucci
	Richard R Whitt III	Thomas D Callahan	1,200,001	Barry A Schub
Jackson National Life Ins Co		MTL Ins Co		Frank M Boccio
Lisa C Drake	Massachusetts Mutual Life	Stephen Batza	1,153,606	Paul T Pasteris
Michael A Wells	Roger Crandall	Munich Reinsurance Co		Arthur H Seter
James R Sopha	Michael Rollings	Anthony J Kuczinski	4,178,477	Joel M Steinberg
Paul C Myers	Elaine Sarsynski	Michael DeKoning	2,958,922	Steven D Lash
Clifford J Jack	Mark Roellig	Giuseppina C Albo	1,939,945	Thomas F English
Gregory P Cicotte	Andrew Dickey	Gregory Coda	1,349,299	Scott L Berlin
Thomas J Meyer	Michael Fanning	Michael Muchnick	1,345,882	
Julius G Naples	Robert Casale	Craig R Smiddy	1,338,826	Norcal Group
Kenneth H Stewart	Andrew Moore	M Steven Levy	1,273,135	James Sumseri
Marc Socol	Rodney Dillman	Stephen J Morello	1,219,729	T Scott Diener
	Elizabeth Chicares	John Vasturia	1,194,558	
John Hancock Group		Gregory M Barats	1,047,383	Northwestern Mutual Life
James R Boyle	Maxum Casualty Ins Co	Philip Roeper	1,022,647	John E Schliske
Keith F Hartstein	F Marshall Turner II	Robin H Willcox	1,010,116	Gary A Poliner
Scott S Hartz		Melissa A Salton	1,001,062	Gregory C Oberland
	MBIA Inc			Marcia Rimai
Kansas City Life Ins Co	C Edward Chaplin			Mark G Doll
Robert P Bixby	William Fallon			Todd M Schoon
	Ram D Wertheim			Jean M Maier
Kemper Corp Group	Anthony McKiernan			
James A Schulte	Christopher Weeks			
Edward Konar	John Dare			

APPENDIX B: COMPENSATION DATA FOR 2012 FROM NEBRASKA (CONTINUED)

Ohio National Life Ins Co	Phoenix Cos Inc	Protective Life Corp	Sagicor Life Ins Co
Larry J Adams..... \$1,364,709	Philip Polkinghorn ... \$5,083,331	John D Johns \$6,281,735	Dodridge Miller \$1,287,558
Gary T Huffman..... 1,271,229	James D Wehr 3,245,648	Carl S Thigpen 2,674,379	Savings Bank Life of MA
Howard C Becker..... 1,158,543	Zafar Rashid..... 2,215,651	Carolyn M Johnson..... 2,011,835	Robert K Sheridan..... 9,050,234
Ronald J Dolan..... 1,009,213	John V LaGrasse 1,798,040	Richard J Bielen..... 2,006,909	SBLI USA Mutual Life
Old Republic International	Peter A Hofmann..... 1,718,531	Steven G Walker 1,999,287	Vikki L Pryor 1,846,667
Vincent T Donnelly.... 1,808,878	Bonnie J Malley 1,322,543	Carolyn King..... 1,502,864	Scor Group
Old United Casualty Co	Christopher Wilkos 1,047,438	Deborah J Long 1,385,291	Henry Klecan Jr 1,273,317
Daniel Mattox 1,052,749	Paul Chute..... 1,007,527	Judy Wilson..... 1,008,004	SeaBright Ins Co
Ozark National Life (MO)	Physicians Mutual Ins Co	Prudential Financial Inc	John G Pasqualetto.... 1,242,548
Charles N Sharpe 1,000,881	Robert Reed 2,586,601	Mark B Grier..... 19,857,570	Richard Gergasko..... 1,012,465
Pacific Life Ins Co	Rob Reed..... 1,403,994	John Strangfeld Jr ... 18,199,354	Security Mutual Life of NY
James T Morris..... 6,630,562	Platinum Underwriters Re	Richard J Carbone..... 7,948,039	Bruce W Boyea 1,742,515
Khanh T Tran 3,701,736	H Elizabeth Mitchell.. 1,273,930	James Sullivan 7,483,993	Selective Ins Group Inc
Michael S Robb..... 3,116,082	James Roddy 1,230,611	Charles Lowrey 7,241,042	Gregory E Murphy 3,024,861
Michael A Bell 2,847,506	Presidential Life Corp	Edward P Baird 6,712,128	Richard Connell 1,392,454
George A Paulik 1,664,508	Donald Barnes..... 1,930,307	Michael Lillard..... 6,045,417	Dale A Thatcher 1,360,594
Dewey P Bushaw 1,656,943	Pete Pheffer 1,468,680	Steven Kellner..... 5,721,929	John J Marchioni..... 1,167,554
Mary A Brown..... 1,624,099	Mark Abrams 1,294,802	Stephen Pelletier 5,535,701	Michael Lanza 1,127,180
Stuart A Holland 1,557,217	Primerica Inc	James J Avery Jr..... 5,282,868	Ronald J Zaleski Sr... 1,126,955
Sharon A Cheever 1,497,896	John A Addison 7,314,683	Christine C Mareks ... 3,527,637	Sentry Ins Group
Robert G Haskell..... 1,466,327	Richard D Williams... 7,308,954	Scott G Sleyster..... 3,396,946	Dale R Schuh 3,658,221
Pan-American Life Ins Co	Peter W Schneider.... 2,181,475	Bruce W Ferris 2,726,210	Peter McPartland..... 2,033,667
Jose S Suquet 5,800,752	Glen J Williams..... 1,991,685	Bernard J Jacob 2,701,339	William Lohr..... 1,355,557
Carlos F Mickan..... 2,459,152	Alison S Rand 1,737,160	George P Waldeck..... 2,516,589	SPARTA Ins Co
Patrick C Fraizer 1,827,000	Michael C Adams..... 1,455,879	Robert M Falzon 1,926,502	Kevin G Costello..... 1,134,096
Bruce G Parker Jr..... 1,161,377	Chess E Britt 1,370,802	Steven P Maranacos... 1,560,132	StanCorp Financial Group Inc
John P Foley..... 1,013,500	Jeffrey S Fendler 1,251,753	Constance J Horner... 1,534,278	John G Ness 2,476,189
PartnerRe Ltd	Lisa M Vacante..... 1,053,245	Robert F O'Donnell ... 1,419,885	Starr Indemnity & Liability Co
Theodore Walker..... 1,533,538	Karen R F Saltiel..... 1,046,762	John J Kalamarides ... 1,373,470	E E Matthews..... 2,515,050
John Adimari 1,170,371	Principal Financial Group Inc	Stephen E Wieler..... 1,196,412	State Auto Financial Corp
Richard Sanford 1,010,161	Larry D Zimbleman ... 4,744,947	Timothy S Cronin..... 1,037,099	Robert P Restrepo Jr .. 1,520,569
Penn Mutual Life Ins Co	James P McCaughan .. 4,560,846	Joseph D Emanuel..... 1,010,618	State Farm Group
Eileen McDonnell..... 3,320,512	Daniel J Houston..... 3,186,635	QBE Ins Group	Edward B Rust Jr..... 9,636,066
David O'Malley 2,156,482	Michael Looney 2,267,597	Gregory J Deal..... 1,830,370	Michael L Tipsord..... 4,339,020
Frank DePaola..... 2,091,383	Timothy Minard 2,024,879	Michael Scala..... 1,134,590	Paul N Eckley 1,919,907
David Hansen..... 1,983,665	Terrance J Lillis..... 1,662,325	John Rimpler..... 1,037,829	Brian V Boyden 1,438,541
Peter Sherman..... 1,905,238	Ralph Eucher..... 1,628,514	QCC Ins Co	Paul J Smith 1,323,214
Susan Cooper 1,599,865	Chad Sturtz..... 1,597,411	Daniel J Hiferty..... 3,279,016	Randall H Harbert 1,296,432
James Meehan..... 1,544,340	Karen E Shaff..... 1,437,024	Paul A Tufano..... 2,173,000	Michael S Wey 1,265,457
Frank Howell..... 1,290,835	ProAssurance Corp	Yvette D Bright 2,049,529	Duane C Farrington... 1,249,402
Thomas Harris..... 1,124,893	Howard H Friedman .. 7,512,877	I Steven Udvarhelyi ... 2,043,013	Mary E Crego..... 1,215,212
Permanent General Asr Corp	W Stancil Starnes..... 7,511,452	Alan Krigstein..... 1,933,122	Robert L Trippel..... 1,213,337
Randy P Parker..... 9,415,324	Edward L Rand Jr 4,378,794	Radian Group Inc	State Mutual Ins Co
Philadelphia Indemnity Ins Co	Jerry D Brant..... 3,570,123	Sanford A Ibrahim 2,430,701	Delos H Yancey III.... 1,394,272
Gerald Scott 11,572,693	Darryl K Thomas 2,955,077	Patrick Rossi 2,124,182	Stewart Title Guaranty Co
Duane Hercules..... 11,567,558	Victor T Adamo..... 2,888,112	Teresa B Bazemore 1,280,200	Stephen Ahn..... 1,710,335
Mark Wilhelm..... 4,758,340	Jeffrey L Bowlby..... 2,631,015	Paul Fischer..... 1,144,819	Steve Lessack..... 1,200,698
Christopher J Maguire.. 2,558,643	Hayes V Whiteside.... 1,584,442	David J Beidler 1,076,150	George Houshton 1,140,094
James J Maguire Jr.... 2,382,802	Frank B O'Neil 1,501,062	RGA Reinsurance Co	Matthew Morris 1,061,354
Craig P Keller 2,241,600	Progressive Corp	Albert G Woodring.... 6,345,872	Sun Life Financial Inc
Sean S Sweeney 2,139,235	Glenn M Renwick..... 16,584,987	Melville J Young..... 3,225,281	Westley Thompson..... 1,155,310
Eugene Maier 1,980,645	Charles E Jarrett 2,450,105	Jack B Lay..... 1,963,910	Michael E Shunney.... 1,110,653
Robert D O'Leary 1,851,888	S Patricia Griffith 2,403,862	Paul A Schuster 1,869,030	Syncora Holdings Ltd
Carleton Reynolds.... 1,760,460	William M Cody 2,210,363	John P Laughlin 1,489,701	Susan Comparato 3,316,500
Steven Luebbert 1,731,749	Brian C Domeck 2,201,721	Michael S Stein 1,204,183	Claude LeBlanc..... 3,250,000
John Csik..... 1,574,476	John P Sauerland 2,151,101	Allan E O'Bryant 1,130,477	
Jeffrey Otto 1,565,124	Raymond M Voelker .. 2,076,495	David C Fischer..... 1,084,576	
Charles Martin 1,521,382	John A Barbagallo.... 1,804,192	Gregory Goodflesh.... 1,049,196	
Chad W Coulter 1,374,000	M Jeffrey Charney 1,379,780	RLI Corp	
William J Benecke 1,254,862	Protective Ins Co	Jonathan E Michael... 3,211,018	
	Joseph J DeVito..... 1,266,551	Michael J Stone..... 2,043,973	
	Gary W Miller..... 1,130,330	Roy C Die 1,502,951	
		Jeffrey S Wefer..... 1,427,418	

APPENDIX B: COMPENSATION DATA FOR 2012 FROM NEBRASKA (CONTINUED)

Teachers Ins & Annuity Assn	Trustmark Ins Co	Utica Mutual Ins Co	Margaret A Meister .. \$2,004,537
Roger Ferguson..... \$9,982,370	David McDonough... \$1,948,024	J Douglas Robinson.. \$1,080,710	Paul Romano..... 1,671,759
Scott Evans..... 7,078,862	Joseph L Pray 1,142,736	Vantis Life Ins Co	Paul McDonough 1,554,056
Edward Grzybowski... 5,704,095	United Automobile Ins Co	Peter L Tedone 1,137,640	Jonathan E Curley 1,430,645
William Riegel..... 4,785,685	Richard P Parrillo Sr .. 3,400,000	Vision Service Plan Ins Co	Daniel J Wilson..... 1,393,064
Thomas Garbutt 4,662,946	United Educators Ins RRG	James R Lynch 1,393,759	Brian Poole..... 1,222,113
Susan Kempler..... 4,534,719	Janice M Abraham 1,655,277	W R Berkley Corp	Daniel R Guilbert..... 1,114,412
Edward Van Dolsen... 3,851,972	UnitedHealth Group Inc	Melodee J Saunders ... 1,066,774	Malcolm E Deener 1,076,056
Thomas Franks..... 3,851,408	James H Becker..... 4,301,010	Douglas M Nelson 1,007,198	Dennis Crosby..... 1,042,000
Saira Malik..... 3,161,410	Gail A K Boudreaux... 4,168,022	WellPoint Inc	Ralph A Salamone..... 1,035,193
Athanasios Kolefas ... 2,905,798	Thomas S Paul 3,436,957	Angela F Braly 3,661,422	Thomas Schmitt 1,023,856
Thrivent Financial for Lutherans	William C Tracy 2,361,066	Robert W Hillman 1,390,528	Wilton Reassurance Co
Bruce J Nicholson..... 3,355,679	Samuel W Ho 2,289,524	West Bend Mutual Ins Co	Christopher Stroup..... 2,044,591
Bradford L Hewitt..... 2,466,807	Eric S Rangen 1,946,472	Kevin A Steiner..... 1,277,711	Michael Fleitz 1,298,636
Gregg A Knudten 1,771,955	Susan C Morisato..... 1,511,912	Westcor Land Title Ins Co	Michael Greer 1,298,636
Pamela J Moret 1,753,295	Paul A Serini 1,317,461	Mary O'Donnell..... 1,770,620	Mark Sarlito 1,298,636
Russell W Swansen... 1,543,707	Paul D Hansen..... 1,069,055	Western & Southern Life	Woodmen of the World
Michael J Haglin..... 1,418,361	Allen J Sorbo..... 1,054,157	John F Barrett..... 5,088,653	Danny E Cummins..... 1,072,392
Randall L Boushek..... 1,398,049	Unum Group	Maribeth Rahe..... 2,223,774	XL Group plc
Teresa J Rasmussen... 1,321,086	Thomas R Watjen..... 7,374,687	Jill McGruder..... 1,892,080	John P Welch..... 1,399,369
James A Thomsen..... 1,309,749	Richard McKenney... 2,959,677	Nicholas Sargen 1,828,888	Seraina Maag 1,339,736
Mark L Simenstad..... 1,282,576	Kevin P McCarthy 2,208,001	Robert Walker 1,516,734	Bernard R Horowitz... 1,261,021
Tower Group Inc	Elmer L Bishop 1,458,522	Bryan Dunn..... 1,341,994	Zurich Ins Group
Michael H Lee..... 3,590,114	Randall C Horn 1,417,990	J J Miller 1,324,064	Jerry J Carnahan..... 2,968,915
William Hitselberger.. 1,034,705	USAA Group	Jerry Stillwell..... 1,124,562	Michael T Foley 2,873,288
Travelers Cos Inc	Josue Robles Jr..... 10,485,017	Western World Ins Co	Jeffrey J Dailey 2,213,536
Jay S Fishman 24,099,921	Kevin J Bergner 3,378,975	Thomas F Mulligan... 1,927,952	Anthony J Desantis ... 1,467,476
William H Heyman..... 8,013,779	Wayne S Peacock..... 2,743,433	Robert J Livingston... 1,671,475	Bryan F Murphy..... 1,353,037
Jay S Benet..... 6,476,557	Stuart Parker..... 2,453,827	White Mountains Ins Group	E Randall Clouser 1,351,636
Doreen Spadorcia... 6,434,925	Steven A Bennett..... 2,426,666	(including One Beacon Ins Co)	Simon J Noonan..... 1,336,902
Brian MacLean..... 5,901,171	Alice H Gannon 1,689,469	T Michael Miller..... 6,990,481	David A Travers 1,242,956
Alan D Schnitzer..... 4,813,407	Alan W Krapf..... 1,657,281	Dwight Evans..... 4,554,653	David J Dietz..... 1,162,332
William Cunningham Jr. 4,426,078	Kenneth E Rosen..... 1,511,320	Thomas M Marra 2,818,032	Scott R Lindquist 1,142,519
Kenneth Spence III ... 3,992,618	Wendi Strong..... 1,197,461		Richard P Kearns 1,113,878
Irwin R Ettinger..... 3,436,567	Jeffrey G Nordstrom .. 1,019,397		Craig J Fundum..... 1,075,558
Gregory Toczydlowski.. 3,386,282			Frank J Ceglar Jr 1,058,960

APPENDIX C: COMPENSATION DATA FOR 2012 FROM NEW YORK

Aetna Inc	American International Group	Scott C Huebner..... \$8,113,894	Excellus Health Plan Inc
Ronald Williams..... \$56,670,401	Bruce R Abrams..... \$2,453,051	Matthew S Morris..... 4,715,747	David H Klein..... \$3,792,709
Mark T Bertolini 37,258,454	Jay S Wintrob..... 1,707,195	Albert R Maury 2,748,569	Christopher C Booth .. 1,626,389
Joseph M Zubretsky.. 21,841,840	Shawn M Duffly..... 1,303,853	Robert L Dawson 2,552,846	Federated Mutual Ins Co
Elcase E Wright..... 20,424,321	Michael T Buchanan .. 1,220,331	Franklin S Warren 2,419,628	Albert T Annexstad ... 5,940,606
Margaret McCarthy... 12,252,637	Steven R Magidson ... 1,090,051	Mark A Tulloch 2,180,434	Fidelity & Guaranty Life of NY
William J Casazza..... 12,069,241	AXA Equitable Life Ins Co	Gregory J Allen 2,138,247	Leland C Launer Jr.... 1,352,569
Lonny Reisman..... 7,750,495	Mark Pearson 2,369,442	Brett Browchuk..... 1,853,409	Barry G Ward..... 1,098,505
Robert M Mead..... 6,756,672	Kevin E Murray 1,461,600	Alan Muney 1,493,184	Gerber Life Ins Co
John J Bernel..... 5,887,691	Andrew McMahon..... 1,223,761	Benjamin Karsch..... 1,399,577	Wesley Protheroe 1,288,518
Alfred P Quirk Jr..... 3,517,093	Salvatore F Piazzolla.. 1,144,394	Matthew G Manders .. 1,180,506	Guardian Life Ins Co
Jean LaTorre..... 2,975,544	George H Stansfield ... 1,031,902	David L Terry..... 1,157,446	Dennis J Manning 3,276,943
Peter R Oades..... 2,254,771	<i>Names not disclosed: 6</i>	Greg J Miller 1,113,327	Deanna M Mulligan ... 2,991,649
Thomas A Young..... 1,783,212	BCS Ins Group	Michael Triplet..... 1,047,140	Douglas S Dolfi..... 2,240,431
Michael W Fedyna..... 1,733,631	Howard Beacham III.. 1,691,550	John Godsill 1,041,883	Robert E Broatch..... 2,053,840
Steven G Logan..... 1,669,228	CDPHP Group	Sanjeev Srivastava 1,030,553	Thomas G Sorell 1,335,091
Jerry J Bellizzi..... 1,339,790	John D Bennett..... 1,038,604	<i>Names not disclosed: 2</i>	Chris Calos..... 1,222,009
William I Kramer..... 1,323,058	CIGNA Corp	Columbian Mutual Life	Daniel M McAlone ... 1,162,399
Shawn Guertin 1,274,101	Michael G Mirt 16,381,226	John Love..... 1,200,108	David C Turner 1,159,626
<i>Names not disclosed: 148</i>		Elderplan Inc	
AFLAC Inc		Eli S Feldman..... 1,352,814	
Michael Chille..... 1,246,249			

APPENDIX C: COMPENSATION DATA FOR 2012 FROM NEW YORK (CONTINUED)

Michael N Ferik \$1,133,595	Nationwide Mutual Ins Group	Richard J Carbone..... \$7,948,039	James M McGrann... \$1,149,222
Brad Thomas..... 1,125,477	Stephen Rasmussen.. \$1,067,056	James Sullivan..... 7,483,993	Edward Buffington..... 1,131,107
Names not disclosed: 1		Charles Lowrey..... 7,241,042	
Hartford Financial Services	New York Life Ins Co	Edward P Baird..... 6,712,128	WellCare Group
Joseph G Eck..... 1,275,311	Theodore A Mathas.. 10,484,850	Michael Lillard..... 6,045,417	Thomas L Tran..... 2,389,868
HCC Ins Holdings Inc	John Y Kim..... 6,811,797	Steven Kellner..... 5,721,929	Walter W Cooper..... 1,739,390
Craig J Kelbel..... 1,657,183	Michael E Sproule..... 3,667,154	Stephen Pelletier..... 5,535,701	
HealthNow New York Inc	Peter J McAvinn..... 3,371,928	James J Avery Jr..... 5,282,868	WellPoint Inc
Alphonso O'Neil-White.. 1,096,807	Salvatore F Farina..... 3,153,493	Christine C Mareks.... 1,763,819	Angela F Braly..... 32,133,277
Highmark Group	Christopher O Blunt... 2,941,484	Bruce W Ferris..... 1,363,105	Wayne S Deveydt..... 8,860,113
David L Holmberg..... 1,596,761	Mark W Pfaff..... 2,636,804	George P Waldeck Jr.. 1,258,295	Kenneth R Goulet..... 6,021,615
Humana Inc	Sheila K Davidson..... 2,598,785	Names not disclosed: 103	John Cannon..... 5,402,852
James E Murray..... 7,349,036	Richard L Mucci..... 2,240,863	Renaissance Health Group	Lori Beer..... 5,306,399
James H Bloem..... 4,243,043	Barry A Schub..... 2,219,854	Edward Zobeck..... 1,762,436	Randal L Brown..... 5,054,562
Bruce D Broussard..... 3,770,666	Frank M Boccio..... 2,019,255	Laura Czelada..... 1,094,050	Samuel R Nussbaum... 3,861,570
William J Tait..... 1,756,625	Paul T Pasteris..... 1,791,013	SBLI USA Mutual Life	Dennis W Casey..... 3,552,383
Bruce D Perkins..... 1,749,373	Arthur H Seter..... 1,720,147	Vikki L Pryor..... 1,846,667	Gloria M McCarthy... 3,332,681
T Alan Wheatley..... 1,086,719	Joel M Steinberg..... 1,271,875	Teachers Ins & Annuity Assn	Andrew J Lang..... 3,283,715
Thomas J Liston..... 1,082,757	Steven D Lash..... 1,260,954	Roger Ferguson..... 9,982,370	John E Gallina..... 2,693,419
Independent Health Assn	Names not disclosed: 28	Edward Grzybowski... 4,421,603	R David Kretschmer.. 2,539,461
Mark Johnson..... 1,619,095	Northwestern Mutual Life	Thomas C Garbutt..... 3,786,195	Mark L Wagar..... 2,353,040
Michael Cropp..... 1,502,622	John E Schlifske..... 4,529,718	Scott C Evans..... 3,373,090	Diane R Seaman..... 2,078,338
Lincoln National Corp	Gary A Poliner..... 3,515,081	David Brown..... 2,865,195	Katherine Quinn..... 1,998,107
Dennis R Glass..... 10,923,741	Gregory C Oberland... 2,708,006	Edward Van Dolsen... 1,935,545	Raymond Umstead... 1,899,294
Mark E Konen..... 3,339,644	Marcia Rimai..... 2,435,844	Sanjeev Handa..... 1,799,985	Douglas J Wenner... 1,890,750
Charles C Cornelio..... 2,595,553	Mark G Doll..... 2,371,235	Stephen B Gruppo..... 1,391,891	James D Lee..... 1,818,267
Randal J Freitag..... 1,416,727	Todd M Schoon..... 1,873,843	Names not disclosed: 13	Harlan Levine..... 1,755,290
Managed Health Inc	Jean M Maier..... 1,733,665	Trustmark Ins Co	Jennie M Peterson... 1,675,528
Patricia J Wang..... 1,459,671	Penn Mutual Life Ins Co	David McDonough..... 1,948,024	Dennis A Matheis... 1,644,297
Massachusetts Mutual Life	Eileen C McDonnell... 3,320,512	Joseph L Pray..... 1,142,736	Gerald J Kertesz..... 1,600,174
Roger Crandall..... 20,401,550	David M O'Malley..... 2,156,482	UnitedHealth Group Inc	Andrew F Morrison... 1,540,145
Michael Rollings..... 6,574,581	Frank E DePaola..... 2,091,383	Paul A Serini..... 19,328,320	John W Martie..... 1,466,839
Elaine Sarsynski..... 5,234,628	David Hansen..... 1,983,665	S Ramakrishnan..... 13,372,933	Marcus D Wilson..... 1,460,026
Mark Roellig..... 4,427,421	Peter M Sherman..... 1,905,238	Laura J Ciavola..... 13,302,277	Daniel P McCoy..... 1,433,786
Andrew Dickey..... 3,242,964	Susan M Cooper..... 1,599,865	Met Sahin..... 13,292,743	Paul J Martino..... 1,401,896
Michael Fanning..... 2,459,686	James Meehan..... 1,544,340	Joseph L Spruiell... 13,258,130	Julia N Bietsch..... 1,384,062
Robert Casale..... 1,853,840	Frank J Howell..... 1,290,835	Richard A Collins..... 9,511,448	David Palombi..... 1,383,227
Andrew Moore..... 1,680,648	Thomas H Harris..... 1,124,893	Jeffrey D Alter..... 8,310,019	Alan Rosenberg..... 1,351,545
Rodney Dillman..... 1,627,160	Names not disclosed: 3	Daniel J Friedman..... 7,791,749	George Zaruba..... 1,324,713
Elizabeth Chicares..... 1,469,089	Phoenix Cos Inc	Robert Oberrender... 7,371,173	Laura B Hancock..... 1,320,280
Names not disclosed: 11	James D Wehr..... 2,412,747	Frederick C Dunlap... 6,623,817	Jill R Hummel..... 1,284,862
MetLife Inc	Peter A Hofmann..... 1,277,425	Robb A Cohen..... 6,415,324	Mary B Floyd..... 1,284,466
Steven A Kandarian... 8,072,893	Christopher Wilkos... 1,047,438	John L Larsen..... 6,322,777	Laureen McCrae..... 1,282,949
William J Wheeler..... 7,252,938	Names not disclosed: 3	Michael C Matteo..... 6,275,093	Mare W Nathan..... 1,267,177
Francis Donnantuono.. 2,739,267	Premier Access Ins Co	John W Kelly..... 4,213,162	Michael L Melloh..... 1,253,590
Jonathan Rosenthal... 2,430,040	Reza Abbaszadeh..... 3,120,409	Allen J Sorbo..... 2,811,085	Kathryn K Potos..... 1,216,597
William R Hogan..... 2,399,382	Presidential Life Ins Co	Scott E Theisen..... 2,742,135	Karen S Amstutz..... 1,215,650
Maria R Morris..... 2,373,781	Donald Barnes..... 1,930,307	Cynthia L Polich..... 2,580,286	Carter A Beck..... 1,212,765
Oscar Schmidt..... 2,367,973	Pete Pheffer..... 1,468,680	William J Golden..... 2,549,409	Beth B Ginzinger..... 1,176,697
Robert R Merck..... 2,069,117	Mark Abrams..... 1,294,802	Rodney C Armstead... 2,278,214	Laurence M Rehhaus.. 1,172,336
Stanley J Talbi..... 2,038,609	Principal Financial Group Inc	Thomas J McGuire..... 1,921,212	Dani V Fjelstad..... 1,166,154
Bradley D Rhoads..... 2,032,715	Larry D Zimpleman... 4,744,947	Rita F Johnson-Mills.. 1,615,462	Julie G Smith..... 1,157,504
Names not disclosed: 70	James P McCaughan... 4,560,846	Dennis P O'Brien..... 1,487,148	Thomas H Cauty..... 1,104,357
Minnesota Life Ins Co	Daniel J Houston..... 3,186,635	Peter E Gladitsch..... 1,441,825	Bruce P Hayes..... 1,100,912
Robert L Senkler..... 3,785,968	Michael B Looney..... 2,267,597	Pasquale H Celli..... 1,296,166	Jeff Fusile..... 1,098,315
Christopher Hilger..... 1,217,314	Timothy J Minard..... 2,024,879	Craig C Anderson..... 1,239,279	Douglas Gettelfinger.. 1,080,598
Warren J Zaccaro..... 1,084,244	Terrance J Lillis..... 1,662,325	Michael McGuire..... 1,209,828	V Taylor Gill..... 1,077,910
MVP Group	Ralph C Eucher..... 1,628,514	Randall H Weinstock... 1,045,112	Ethel A Graber..... 1,060,554
David W Otker..... 1,250,500	Chad S Sturtz..... 1,597,411	Universal Health Care Group	Ellen M Duffield..... 1,057,756
	Karen E Shaff..... 1,437,024	Akshay M Desai..... 3,437,580	Marilyn McCullough.. 1,047,928
	Names not disclosed: 14	Jeff Ludy..... 1,167,852	Vinod Mohan..... 1,038,851
	Prudential Financial Inc	Sandip Patel..... 1,098,848	Jacqueline J Macias... 1,034,746
	Mark B Grier..... 19,857,570	Vision Service Plan Group	Stephen J Schlegel... 1,017,196
	John Strangfeld Jr.... 18,199,354	James R Lynch..... 3,829,767	Trevor C Reeves..... 1,012,429
			Norman Storbakken... 1,007,610
			Zurich American Life of NY
			David J Dietz..... 1,162,332

Suggested subject for a ballot measure to be written by Mr. Dingle.

The Lane County Charter requires the Board of Commissioners to establish the salaries of all county employee, either through bargaining or individual determination according to Oregon law. The Lane County Elected Officials Compensation Board (EOCB) is required to advise the Board of Commissioners on suggested salaries for the commissioners and other positions.

The Charter requires the salaries of the Commissioners to be based upon either the number of employees or the total county budget. The Charter also requires all salaries to be comparable to other employees who are engaged in similar work with similar responsibilities.

The Charter requires the commissioners to work full time for the county. This means they are prohibited from engaging in any paid activities other than the county salary. The EOCB has previously recommended the commissioners be paid a salary of \$88,708 annually. The commissioners are the chief executive officers of the county. There are eight employees who are paid more than \$200,000 per year. It is unreasonable for the commissioners, who have greater authority and responsibility than any other employee, to be paid less than one-half the salary of employees they supervise.

A study has been completed which demonstrates that if the commissioners's salaries are based upon the number of employees, then the commissioners should be paid \$232,029 annually. If the commissioners's salaries are based upon the total county budget they should be paid \$355,787 annually.

The commissioners believe they should not set their own salaries. Therefore, the commissioners are requesting the voters to establish their salary. The commissioners are recommending the Charter be amended to reflect the decision of the voters. The voters hereby establish the commissioners's annual salaries to be:

1. \$88,708 Yes _____ No _____
2. \$232,029 Yes _____ No _____
3. \$355,787 Yes _____ No _____



Article Found : <http://www.bankhs.com/teachers/millionaire.html>

The Millionaire Next Door

by Thomas J Stanley, Ph. D. and William D. Danko, Ph. D.

Publisher: Simon & Schuster

Note: "The Millionaire Next Door" is the compilation of the findings of a 20-year research study which examines how individuals become millionaires. It is presented on this Site to stimulate class discussion and learning and to dispel commonly held beliefs about millionaires, how they acquired their wealth and how they spend it.

A Summary

Twenty years ago we began studying how people become wealthy. Initially, we began by surveying people in so-called upscale neighborhoods across the country. In time, we discovered something odd. Many people who live in expensive homes and drive luxury cars do not actually have much wealth. Then, we discovered something odder. Many people who have a great deal of wealth do not even live in upscale neighborhoods.

Why are so many people interested in what we have to say? Because we have discovered who the wealthy really are and who they are not. And, most importantly, we have determined how ordinary people can become wealthy.

What is so profound about these discoveries? It is this --- most people have it all wrong about wealth in America. Wealth is not the same as income. If you make a good income each year and spend it all, you are not getting wealthier. You are just living high. Wealth is what you accumulate, not what you spend.

How do you become wealthy? Here, too, most people have it wrong. It is seldom luck or inheritance or advanced degrees or even intelligence that enables people to amass fortunes. Wealth is more often the result of a lifestyle of hard work, perseverance, planning and most of all, self-discipline.

Millionaires and You

There has never been more personal wealth in America than there is today (over \$22 trillion in 1996). Yet most Americans are not wealthy. Nearly one-half of our wealth is owned by 3.5 percent of our households. Most others don't even come close. Most of these millions of households are composed of people who earn moderate, even high, incomes. More than 25 million households in the U. S. have annual incomes in excess of \$50,000; more than 7 million have annual incomes over \$100,000. But in spite of being "good income" earners, too many of

these people have small levels of accumulated wealth. Many live from paycheck to paycheck. These are the people who will benefit from this book.

The millionaires we discuss in this book are financially independent. They could maintain their current lifestyle for years and years without earning even one month's pay. The large majority of these millionaires are not descendants of the Rockefellers or Vanderbilts. More than 80 percent are ordinary people who have accumulated their wealth in one generation. They did it slowly, steadily, without signing a multi-million-dollar contract with the Yankees, without winning the lottery, without becoming the next Mick Jagger. Windfalls make great headlines, but such occurrences are rare. In the course of an adult's lifetime, the probability of becoming wealthy via such paths is lower than one in four thousand. Contrast these odds with the proportion of American households (3.5 per 100) in the \$1 million and over net worth category.

Who becomes wealthy? Usually the wealthy individual is a businessman who has lived in the same town for all of his adult life. This person owns a small factory, a chain of stores, or a service company. He has married once and remains married. He lives next door to people with a fraction of his wealth. He is a compulsive saver and investor. He has made his money on his own. Eighty percent of America's millionaires are first-generation rich.

Affluent people typically follow a lifestyle conducive to accumulating money. We discovered seven common denominators among those who successfully build wealth.

The Seven Common Denominators

- Live well below their means
- Allocate their time, money and energy efficiently
- Believe financial independence is more important than displaying high social status.
- Children are economically self-sufficient
- Parents did not provide outpatient economic care
- Proficient in targeting market opportunities
- Chose right occupations.

The Research

The research for the "The Millionaire Next Door" is the most comprehensive ever conducted on who the wealthy are in America - and how they got that way. Studies included personal and focus group interviews with more than 500 millionaires and surveys of more than 11,000 high net worthy and / or high-income respondents.

What have we discovered? Mainly, that building wealth takes discipline, sacrifice and hard work. If you are willing to make the necessary trade-offs of your time, energy and consumption habits, you can begin building wealth and achieving financial independence.

Portrait of a Millionaire

"These people cannot be millionaires! They don't look like millionaires, they don't dress like millionaires, they don't eat like millionaires, they don't act like millionaires - they don't even have millionaire names. Where are the millionaires who look like millionaires?"

--V.P. of a trust department

Who is the prototypical American millionaire? What would he tell you about himself?

- I am a 57-year-old male, married with three children. About 70 percent of us earn 80 percent or more of our household's income.
- About one in five of us is retired. About two-thirds of us who are working are self-employed. Interestingly, self-employed people make up less than 20 percent of the workers in America but account for two-thirds of the millionaires. Three of four of us are entrepreneurs. Most of the others are self-employed professionals, such as doctors and accountants.
- Many of the types of businesses we are in could be classified as "dull-normal." We are welding contractors, auctioneers, rice farmers, owners of mobile-home parks, pest controllers, coin and stamp dealers and paving contractors.
- Half of our wives do not work outside the home. The number one occupation for those who do work is teacher.
- Our household's total annual realized (taxable) income is \$131,000, while our average income is \$247,000.
- We have an average household net worth of \$3.7 million. Nearly six percent have a net worth of over \$10 million. The typical millionaire household has a net worth of \$1.6 million.
- On average, our total annual realized income is less than seven percent of our wealth. In other words, we live on less than seven percent of our wealth.
- Most of us (97 percent) are homeowners. We live in home valued at an average of \$320,000. About half of us have occupied the same home for more than 20 years. Thus, our homes have appreciated greatly.
- Most of us have never felt at a disadvantage because we did not receive any inheritance. Almost 80 percent of us are first-generation affluent.
- We live well below our means. We wear inexpensive suits and drive American-made cars. Only a minority of us drive the current-model-year car. Only a minority ever lease a vehicle.
- Most of our wives are planners and meticulous budgeters. They are more conservative with money than we are.
- We save at least 15 percent of our earned income.
- We have more than six and one-half times the level of wealth of our non-millionaire neighbors, but in our neighborhood, these non-millionaires outnumber us better than three to one.
- We are fairly well educated. Eighty percent are college graduates. Eighteen percent have master's degrees, eight percent have law degrees, six percent medical degrees and six percent have Ph. D's.
- Only 17 percent of us or our spouses ever attended a private elementary or private high school. But 55 percent of our children are attending or have attended private schools.
- We believe education is extremely important for ourselves, our children and our grandchildren. We spend heavily for the education of our grandchildren.
- About two-thirds of us work between 45 and 55 hours a week.
- We are fastidious investors. We invest nearly 20 percent of our household realized income each year. Most of us invest at least 15 percent. We make our own investment decisions.
- We hold nearly 20 percent of our wealth in transaction securities such as publicly traded stocks and mutual funds. But we rarely sell our equity investments. We hold even more in our pension plans.
- As a group, we feel our daughters are financially handicapped in comparison to our sons. Most of us would not hesitate to share some of our wealth with our daughters.
- What would be the ideal occupation for our sons and daughters? We recommend accounting and law to our children.

- I am a tightwad. I am my favorite charity.

What is wealth?

We do not define wealthy, affluent, or rich in terms of material possessions. In this book, we define the threshold as being wealthy as having a net worth of \$ 1 million or more.

Based on this definition, only 3.5 million (3.5 percent) of the 100 million households in America are considered wealthy. About 95 percent of millionaires in America have a net worth of between \$1 million and \$10 million. Why focus on this group? Because this level of worth can be attained in one generation. It can be attained by many Americans.

Whatever your age, what should you be worth right now? A simple Rule of Thumb --- multiply your age times your realized pretax annual household income from all sources, except inheritances. Divide that number by 10.

Example. A man, 41, makes \$ 143,000 per yr. \$12,000 per year dividends. Multiplying the sum (\$155,000) by 41. That result is \$6,000,355 divided by 10 is \$635,500.

How do you measure up? If you are in the top quartile for wealth accumulation, you are a **Prodigious Accumulator of Wealth or "PAW."** If you are in the bottom quartile, you are an **Under Accumulator of Wealth or a "UAW."**

We have developed another simple rule. To be well positioned in the PAW category, you should be worth twice the level of wealth expected.

PAWs are builders of wealth. They are the best at building net worth compared to others in their income / age category. PAWs typically have a minimum of four times the wealth accumulated by UAWs.

Most people who become millionaires have confidence in their own abilities. They do not spend time worrying about whether or not their parents were wealthy. They do not believe that one must be born wealthy. Note the following facts about American millionaires:

- Only 19 percent receive any income or wealth of any kind from a trust fund or an estate.
- Fewer than 20 percent inherited 10 percent or more of their wealth.
- More than half never received as much as \$1 in inheritance.
- Fewer than 25 percent ever received "an act of kindness" of \$10,000 or more from their parents, grandparents or other relatives.
- Ninety-one percent never received, as a gift, as much as \$1 of the ownership of a family business.
- Nearly half never received any college tuition from their parents or another relative.
- Fewer than 10 percent believe they will ever receive an inheritance in the future.

More than 100 years ago, the same was true. A study showed that 84 percent of the "nouveau riche" reached the top without the benefit of inherited wealth!

Frugal, Frugal, Frugal.

The first time we interviewed a group of people worth at least \$10 million, the session turned out differently than we had planned. We were contracted to study the wealthy by a large international trust company. We were to study the needs of high-net worth individuals.

We rented a posh penthouse on Manhattan's fashionable East Side. Our food designers put together a menu of four pâtés and three kinds of caviar, with high-quality 190 Bourdeaux plus a 1973 cabernet sauvignon. When the first guest arrived, we asked, "May I pour you a glass of 1970 Bourdeaux? The response? "I drink scotch and two kinds of beer - free and Budweiser!"

Occasionally our guests glanced at the buffet. Not one touched the p%ot_ or drank our vintage wines. All they ate were the gourmet crackers. We hate to waste food. The trust officers in the next room consumed most of the food, after the event.

It is unfortunate that some people judge others by their choice in foods, beverages, suits, watches, motor vehicles and such. To them, superior people have excellent tastes in consumer goods. But it is easier to purchase products that denote superiority than to be actually superior in economic achievement.

What are three words that profile the "affluent?" - Frugal, frugal, frugal. Webster's definition - behavior characterized by or reflecting economy in the use of resources. Being frugal is the cornerstone of wealth-building. Yet far too often the big spenders are promoted and sensationalized by the popular press. But the lavish lifestyle sells TV time and newspapers. All too often young people are indoctrinated with the belief that "those who have money spend lavishly" and "if you don't show it, you don't have it." Could you imagine the media hyping the frugal lifestyle of the typical American millionaire? What would the results be? --- low TV ratings and a lack of readership, because most people who build wealth in America are hard working, thrifty and not all glamorous.

The Lifestyle of the Typical American Millionaire

Business Suits? According to our most recent survey, the typical American millionaire reported that he (she) never spent more than \$399 for a suit of clothing for himself or anyone else. About one in 10 millionaires paid \$285 or less and one in 10 paid \$195 or less for his most expensive suit.

Some millionaires shop at JC Penney. Even more surprising, 30.4 percent of the respondents to our survey hold JC Penney credit cards. Penney's private-brand Stafford Executive suits were recently given top scores for durability, cut and fit by a leading consumer publication.

Shoes? About half the millionaires surveyed reported they had never spent \$140 or more for a pair of shoes. One in four had never spent more than \$100.

Jewelry? Half the millionaires surveyed never spent more than \$235 for a wristwatch. About one in 10 never paid more than \$47, while one in four spent \$100 or less.

Playing Great Defense

The affluent tend to answer "yes" to three questions we include in our surveys.

1. Were your parents frugal?
2. Are you frugal?
3. Is your spouse more frugal than you are?

Nearly 95 percent of millionaire households are composed of married couples. In 70 percent of these households, the male contributes at least 80 percent of the income. Most of these men play great offense in the game called income generation. Most of these households also play great defense --- they are frugal when it comes to spending for consumer goods and services.

The foundation stone of wealth accumulation is defense, and this defense should be anchored by budgeting and planning. They become millionaires by budgeting and controlling expenses, and they maintain their affluent status the same way.

Four Key Questions?

- Does your household operate on an annual budget?
- **Do you know how much your family spends each year, for food, clothing and shelter?** Like most American households, most wealthy households have a MasterCard and a Visa card. Both Sears and Penney's cards are significantly more popular among the wealthy than the cards of status retailers. Only 6.2 percent of the respondents hold the American Express Platinum card; 3.4 percent hold Diners Club; and less than one percent own Carte Blanche.
- Do you have a clearly defined set of daily, weekly, monthly, annual and lifetime goals?
- Do you spend a lot of time planning your financial future? Millionaires not only spend more time per month planning their finances, they seem to get more out of their financing hours. They astutely allocate their time so they can plan their business and personal investing at the same time.

How much does the typical American household realize in income each year? About \$35,000 to \$40,000 or nearly the equivalent of 90 percent of one's worth. The result is that the typical household in America pays the equivalent of more than 10 percent of its wealth in income taxes each year.

How about the millionaires? On the average, their annual income tax bill is equal to only a bit over two percent of their wealth.

If you're not yet wealthy but want to be someday, never purchase a home that requires a mortgage that is more than twice your household's total annual realized income.

Time, Energy and Money

Efficiency is one of the most important components of wealth accumulation. People who become wealthy allocate their time, energy and money in ways consistent with enhancing their net worth. PAWs allocate nearly twice the number of hours per month to planning their financial investments as UAWs do. UAWs spend less time than PAWs, consulting with professional investment advisors, searching for quality accountants, attorneys and investment counselors; and attending investment-planning seminars. PAWs spend less time worrying about their economic well-being. UAWs are much more concerned with the prospects of...

Not being wealthy enough to retire in comfort.
Never accumulating significant wealth.

Concerns, Fears and Worries

Concern, Fear or Worry	PAW	UAW
Your Economic Well-Being		
Not being wealthy enough to retire in comfort	Low	Moderate
Not having an income high enough to satisfy your family's purchasing habits	Low	Moderate

Having to retire	Low	Low
Having your job / occupational position eliminated	None	None
Experiencing a significant reduction in your standard of living	Low	High
Never accumulating significant wealth	Low	Moderate
Having your own business fail	Moderate	Low
Not being able to protect your family financially in case of premature death	High	Low

Your Children

Having to support your adult children financially	Low	Moderate
Having adult children who spend more than they earn	Low	Moderate
Having children who are underachievers	Moderate	Low
Finding that your adult children have moved back home	Low	Moderate
Finding out that your son / daughter married an unfit spouse	Moderate	Moderate
Having adult children who think that your wealth is their income	Low	Moderate

Your Physical Well-Being

Having cancer and / or heart disease	Moderate	Low
Having visual or hearing problems	Moderate	None
Being mugged, raped, robbed or burglarized	Low	Moderate
Contracting AIDS	None	Low

Your Government

Increased permanent spending / federal deficit	Low	High
Increased permanent regulation of business / industry	Low	High
Paying increasingly high federal income taxes	Low	High
A high rate of inflation	None	Moderate
Having your family pay high taxes on your estate	Low	Low

Your Domestic Tranquility

Having your children feud over your wealth	Low	Moderate
Having your family fight over your estate	Low	Moderate
Being accused of financially favoring one adult children over other(s)	Low	Moderate

Your Financial Advisor

Being swindled by a financial advisor	Low	Moderate
Not receiving high-quality investment advice	None	Moderate

Your Parents, Children and Grandchildren

Having your children exposed to drugs	None	Low
Having your parent(s) / in-law(s) move into your home	Moderate	Low
Having too little time to devote to your children / grandchildren.	Low	Low

Doctors, PAWs and UAWs

On average, physicians earn more than four times the income of the average American household: \$140,000 vs. \$33,000. But Dr. South and Dr. North are gifted and highly trained specialists. The average income for something in their specialty is \$300,000. Even so, they are extraordinary and last year earned more than \$700,000.

Planning and Controlling

These are key factors underling wealth accumulation. Thus, one should expect that PAWs like Dr. North take the time to plan their budgets. They do. Conversely, Dr. South has no control over his family's consumption, other than his household's income limit.

Dr. North's family operates on a strict budget; Dr. South's does not. Operating a household without a budget is akin to operating a business without a plan, without goals, and without direction. The Norths have a budget that calls for them to invest at least one-third of their income each year. To do this, they consume at the same level as the average family that earns about one-third as much as they do.

The Souths consume at the same level as the average household that earns nearly two times MORE than they do. The Souths essentially spend all of or more than their income each year.

Consumption Habits: The Norths vs. The Souths

Consumption Category	Annual Amounts Spent	
	Norths - PAWs	Souths - UAWs
Clothing	\$ 8,700	\$ 30,000
Motor Vehicles	\$12,000	\$ 72,200
Mortgage Payments	\$14,600	\$107,000
Club Dues / Fees / Expenses	\$ 8,000	\$ 47,900

The Norths are very different from the Souths in their spending behavior. Both Dr. and Mrs. North come from backgrounds of frugality and thrift. Throughout their marriage, they have communicated with each other about resource allocations. Their budgeting system is basic to their controlled-consumption lifestyle. The Norths own no credit cards for upscale department stores. Almost all of their purchases are placed on one "central" credit card. Both their purchases are listed on one single statement each month. Each month, they determine how much remains to be allocated for each consumption category and at the end of each year, they refer to these statements to compute their total expenditures for each category. Their planning, budgeting and consuming are coordinated events.

The Children of UAWs and PAWs

The Souths have four children. Two are adults. Dr. South has serious, well-founded concerns about their future. UAWs tend to produce children who eventually become UAWs themselves. Like their UAW parents, as adults, these children are often addicted to an undisciplined, high-consumption lifestyle. Further, these children typically never earn the incomes necessary to support the lifestyle to which they have grown accustomed.

In contrast, Dr. North's adult children are demonstrating more independence and discipline, in part because they have been exposed to a much more frugal, well-planned and disciplined

lifestyle. PAWs tend to produce children who are economically disciplined and self-sufficient adults. PAWs tend to produce children who become PAWs.

What is the greatest fear of the 30-year-old sons and daughters of the Dr. Souths of America? That the economic outpatient care they receive from their parents will stop. They often compete with each other for their parents' wealth.

Financial Goals: Words vs. Deeds

Many high-income-producing PAWs and UAWs share similarly stated goals concerning wealth accumulation. For example, more than three-fourths of both groups indicated they had the following goals:

- To become wealthy by the time they retire
- To increase their wealth
- To become wealthy through capital appreciation
- To build their capital while conserving the value of their assets

By having a set of stated goals does not necessarily mean that one is committed to achieving them. Most of us want to be wealthy, but most of us do not spend the time, energy, and money required to enhance our chances of realizing this goal.

Most PAWs agree with the following statements, but UAWs disagree. I spent a lot of time planning my financial future. Usually, I have sufficient time to handle my investments properly. When it comes to the allocation of my time, I place the management of my own assets before my other activities.

UAWs tend to say.

I can't devote enough time to my investment decisions. I'm just too busy to spend much time with my own financial affairs.

Middle income PAWs spent an average of only 8.4 hours a month planning their investments. That's just less than 101 hours a year, or 1.2 percent of their time. UAWs on average spend only 4.6 hours a month planning their investments.

You Aren't What You Drive

How do millionaires go about acquiring cars? About 81 percent purchase their vehicles. The rest of them lease. Only 23.5 percent own new cars. Most have not purchased a car in the last two years. In fact 25.2 percent have not purchased a motor vehicle in four or more years.

Not all millionaires purchase new vehicles. Nearly 37 percent purchases used ones. In addition, many millionaires indicated they traded down - that is, purchased lower-priced vehicles than they had before.

Motor Vehicles of Millionaires: Model-Year

Last model year of vehicle owned	Percent of millionaires
Current year	23.5
Last year's / one year old	22.8

Two years old	16.1
Three years old	12.4
Four years old	6.3
Five years old	6.6
Six years old or older	12.3

Makes of motor vehicles

U. S. car makers may be pleased to note their makes account for nearly 60 percent of the vehicles millionaires are driving. Japanese makes account for 23.5 percent; European carmakers account for the rest.

The following are listed in rank order according to their respective market shares:

1. Ford 9.4 % - Most popular are the F-150 pickup and the Explorer.
2. Cadillac 8.8 % Most drive the De Ville / Fleetwood Brougham.
3. Lincoln 7.8 % Lincoln Town Cars.
4. Tie - Jeep, Lexus, Mercedes 6.4 % each Grand Cherokee, LS400 and the S Class Benz
5. Oldsmobile 5.9 % Olds 98
6. Chevrolet 5.6 % Suburban and Blazer
7. Toyota 5.1 % Camry
8. Buick 4.3 % Le Sabre and Park Avenue
9. Tie - Nissan and Volvo 2.9 % Pathfinder, Volvo 200 Series
10. Tie - Chrysler, Jaguar 2.7 % (Not given)

Many affluent respondents take joy in driving vehicles that do not denote so-called high status. They are more interested in objective measures of value. Some millionaires do spend considerable dollars for top-of-the-line luxury automobiles. But they are in the minority. Members of the most wealthy households don't drive luxury imports.

Economic Outpatient Care

Economic Outpatient Care (EOC) refers to substantial economic gifts and "acts of kindness" some parents give their adult children and grandchildren.

Many of today's distributors of EOC demonstrated significant skill at accumulating wealth earlier in their lives. They are generally frugal with regard to their own consumption and lifestyle. But some are not nearly as frugal when it comes to providing their children and grandchildren with "acts of kindness." These parents feel compelled, even obligated, to provide economic support for their adult children and their families.

What is the result? Those parents have less wealth than those parents within the same age, income, and occupational cohorts whose adult children are economically independent. *And, in general, the more dollars adult children receive, the fewer they accumulate, while those are given few dollars accumulate more.*

Distributors of EOC often conclude that their adult children could not maintain a middle- or upper-middle-class high-consumption lifestyle without being subsidized. Consequently, an increasing number of families headed by the sons and daughters of the affluent are playing the

role of successful members of the high-income-producing upper-middle class. Yet their lifestyle is a façade.

These sons and daughters of the affluent are high-volume consumers of status products and services, from their traditional colonial homes in upscale suburbs to their imported luxury motor vehicles. They demonstrate one simple rule: EOC. It is much easier to spend other people's money than dollars that are self-generated.

EOC is widespread in America. More than 46 percent of the affluent in America give at least \$15,000 worth of EOC **annually** to their adult children and/or grandchildren. Nearly half the adult children of the affluent who are under 35 years of age receive annual cash gifts from their parents. Giving declines as the children get older. About one in five adult children in their mid-forties to mid-fifties receives such gifts.

What is the effect of cash gifts knowingly earmarked for consumption and the propping up of a certain lifestyle? We find that the giving of such gifts is the single most significant factor that explains lack of productivity among the adult children of the affluent. Such "temporary" gifts affect the recipient's psyche. They dampen one's initiative and productivity. They become habit-forming. These gifts then must be extended throughout most of the recipient's life.

Giving precipitates more consumption than saving and investing. Gift receivers in general never fully distinguish between their wealth and the wealth of their gift-giving parents. Gift receivers are significantly more dependent on credit than are non-receivers. Receivers of gifts invest much less money than do non-receivers.

Jobs: Millionaires vs. Heirs

Who are the affluent?

Most of the affluent in America are business owners, including self-employed professionals. Twenty percent of the affluent households in America are headed by retirees. Of the rest, more than two thirds are headed by self-employed owners of businesses. Fewer than one in five households is headed by a self-employed business owner or professional. But these self-employed people are four times likely to be millionaires than those who work for others.

You can't predict if someone is a millionaire by the type of business he's in. After 20 years of studying millionaires across a wide spectrum of industries, we have concluded that *the character of the business owner is more important in predicting his level of wealth than the classification of his business.*

"Dull-Normal" Businesses and the affluent

A recent article in "Forbes" had an interesting lead:

Dull companies with steady earnings growth may not make for stimulating cocktail party chatter, but over the long term, they make the best investments. (Fleming Meeks and Davis D. Fomdiller, "Dare to Be Dull," Forbes, Nov. 6, 1995, p 228).

Later in the same article, the authors mentioned that in the long run high-tech companies can and often do fall down on the performance scale. Typically, it's the companies in what we call the "dull normal" industries that consistently perform well for their owners. Forbes lists several top performing small businesses that have had great endurance for the past 10 years. Some of

the industries represented include wallboard manufacturing, building material manufacturing, electronics stores, prefab housing and automobile parts.

These industries don't sound very exciting. But typically it's these mundane categories of business that produce wealth for their owners. They don't attract a great deal of competition and demand for their offerings is not usually subject to rapid downturns.

We recently developed our own list of businesses that are owned by millionaires. Here's a sample...

Selected Businesses/ Occupations of Self-Employed Millionaires

Advertising Specialty Distribution	Human Resources Consulting Services
Ambulance Service	Industrial Chemicals- Cleaning
Apparel Manufacturer Ready-to-Wear	Janitorial Services Contractor
Auctioneer / Appraiser	Job Training / Vocational Tech School Owner
Cafeteria Owner	Long-Term Care Facilities
Citrus Fruits Farmer	Meat Processor
Coin and Stamp Dealership	Mobile Home Park Owner
Consulting Geologist	Newsletter Publisher
Cotton Ginning	Office Temp Recruiting Service
Diesel Engine Rebuilder / Distributor	Pest Control Services
Donut Maker Machine Manufacturer	Physicist - Inventor
Engineering / Design	Public Relations / Lobbyist
Fund Raiser	Rice Farmer
Heat Transfer Equip. Manufacturer	Sand Blasting Contractor

There is considerable risk in being a business owner. But business owners have a set of beliefs that helps them reduce their risk or at least their perceived risk. They are these:

- I'm in control of my own destiny.
- Risk is working for a ruthless employer.
- I can solve any problem.
- The only way to become a CEO is to own the company.
- There are no limits on the amount of income I can make.
- I get stronger and wiser every day by facing risk and adversity.

To be a business owner also requires that you have the desire to be self-employed. The most successful business owners we have interviewed have one characteristic in common: They all enjoy what they do. They all take pride in "going it alone."

What do millionaires advise their children?

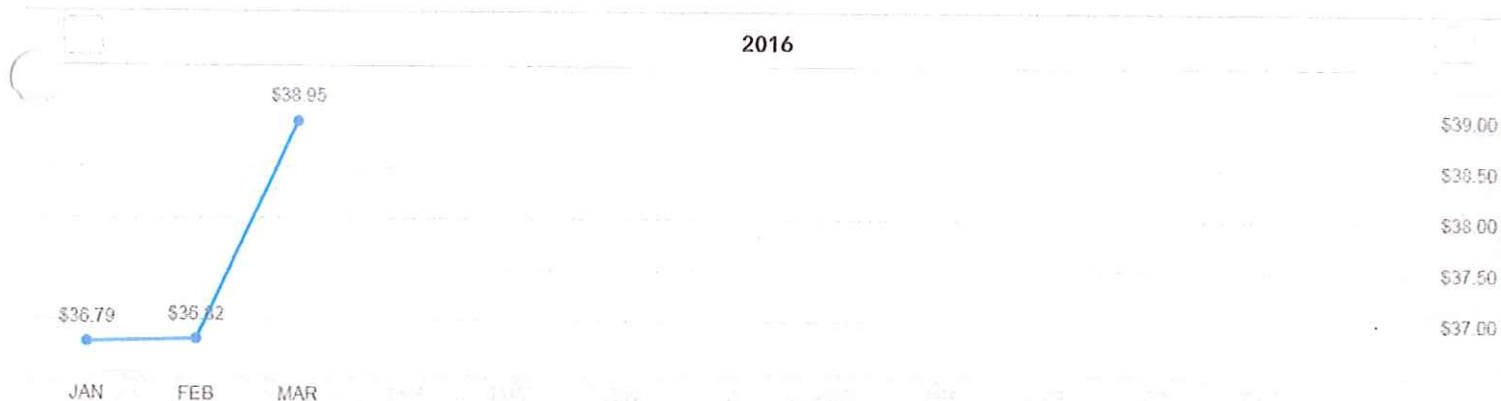
They encourage their children to become self-employed professionals, such as physicians, attorneys, engineers, architects, accountants, and dentists. Millionaire couples with children are five times more likely to send their children to medical school than other parents in America and four times more likely to send them to law school.

We once asked an affluent business owner who had fled Europe because of the Holocaust why all his adult children were self-employed professionals. His response: "They can take your business, but they can't take your intellect." Intellect is portable and can make a very good living anywhere in the U.S.

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Historical Prices Month-End

Historical Prices Year-End

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Historical Distributions

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2016

Record Date	Calculated Date	Pay Date	Income Dividend Regular	Income Dividend Special	Cap. Gains Long-Term	Cap. Gains Short-Term	Reinvest NAV
03/18/16	03/18/16	03/21/16	\$0.19	\$0.00	\$0.00	\$0.00	\$38.90

2016 Year-to-Date:	Dividends Subtotal: \$0.19	Cap Gains Subtotal: \$0.00
	Total Distributions: \$0.19	

Fees & Expenses

Fees

Annual Management Fees	0.24%
Other Expenses	0.10%
Service 12b-1	0.24%

As of each fund's most recent prospectus.

Expense Ratio

Fund ¹	0.58%
Lipper Growth & Income Funds Average ¹¹	1.09%

Resources

Prospectuses & Reports for AWSHX

[Quarterly Fund Fact Sheet \(PDF\) 01/16](#)

About Our Funds

[Share Class Pricing Details](#)



LANE COUNTY

HUMAN RESOURCES DEPARTMENT / 125 East 8th Ave. / Eugene, OR 97401
Phone: (541) 682-3665 / Fax: (541) 682-4290

Memorandum Date: May 8, 2014

TO: Lane County Budget Committee

DEPARTMENT: Human Resources

PRESENTED BY: Howard Schussler, Interim Human Resources Director

AGENDA ITEM TITLE: **IN THE MATTER OF ADJUSTING THE SALARIES AND
BENEFITS OF LANE COUNTY BOARD OF
COMMISSIONERS**

I. **MOTION**

**APPROVE THE RECOMMENDATION OF THE LANE COUNTY ELECTED
OFFICIALS COMPENSATION BOARD IN THE MATTER OF ADJUSTING THE
SALARIES AND BENEFITS OF LANE COUNTY'S COMMISSIONERS**

II. **AGENDA ITEM SUMMARY**

The Budget Committee is being asked to approve the recommendations of the Lane County Elected Officials Compensation Board (EOCB) for changes to the total compensation for the County Board of Commissioners. The recommendation is to increase the salary and the deferred compensation contribution of the Commissioners by one per-cent (1%) the first year and the following year increase the salary and deferred compensation contribution of the Commissioners by two per-cent (2%).

Attachment A is the compensation survey used for the EOCB's deliberations.

III. **BACKGROUND/IMPLICATIONS OF ACTION**

A. **Board Action and Other History**

Compensation for Lane County's elected officials is governed by Lane Manual 3.600, which requires the Human Resources Director to convene the Elected Officials Compensation Board at least once each year in which there is held a general election. The EOCB must meet initially by July 31 and if there are recommendations that could result in increases for the Board of Commissioners, those recommendations must be reviewed by the

Lane County Budget Committee. If the Budget Committee recommends changes to the Commissioners' compensation, it must then be approved by the Board of Commissioners. Recommendations that may impact the other elected officials (non-Board) go directly to the Board of Commissioners.

Any changes to the Board of Commissioners' compensation do not take effect until January 1 of the year following the general election. Changes to the other elected officials' compensation can take effect immediately, can be retroactive, or can have future implementation timelines.

B. Policy Issues

Section 27 of the Lane County Charter sets the timeline under which increases to the Board members' compensation may take place:

"The compensation for the services of a county officer or employee shall be whatever amount the board of county commissioners fixes, but no increase in the compensation of a member of the board may take effect prior to the first odd-numbered year after the first general election after the increase is authorized."

Section 28 (4) of the Lane County Charter requires that "the Board of County Commissioners shall maintain a system of personnel administration, including appeal procedures, in which each person in that service shall receive equitable compensation fixed on the basis of

- (i) competence in the position with the county,
- (ii) record of service there and elsewhere,
- (iii) the range of compensation paid others by public and private employers for comparable service
- (iv) the county's financial condition and policies, and
- (v) other factors relevant to the determination of what is fair compensation for the individual."

In addition, Lane Manual Section 3.600 states that "the Compensation Board shall consider at least the following when determining the compensation schedule:

- (a) The compensation paid to persons comparably employed by the State of Oregon; local public bodies, private businesses, non-profit agencies, and/or other counties within a labor market deemed appropriate by the Compensation Board for each elected officer.
- (b) The number of employees supervised; the size of the budget administered by each elective officer; the duties and responsibilities of each elective officer; and the compensation paid to subordinates and other appointed employees who serve in positions of comparable management responsibility. In any event, the Sheriff's compensation shall be fixed in an amount which is not less than that for any member of the Department of Public Safety.

(c) "Compensation" is to be evaluated on the basis of the total compensation received, as relevant to the particular elected position.

C. Board Goals

In 2006 and 2008, the Board affirmed the methodology to be used in determining each elected official position's compensation. This methodology was used by the current Compensation Board:

- For the County Commissioners, use average of other comparable counties.

Since 2002, the Board has also indexed compensation changes for elected officials to those approved for other Lane County non-represented employees. Non-represented employees did not receive a cost of living adjustment in 2009, 2010, 2011, 2012 or 2013. A cost of living adjustment has not been approved for 2014 at this time.

D. Analysis

Attachment A indicates that the Commissioners are currently 9.47% below the average total compensation of other commissioners in comparable Oregon counties. Cost of living adjustments (COLA) have not been approved for the Commissioners since the 2008 2% COLA approved for non-represented employees.

The recommended adjustments will not align Lane County with the average market salary however approval of the recommendations are a step towards equitable placement within the average market compensation rates.

E. Alternatives/Options

There are two options open to the Budget Committee:

1. Adjust the salary and deferred compensation of the Commissioners by one per-cent (1%)(1% + 1%). The following year increase the salary and deferred compensation of the Commissioners by two per-cent (2%) (2% + 2%). The first adjustment would be effective the first full pay period following January 1, 2015.
2. Adjust the salary and deferred compensation of the Commissioners by some other amount.

3. Do not approve the motion and do not make any changes to the commissioners' compensation.

IV. TIMING/IMPLEMENTATION

Staff will forward the Budget Committee's recommendations to the Board of Commissioners as soon as possible.

V. RECOMMENDATION

Based on the Elected Officials Compensation Board recommendation, Option 1 above.

VI. FOLLOW-UP

Staff will schedule this item for a Board of Commissioner's meeting.

VII. ATTACHMENTS

Attachment A: Compensation Survey

W11a

AGENDA COVER MEMORANDUM

AGENDA DATE: December 12, 2001
PRESENTED TO: Lane County Budget Committee
PRESENTED BY: Greta Utecht, Human Resources Manager
AGENDA TITLE: **IN THE MATTER OF ADJUSTING THE SALARIES
OF ELECTED OFFICIALS**

I. MOTION

**APPROVE RECOMMENDATION FROM ELECTED OFFICIALS
COMPENSATION BOARD AS REJECTED IN THE DRAFT BOARD OF
COMMISSIONERS ORDER ATTACHED HEREIN**

II. ISSUE

The Lane County Budget Committee met August 6, 2001 to discuss a recommendation submitted by the Lane County Elected Officials Compensation Board. A motion was made at that meeting to defer a decision on the recommendation submitted to a meeting scheduled prior to the end of the calendar year.

III. DISCUSSION

A. Background

Information presented at the last Budget Committee meeting in August of 2001 indicated that due to a continuing decline in revenues from timber receipts over the past few years, the Budget Committee and Board of Commissioners were hesitant to raise the salaries of elected officials. As a result, the only base salary adjustment granted to any elected official has been to Justices of the Peace which placed them more in line with Justices in other comparable jurisdictions.

It was noted at the last meeting that passage of the federal legislation that provides funding in lieu of timber receipts for the next six years has placed Lane County in a more stable position. This allows for consideration of increases in base pay of some elected officials to bring them in line with the appointed department directors within the organization and, in some

cases, bring their salaries in line with what their counterparts are paid in comparable jurisdictions outside.

B. Analysis

The information that was presented at the August 2001 meeting is included herein as: Attachment A (Elected Officials Compensation Board Minutes); Attachment B (Commissioners Salary Comparison - Current); Attachment C (Commissioners Salary Comparison - Proposed); Attachment D (Lane County Elected Officials Compensation Board Order). All of this information is still relevant in terms of the comparisons made and the accuracy of the data used.

In order for Budget Committee members to compare apples to apples, the relevant Elected Official Compensation Survey Sheets have been modified to include the salary with the addition of any deferred compensation or PERS contributions which are paid for the employee by the organization. Those pages are included herein as Attachments E, F and G. The salaries now reflect a more accurate view of the actual compensation for those elected officials who receive employer paid PERS and employer paid deferred compensation as opposed to those elected officials who do not receive those additional benefits.

Commissioner Weeldreyer and committee member Mary Ann Holser both had indicated an interest in seeing the tax rate and value information for Oregon counties which is included herein as Attachment H.

The remaining documents included with this agenda item are Attachment I (Comparison of Elected Official salaries with appointed or contract department directors), Attachment J (Agenda Cover Memorandum presented to the Budget Committee at the August 6, 2001 meeting) and Attachment K (Minutes of the August 6, 2001 Budget Committee meeting).

In summarizing some of the information and data on each elected official being considered for a salary adjustment, the following is provided:

County Commissioner - Data shows that Lane County Commissioners currently make less than their counterparts in comparable jurisdictions in the State (Attachment F). It also points out that the Lane County Commissioners' salary is less than all other elected officials with the County, with the exception of the Justices of the Peace (Attachment I). The current salary is less than the bottom of the range of all appointed department directors and is far less than the top of the range of most managerial classifications in Lane County (B). As has been argued by the Elected Officials Compensation Board in the past, the level of

responsibility held by County Commissioners warrants the consideration of additional compensation in terms of internal equity and market comparabilities. The average of adjusted salaries for County Commissioners among the jurisdictions used for the market study is \$64,569.

Sheriff - As has been discussed in the past, the three counties which have been determined to be the comparables in terms of LCPOA binding arbitration are: Washington, Clackamas and Marion. Thus it has also been determined that those same counties would be appropriate comparisons for considering compensation for the Sheriff. In reviewing the adjusted salaries provided on Attachment G for the salaries of the Sheriff of those three counties, the average salary is \$100,726. The Sheriff's current annual salary of \$88,462 is considerably less than the average of the three comparable jurisdictions in terms of market data. In terms of internal equity, the Sheriff's salary is less than those appointed department directors who manage departments of comparable size and responsibility. There also have been compaction issues created in the Sheriff's Office with regard to the time management sellback of upper level management classifications as was discussed at the last Budget committee meeting.

Assessor - As has been discussed by the Elected Officials Compensation Board members in the past, the issue with the Assessor's salary is internal equity. While the market data shows the Lane County Assessor higher than other jurisdictions in the State, the internal equity issue is a concern considering the level of responsibility of the position and the fact that the Lane County Assessor is considered a leader in the State among other Assessors. Another argument made which applies to all elected officials is that there is no time management for elected officials which also computes to salary dollars. Currently the Assessor's salary at \$86,257 is less than some appointed directors with similar size departments and levels of responsibility. The Elected Officials Compensation Board has indicated that the proposed salary of \$90,000 is appropriate considering the responsibility of the department, internal equity and the time management issues.

The budget impact due to the proposed increases remains as discussed at the last Budget Committee meeting and outlined in the minutes included as Attachment K.

C. Alternatives/Options

1. Approve the Elected Officials Compensation Board's recommendations.

2. Do not approve the Elected Officials Compensation Board's recommendations.
3. Request that the Elected Officials Compensation Board reconvene and provide more options.

D. Recommendation

Approve Option 1.

III. IMPLEMENTATION/FOLLOWUP

Following Budget Committee action, this item will be presented to the Board of County Commissioners for review and action.

IV. ATTACHMENTS

Attachment A: Minutes of Lane County Elected Officials Compensation Board
Attachment B: Commissioners Salary Comparison - Current
Attachment C: Commissioners Salary Comparison - Proposed
Attachment D: Lane County Elected Officials Compensation Board Order
Attachment E: Amended Elected Official Compensation Survey - Assessor
Attachment F: Amended Elected Official compensation Survey - Commissioners
Attachment G: Amended Elected Official Compensation Survey – Sheriff
Attachment H: Tax Rate and Value Information for Oregon Counties
Attachment I: Comparison of Elected Officials, Appointed Department Directors and Contract Employees
Attachment J: Agenda Memorandum – Lane County Budget Committee
Attachment K: Minutes of August 6, 2001 Budget Committee Meeting
Attachment L: Draft Board Order

MINUTES

LANE COUNTY ELECTED OFFICIALS COMPENSATION BOARD MEETING

April 25, 2001, 5:30pm. BCC Conference Room

PRESENT:

Board: Lauren Chouinard, Greg Evans, Noreen Franz-Hovis, Phyllis Loobey, Kenneth Tollenaar
Lane County: Teresa Wilson, Jan Clements, Jim Gangle, John Clague, Greta Utecht, Cheryl McCawley, Cindy Tofflemoyer, Judy Potter

The Elected Officials Compensation Board meeting was commenced at 5:30 with introductions by the attendees.

Teresa Nelson, County Counsel, provided copies of and reviewed those sections of the Lane Manual describing legal duties of the Board. She was asked for an interpretation of the Sheriff's salary. The manual states "In any event, the Sheriff's salary shall be fixed in an amount which is not less than that for any member of the Department of Public Safety." Ms. Wilson opined that "salary" refers to base only, not base plus sale of time management hours; however, her interpretation could be argued.

Cheryl McCawley, Lead Personnel Analyst, explained Human Resources' elected officials comparative salary survey, which included 8 counties, including Lane. Ms. McCawley provided information on the current and new salaries for Lane County elected officials including the July 1, 2001 and July 1, 2002 cost of living adjustment (COLA) increases.

Salary ranges for other Lane County department directors as of 7/1/01 were also given. Most incumbents are at the top of the range.

Sheriff

Chief Deputy Captain John Clague provided the group with a dollar amount analysis of the compensation survey done by Human Resources. He compared Lane County with Washington, Clackamas & Marion, because those counties are the ones used in contract arbitration. Captain Clague added his own salary to the chart, showing that over the past few years he grossed more than the Sheriff. Part of the reason is that Captain Clague has time management, 80 hours of which he can sell each year. The Sheriff does not receive time management.

When compared to the total compensation of the Sheriffs in the other three counties, plus Lane County's Chief Deputy and the Eugene Police Chief, Lane County Sheriff's is lowest. The average mean salary is \$101,000 per year, with adjustments, versus \$85,680 for Lane County's Sheriff. The suggestion was made to look at where the compensation is relative to the staff of the Sheriff and the other comparable counties and find the place where it makes sense.

ATTACHMENT A

A discussion took place on this. Based on comparison with the Chief Deputy, other department directors' salaries, the Eugene Police Chief, and other comparative counties, a \$96,000 base as of July 1, 2001 was recommended. COLA increases would be added to this figure.

Assessor

The Board then discussed the Assessor's salary and how to bring it to an appropriate level in comparison with other department directors' salaries. A suggestion was made that because the Assessor does not get time management, the position should be at least the same level as the Information Services Director. The Assessor's current salary is about \$5,000 behind, without factoring in time management.

Ken Tollenaar said that in his knowledge of Assessors, Mr. Gangle is widely recognized as the most proficient and competent Assessor. He is looked to for leadership statewide. Elected officials should not be penalized, and if the Assessor's salary is allowed to slip too far, Mr. Gangle may find himself in a position of competing with someone not particularly qualified next election.

The decision was made to recommend a \$90,000 base as of July 1, 2001, which will move the Assessor to the top end of department directors' salaries, and take into consideration the time management issue. COLA increases would be added to this figure.

Justice of the Peace

There is a smaller set of comparable data to work with, and Counties used in the survey were the most comparable as far as the number of Justices who have an organization with satellite offices and staff. Average salaries for the Justices are distorted by Washington County, which is extremely high in comparison because the Justice is an attorney who negotiated his own salary with their Board. The Board agreed to remove Washington from the survey, and the remaining counties averaged \$38,300. At \$45,032, Lane County is 10% higher than the average. *The move was made and consensus reached to leave the Justice of the Peace salary as is.*

District Attorney

District Attorneys receive most of their salary from the state, and the amount shown on Human Resources' survey is the supplement paid by the Counties. The Lane County District Attorney is currently at a total of \$106,536. When dollar values are put on other compensation for the comparables, averaging all counties means that Lane County's District Attorney is 1.2% low. If the high & low salaries are dismissed, the District Attorney is 2.7% low. *The move was made and consensus reached to leave the District Attorney's salary as is.*

ATTACHMENT A

Board of County Commissioners

The current Board of Commissioner salaries of \$51,730 are well below the comparative average. Ms. Nelson reminded the group that regardless of whether the Board recommends a salary adjustment this year or next, any increase for the Commissioners will not become effective until January 1, 2003, which is the first of the year after the next general election.

A discussion took place on the appropriate salary level for the Board of Commissioners, as well as the timing of a salary increase recommendation. *Based on the comparables, staff support and overall level of responsibilities, the Board agreed to recommend a base salary of \$67,000 as of January 1, 2003.*

The meeting adjourned at 7:30.

ATTACHMENT B

Commissioners Salary Comparison - Current

	Position Title	Min Annual Salary	Number of Employees	Max Annual Salary	Number of Employees
1	Mental Health Medical Officer	97,989.00	1	135,637.00	1
2	Psychiatrist	84,490.00	4	116,958.00	4
3	Public Health Officer	84,490.00	1	116,958.00	1
4	Trial Team Leader	66,019.00	1	91,374.00	1
5	Sr Prosecutor 3	66,019.00	4	91,374.00	4
6	Public Works Director	66,019.00	1	91,374.00	1
7	Health and Human Services Director	66,019.00	1	91,374.00	1
8	Management Services Director	66,019.00	1	91,374.00	1
9	Information Services Director	66,019.00	1	91,374.00	1
10	Youth Services Director	64,418.00	1	89,211.00	1
11	Regional Info System Director	64,418.00	1	89,211.00	1
12	Children and Families Director	64,418.00	1	89,211.00	1
13	Sr Prosecutor 2	62,837.00	2	86,965.00	2
14	Human Resources Manager	59,800.00	1	82,784.00	1
15	Sr Prosecutor 1	59,800.00	1	82,784.00	1
16	Captain	58,344.00	3	80,808.00	3
17	County Engineer	58,344.00	1	80,808.00	1
18	Deputy District Attorney 4	56,930.00	5	78,790.00	5
19	Intergovernmental Relations Manager	55,536.00	1	76,939.00	1
20	Assistant County Counsel 4	55,536.00	1	76,939.00	1
21	Assistant to Director of Public Works	55,536.00	1	76,939.00	1
22	Land Management Manager	55,536.00	1	76,939.00	1
23	Computer Operations Manager	54,184.00	1	74,984.00	1
24	Technical Support Manager	54,184.00	1	74,984.00	1
25	Computer Services Manager	54,184.00	3	74,984.00	3
26	AIRS Manager	54,184.00	1	74,984.00	1
27	Extra Help	53,685.00	29	124,800.00	29
Subtotal			70		
Commissioners (current)		53,414.00	5		
28	Lieutenant	52,853.00		73,154.00	7
29	Asst Youth Services Director	52,853.00		73,154.00	1
30	Finance Manager	51,563.00		71,365.00	1
31	Deputy Assessor	51,563.00		71,365.00	1
32	Assistant County Counsel 3	51,563.00		71,365.00	2
33	Transportation Planning Eng	51,563.00		71,365.00	1
34	Sr Management Analyst	50,315.00		69,680.00	1
35	Lead System Programmer	50,315.00		69,680.00	1
36	AIRS Technical Supervisor	50,315.00		69,680.00	3
37	Design Engineer	50,315.00		69,680.00	1
38	Youth Development Coordinator	49,088.00		67,954.00	
39	Labor Relations Manager	49,088.00		67,954.00	1
40	Deputy District Attorney 3	49,088.00		67,954.00	4
41	Assistant County Counsel 2	49,088.00		67,954.00	1
42	Parks Manager	49,088.00		67,954.00	1
43	Building Official	49,088.00		67,954.00	1
44	Planning Program Manager	49,088.00		67,954.00	1
45	Developmental Disabilities Manager	47,882.00		66,248.00	1
46	Alcohol/Drug/Offender Manager	47,882.00		66,248.00	1
47	Med Manager	47,882.00		66,248.00	2

Commissioners Salary Comparison - Current

48	Public Health Manager	47,882.00	66,248.00	1
49	Environmental Health Manager	47,882.00	66,248.00	1
50	Administrative Services Manager	47,882.00	66,248.00	2
51	Risk and Benefits Manager	47,882.00	66,248.00	1
52	Parole and Probation Manager	47,882.00	66,248.00	1
53	Road Maintenance Manager	47,882.00	66,248.00	1
54	County Surveyor	47,882.00	66,248.00	1
55	Waste Management Manager	47,882.00	66,248.00	1
56	Support Services Manager	47,882.00	66,248.00	3
57	Field Engineering Superintendent	47,882.00	66,248.00	1
58	Mental Health Supervisor	46,717.00	64,646.00	4
59	Corrections Health Nursing Supervisor	46,717.00	64,646.00	1
60	Public Health Nursing Supervisor	46,717.00	64,646.00	3
61	Chief Deputy County Clerk	46,717.00	64,646.00	1
62	Sr Programmer and System Analyst	46,717.00	64,646.00	19
63	Sr Info Services Analyst	46,717.00	64,646.00	5
64	Data Base Administrator	46,717.00	64,646.00	2
65	Sr System Network Analyst	46,717.00	64,646.00	9
66	Traffic Engineer	46,717.00	64,646.00	1
67	Family Mediation Program Manager	45,573.00	63,107.00	1
68	Nurse Practitioner	48,235.00	66,810.00	6
69	Nurse Practitioner-Bilingual	48,235.00	66,810.00	2
70	Child Advocacy Program Manager	45,573.00	63,107.00	
71	Nurse Practitioner-Corrections	50,128.00	69,368.00	1
72	Appraisal Manager	45,573.00	63,107.00	1
73	Property Records Manager	45,573.00	63,107.00	1
74	Taxation Manager	45,573.00	63,107.00	1
75	Building Maintenance Manager	45,573.00	63,107.00	1
76	Intergov Human Services Program Mgr	44,470.00	61,547.00	1
77	Internal Auditor	44,470.00	61,547.00	
78	Management Analyst	44,470.00	61,547.00	1
79	Records Manager	44,470.00	61,547.00	
80	Community Corrections Manager	44,470.00	61,547.00	
81	Animal Regulation Program Manager	44,470.00	61,547.00	1
82	Deputy District Attorney 2	44,470.00	61,547.00	7
83	Bridge Engineer	44,470.00	61,547.00	
84	Real Property Superintendent	44,470.00	61,547.00	1
85	Casework Supervisor	44,470.00	61,547.00	6
86	Groupwork Supervisor	44,470.00	61,547.00	2
87	Youth Intervention Network Mgr	44,470.00	61,547.00	1
88	Elections Manager	43,389.00	60,050.00	
89	Purchasing Manager	43,389.00	60,050.00	1
90	Sergeant	43,389.00	60,050.00	24
91	Lead Investigator	43,389.00	60,050.00	1
92	Recycling Program Manager	43,389.00	60,050.00	
93	Public Health Engineer	42,328.00	58,614.00	1
94	Physician Assistant	44,782.00	62,046.00	1
95	Administrative Services Superv.	42,328.00	58,614.00	3
96	Public Information Officer	42,328.00	58,614.00	
97	Vegetation Management Coordinator	42,328.00	58,614.00	1
98	Fleet Services Supervisor	42,328.00	58,614.00	1
99	Sr Engineering Associate	42,328.00	58,614.00	15
100	Sr Planner	42,328.00	58,614.00	1

Commissioners Salary Comparison - Current				
101	Waste Management Engineer	42,328.00	58,614.00	1
102	Appraisal Supervisor	42,328.00	58,614.00	
103	Accounting Supervisor	41,288.00	57,138.00	1
104	Developmental Disabilities Supervisor	41,288.00	57,138.00	1
105	Management Services Supervisor	41,288.00	57,138.00	1
106	Food Services Supervisor	41,288.00	57,138.00	1
107	Civil Support Operations Supervisor	41,288.00	57,138.00	1
108	Communications/Records Supervisor	41,288.00	57,138.00	4
109	Sr Juvenile Counselor	41,288.00	57,138.00	7
110	Library Manager	41,288.00	57,138.00	
111	Sr Program Services Coordinator	40,290.00	55,765.00	3
112	WIC Coordinator	40,290.00	55,765.00	1
113	Programmer Analyst 2	40,290.00	55,765.00	7
114	System Network Analyst 2	40,290.00	55,765.00	
115	Information Services Analyst	40,290.00	55,765.00	4
116	Waste Management Superintendent	40,290.00	55,765.00	
117	Waste Management Tech Specialist	40,290.00	55,765.00	1
118	Sr Real Property Officer	40,290.00	55,765.00	1
119	Property Appraiser 4	40,290.00	55,765.00	2
120	Employment and Training Supervisor	40,290.00	55,765.00	2
121	Search and Rescue Coordinator	39,312.00	54,434.00	1
122	Deputy District Attorney 1	39,312.00	54,434.00	5
123	Investigator	39,312.00	54,434.00	2
124	Assistant County Counsel 1	39,312.00	54,434.00	
125	Associate Planner	39,312.00	54,434.00	5
126	Sr Plans Examiner	39,312.00	54,434.00	1
Subtotal				295
Commissioners (current)			53,414.00	5

ATTACHMENT C

Commissioners Salary Comparison - Proposed

Commissioners Salary Comparison - Proposed					
	Position Title	Min Annual Salary	Number of Employees	Max Annual Salary	Number of Employees
1	Mental Health Medical Officer	97,989.00	1	135,637.00	1
2	Psychiatrist	84,490.00	4	116,958.00	4
3	Public Health Officer	84,490.00	1	116,958.00	1
Subtotal			6		
	Commissioners (proposed)	67,000.00	5		
4	Trial Team Leader	66,019.00		91,374.00	1
5	Sr Prosecutor 3	66,019.00		91,374.00	4
6	Public Works Director	66,019.00		91,374.00	1
7	Health and Human Services Director	66,019.00		91,374.00	1
8	Management Services Director	66,019.00		91,374.00	1
9	Information Services Director	66,019.00		91,374.00	1
10	Youth Services Director	64,418.00		89,211.00	1
11	Regional Info System Director	64,418.00		89,211.00	1
12	Children and Families Director	64,418.00		89,211.00	1
13	Sr Prosecutor 2	62,837.00		86,965.00	2
14	Human Resources Manager	59,800.00		82,784.00	1
15	Sr Prosecutor 1	59,800.00		82,784.00	1
16	Captain	58,344.00		80,808.00	3
17	County Engineer	58,344.00		80,808.00	1
18	Deputy District Attorney 4	56,930.00		78,790.00	5
19	Intergovernmental Relations Manager	55,536.00		76,939.00	1
20	Assistant County Counsel 4	55,536.00		76,939.00	1
21	Assistant to Director of Public Works	55,536.00		76,939.00	1
22	Land Management Manager	55,536.00		76,939.00	1
23	Computer Operations Manager	54,184.00		74,984.00	1
24	Technical Support Manager	54,184.00		74,984.00	1
25	Computer Services Manager	54,184.00		74,984.00	3
26	AIRS Manager	54,184.00		74,984.00	1
27	Extra Help	53,685.00		124,800.00	29
28	Lieutenant	52,853.00		73,154.00	7
29	Asst Youth Services Director	52,853.00		73,154.00	1
30	Finance Manager	51,563.00		71,365.00	1
31	Deputy Assessor	51,563.00		71,365.00	1
32	Assistant County Counsel 3	51,563.00		71,365.00	2
33	Transportation Planning Eng	51,563.00		71,365.00	1
34	Sr Management Analyst	50,315.00		69,680.00	1
35	Lead System Programmer	50,315.00		69,680.00	1
36	AIRS Technical Supervisor	50,315.00		69,680.00	3
37	Design Engineer	50,315.00		69,680.00	1
38	Youth Development Coordinator	49,088.00		67,954.00	
39	Labor Relations Manager	49,088.00		67,954.00	1
40	Deputy District Attorney 3	49,088.00		67,954.00	4
41	Assistant County Counsel 2	49,088.00		67,954.00	1
42	Parks Manager	49,088.00		67,954.00	1
43	Building Official	49,088.00		67,954.00	1
44	Planning Program Manager	49,088.00		67,954.00	1
Subtotal					98
	Commissioners (proposed)			67,000.00	5

Lane County Compensation Board

ORDER

) IN THE MATTER OF ADJUSTING
) THE SALARIES OF ELECTED
) OFFICIALS

WHEREAS, the Lane County Elected Officials Compensation Board was duly convened and met on April 25, 2001 and after due consideration, it recommends the following salary adjustments to the Budget Committee:

1. Board of County Commissioners: Increase base salary to \$67,000, effective January 1, 2003. This (☒ includes) (☐ does not include) the COLA granted to AFSME employees in 2001 & 2002, as per Board Order 00-05-31-11, which the Compensation Board recommends be (☐ added) (☒ not added) to the above base salary, as it will already be in effect.


2. Sheriff: Increase base salary to \$96,000, effective July 1, 2001. This (☐ includes) (☒ does not include) the COLA granted to AFSME employees in 2001 & 2002, as per Board Order 00-05-31-11, which the Compensation Board recommends be (☒ added) (☐ not added) to the above base salary.

3. Assessor: Increase base salary to \$90,000, effective July 1, 2001. This (☐ includes) (☒ does not include) the COLA granted to AFSME employees in 2001 & 2002, as per Board Order 00-05-31-11, which the Compensation Board recommends be (☒ added) (☐ not added) to the above base salary.

4. District Attorney: No change.

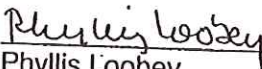
5. Justices of the Peace: No change.

Dated this 25th day of April, 2001.


 Lauren Chouinard


 Greg Evans


 Noreen Franz-Hovis


 Phyllis Loobey


 Ken Tollenaar

2001 ELECTED OFFICIAL COMPENSATION SURVEY

County Assessor

COMPARISON DATA	CLACKAMAS	DOUGLAS	JACKSON	LINN	MARION	MULTNOMAH	WASHINGTON	LANE
Annual Salary	\$71,808	\$57,780	\$65,628	\$62,112	\$63,900	** \$84,961	** \$98,700 (Director, A&T)	\$63,533
Deferred Comp?	County Paid @ 6.27%	Optional - Employee Paid	Optional - Employee Paid	Optional - Employee Paid	401K County Paid @ 7.5%	Optional - Employee Paid	Optional - Employee Paid	Optional - Employee Paid
Retirement - Employer Pickup?	Yes	Yes	Yes	Yes	No - Employee Pays 6%	Yes	Optional Participation - Official Pays 6%	No - Employee Pays 6%
County Paid Life Ins.	Yes	Yes	Yes	Yes - \$17,000	Yes	Not Provided	Yes	Yes
County Paid AD&D	Yes	No - Optional. Paid by Employee	Yes	Yes - \$34,000	Yes	Not Provided	Yes	Yes
County Paid LTD	Yes	Not Provided	Yes	Optional - Employee Paid	Yes	Not Provided	Yes	Yes
Health Insurance Medical/Dental/Vision	Yes with some Employee Co-pay	Yes with some Employee Co-pay	Yes, with some Employee Co-pay	Yes - ** 100% County Paid for Employee	Yes - ** 100% County Paid	Yes - 100% County Paid (health/dental)	Yes - 100% County Paid	Yes - 100% County Paid
Car Allowance	Mileage Reimbursement	Mileage Reimbursement	Assigned Vehicle	County Motor Pool avia. .23/mile if use own car	Mileage Reimburse.	Assigned Vehicle	Car Allowance - \$355/mo.	Car Allowance - \$345/mo.
Compensation Credits	No	No	No	No	Yes *	No	No	No

** Not Elected

* Marion: Compensation Credits. Elected Officials do not get vacation or sick time. They are paid base salary whether or not they show up. In addition to base salary, they get compensation credit which is 5 weeks off paid, or 9.6%, as additional compensation. Elected Officials can take the time off, which means they would be double paid, or cash out. All cash it out.

** Marion: The County pays 100% of premiums for 2 of their health plans; the third requires an employee copay.

*** Linn: 100% County paid for employee. Depending on plan, may be small charge for dependents.

**** Salaries have been adjusted to include PERS pickup and deferred Compensation paid by employer and also adjusted to deduct PERS where employee is required to pay

Attachment

COUNTY COMMISSIONER

COMPARISON DATA	CLACKAMAS	DOUGLAS	JACKSON	LINN	MARION	MULTNOMAH	WASHINGTON	LANE
Annual Salary	\$66,648	\$65,256	\$58,056	\$61,980	\$60,156 (2) *	\$63,975	\$60,864 - Chair (1) \$17,604 - Part time (4)	\$52,414
Deferred Comp?	County Paid @ 6.27%	Optional - Employee Paid	Optional - Employee Paid	Optional - Employee Paid	401K County Paid @ 7.5%	Optional - Employee Paid	Optional - Employee Paid	Optional - Employee Paid
Retirement - Employer Pickup?	Yes	Yes	Yes	Yes	No - Employee Pays 6%	Yes	Optional Participation - Official Pays 6%	No - Employee Pays 6%
***Adjusted Salary	\$75,076	\$69,171	\$61,539	\$65,698	\$64,667 (2) \$61,542 (1)	\$67,813	\$60,864	\$52,414
County Paid Life Insurance	Yes	Yes	Yes	Yes - \$17,000	Yes	Not Provided	Yes	Yes
County Paid AD&D	Yes	No - Optional. Paid by Employee	Yes	Yes - \$34,000	Yes	Not Provided	Yes	Yes
County Paid LTD	Yes	Not Provided	Yes	Optional - Employee Paid	Yes	Not Provided	Yes	Yes
Health Insurance	Yes, with some	Yes, with some	Yes, with some	Yes - *** 100% County	Yes - *** 100% County	Yes - 100% County	Yes - 100% County	Yes - 100% County
Medical/Dental/Vision	Employee Co-pay	Employee Co-pay	Employee Co-pay	Paid for employees 0	County Paid	Paid (health/dental)	Paid	Paid
Car Allowance?	Mileage Reimbursement	2 Comm - Assigned 1 Comm - Mileage Reimbursement	Car Allowance - \$400/mo.	County Motor Pool ava. .23/mile if use own car.	Mileage Reimburse.	Assigned Vehicle	Car Allowance - \$355/mo.	Car Allowance - \$345/mo.
Compensation Credits	No	No	No	No	Yes **	No	No	No

* Marion: Difference in pay for Commissioners is because 2 elected to take COLA last time it was offered; 1 declined for 2 years

** Marion: Compensation Credits. Elected Officials do not get vacation or sick time. They are paid base salary whether or not they show up. In addition to base salary, they get compensation credit which is 5 weeks off paid, or 9.6%, as additional compensation. Elected Officials can take the time off, which means they would be double paid, or cash out. All cash it out.

*** Marion: The County pays 100% of health premiums for 2 plans; the third requires an employee copay.

**** Linn: 100% County paid for employee. Depending on plan, may be small charge for dependents.

2001 ELECTED OFFICIAL COMPENSATION SURVEY **SHERIFF**

Attachment 5-

COMPARISON DATA	CLACKAMAS	DOUGLAS	JACKSON	LINN	MARION	MULTNOMAH	WASHINGTON	LANE
Annual Salary	\$97,992	\$63,756	\$75,132	\$79,704	\$81,552	\$107,194	\$103,680	\$98,462
Deferred Comp?	401k County Paid at 6.27%	Optional - Employee Paid	Optional - Employee Paid	Optional - Employee Paid	401K County Paid @ 7.5%	Optional - Employee Paid	Optional - Employee Paid	Optional - Employee Paid
Retirement - Employer Paid Pickup?	Yes	Yes	Yes	Yes	No - Employee Pays 6%	Yes	Optional Participation - Official Pays 6%	No - Employee Pays 6%
****Adjusted Salary	\$110,830				\$87,668		\$103,680	\$98,462
County Paid Life Insurance	Yes	Yes	Yes	Yes - \$17,000	Yes	Not Provided	Yes	Yes
County Paid AD&D	Yes	No - Optional. Paid by Employee	Yes	Yes - \$34,000	Yes	Not Provided	Yes	Yes
County Paid LTD	Yes	Not Provided	Yes	Optional - Employee Paid	Yes	Not Provided	Yes	Yes
Health Insurance	Yes, with some Employee Co-pay	Yes, with some Employee Co-pay	Yes, with some Employee Co-pay	Yes - ***100% County Paid for employee.	Yes - ** 100% County Paid	Yes - 100% County Paid (health/dental)	Yes - 100% County Paid	Yes - 100% County Paid
Medical/Dental/Vision	Employee Co-pay	Employee Co-pay	Employee Co-pay	Assigned Vehicle	Assigned Vehicle	Assigned Vehicle	Assigned Vehicle	Assigned Vehicle
Car Allowance?	Mileage Reimburse	Assigned Vehicle	Assigned Vehicle	Assigned Vehicle	Assigned Vehicle	Assigned Vehicle	\$355/mo. Car Allowance	Assigned Vehicle
Compensation Credits	No	No	No	No	Yes *	No	No	No

* Marion: Compensation Credits. Elected Officials do not get vacation or sick time. They are paid base salary whether or not they show up. In addition to base salary, they get compensation credit which is 5 weeks off paid, or 9.6%, as additional compensation. Elected Officials can take the time off, which means they would be double paid, or cash out. All cash it out.

** Marion: The County pays 100% of premiums for 2 health plans; the third requires an employee copay

*** Linn: 100% County paid for employee. Depending on plan, may be small charge for dependents

****Salaries have been adjusted to include PERS pickup and any deferred compensation paid by employer

1999-2000 RATE AND VALUE INFORMATION FOR OREGON COUNTIES Sorted by Comparable Tax Rate (Including O&C Revenue)

Attachment H

COUNTY	POPULATION	REAL MKT VALUE	ASSESSED VALUE	O&C REVENUE	PERM. RATE USED	LOCAL OPTION USED	PERM. RATE OTHER	PERM. RT. EXTENSION	PERM. RATE LAW ENF.	LOCAL OPTION LAW ENF.	TOTAL RATE USED	Equiv O&C Rate	Comp. Tax Rate	Median Family Inc.	Med. Rank
1 WHEELER	1,547	98,645	64,489		7.8008		0.8867	0.5109			9.2084	-	9.2084	25,100	36
2 SHERMAN	1,934	169,632	149,644		8.7141		0.4780				9.1921	-	9.1921	34,400	32
3 HARNEY	7,609	396,709	298,468		4.4920		1.9273				6.4193	-	6.4193	34,400	31
4 DOUGLAS	100,399	5,395,518	4,400,960	22,854,639	1.0539						1.0539	5.1931	6.2470	34,900	28
5 LAKE	7,422	406,402	333,521		3.1406		2.2680	0.1997			5.6083	-	5.6083	35,200	26
6 MORROW	10,995	1,139,634	962,729		4.1130		1.0555				5.1685	-	5.1685	38,500	14
7 MULTNOMAH	660,486	52,327,851	37,600,873	994,473	4.3427	0.5947	0.6529	0.1186			4.9374	0.0264	4.9638	53,700	4
8 CROOK (RURAL)	19,182	959,741	782,773		3.7885		0.5294				4.7600	-	4.7600	34,400	30
9 BAKER	16,741	955,191	757,620		3.7005						4.2299	-	4.2299	36,700	22
10 WASCO	23,791	1,412,435	1,116,339		4.2284						4.2284	-	4.2284	37,600	20
11 JOSEPHINE	75,726	3,881,486	3,401,896	11,021,319	0.5810	0.1300		0.0455			0.7565	3.2398	3.9963	33,600	34
12 CLACKAMAS (RURAL)	338,391	28,129,832	20,269,695	5,063,603	2.9648			0.7198			3.6846	0.2498	3.9344	53,700	2
13 GILLIAM	1,915	256,661	204,813		3.8436						3.8436	-	3.8436	38,600	13
14 CROOK (CITY)	19,182	959,741	782,773		3.8225						3.8225	-	3.8225	N/A	
15 GRANT	7,935	404,280	301,382		2.8010		0.7461	0.2526			1.7734	2.0050	3.7784	33,400	35
16 COOS	62,779	3,163,649	2,684,726	5,382,929	0.9966		0.6880	0.0888			3.6959	-	3.6959	35,900	24
17 JEFFERSON	19,009	1,155,273	908,224		3.5409			0.1550			3.6567	-	3.6567	35,000	27
18 WALLAWA	7,226	562,493	432,782		2.4427		1.0656	0.1484			1.9966	1.5967	3.5963	38,800	12
19 JACKSON	181,269	11,078,074	8,954,010	14,296,694	1.9986						3.0431	0.5133	3.5564	40,000	11
20 LINN	103,069	6,051,473	4,692,281	2,408,633	1.2622	1.7809					2.9212	0.5819	3.5031	53,800	1
21 BENTON	78,153	5,484,438	4,405,936	2,563,734	2.1817	0.3500	0.3895				3.2922	0.0219	3.3141	53,700	5
22 WASHINGTON	445,342	35,483,600	26,266,958	574,787	2.2416			0.6365		0.4141	3.2038	-	3.2038	37,600	19
23 UMATILLA	70,548	3,627,126	2,507,478		2.8374		0.3664	0.0436			3.0171	0.0871	3.1592	36,200	23
24 LINCOLN	44,479	4,892,510	3,771,948	328,450	2.7048		0.3237				3.0191	-	3.0191	41,200	10
25 MARION	284,834	14,783,585	11,447,830	1,332,047	3.0171		0.5500	0.0224	0.1616	1.1200	2.9630	-	2.9630	37,200	21
26 DESCHUTES (RURAL)	115,367	10,041,006	7,991,397		1.1651						2.1913	0.7613	2.9526	37,700	17
27 UNION	24,530	1,203,315	953,247		2.8038			0.0987			0.6781	2.2084	2.8865	34,700	29
28 KLAMATH	63,775	3,404,301	2,804,252	2,134,924	1.6521	0.3922		0.0443	0.2387	0.3422	1.9401	0.7351	2.6752	53,700	3
29 CURRY	21,137	1,700,075	1,507,920	3,330,117	0.5794						2.4042	0.2498	2.6540	N/A	
30 YAMHILL	84,992	4,821,419	3,779,004	656,900	2.5357						2.5819	-	2.5819	33,900	33
31 COLUMBIA	43,560	3,211,553	2,556,622	1,879,463	1.3055			0.0537			2.2337	0.2295	2.4632	35,500	25
32 CLACKAMAS (CITY)	338,391	28,129,832	20,269,695	5,063,603	2.4042						1.6499	0.7928	2.4427	43,800	8
33 MALHEUR	31,615	1,562,729	1,082,670		2.5819						2.1464	-	2.1464	37,900	16
34 TILLAMOOK	24,262	2,917,097	2,226,419	510,922	1.4287	0.5400	0.1983	0.0667			1.9451	-	1.9451	N/A	
35 POLK	62,380	3,122,071	2,485,762	1,970,699	1.6499						1.4767	-	1.4767	37,600	18
36 LAINE	322,959	20,745,260	15,470,135	1,391,750	1.2546						-	-	-	-	
37 CLATSOP	35,630	4,064,413	3,048,663		1.4606			0.0507	0.6351	0.7800	-	-	-	-	
38 DESCHUTES (CITY)	115,367	10,041,006	7,991,397		1.1651						-	-	-	-	
39 HOOD RIVER	20,411	1,302,242	990,286		1.4049		0.0718				-	-	-	-	

Note: three counties have a separate rate within the incorporated city limits.

Median Income:

State:

46,000

Metro:

50,000

Rural:

37,500

QUERY3.xls

Name	Job Title	Monthly Rt	Annual Rt	Union Code	Barg Unit	Grade
Forster, Chuck E.	Executive Director JTPA	7,410.00	88,920.00	07	5	000
Wilson, Teresa J.	County Counsel	7,975.07	95,700.80	07	5	000
Van Vactor, William A.	County Administrator	9,358.27	112,299.20	07	5	000
Rogers, Patricia J.	Children and Families Director	6,413.33	76,960.00	07	5	053
Smith, Lisa D.	Youth Services Director	6,605.73	79,268.80	07	5	053
White, Paul H.	Regional Info System Director	7,007.87	84,094.40	07	5	053
Ingram, Gary D.	Information Services Director	7,392.67	88,712.00	07	5	054
Suchart, David S.	Management Services Director	7,392.67	88,712.00	07	5	054
Rockstroh, Robert A.	Health and Human Services Dir	7,614.53	91,374.40	07	5	054
Snowden III, Oliver P.	Public Works Director	7,614.53	91,374.40	07	5	054
Harclerod, F. Douglass	District Attorney	1,556.53	18,678.40	07	6	000
Nelson, Sheila M.	Justice of the Peace	1,937.00	23,244.00	07	6	000
Cable, Cindy L.	Justice of the Peace	3,874.00	46,488.00	07	6	000
Sinclair, Cynthia M.	Justice of the Peace	3,874.00	46,488.00	07	6	000
Dwyer, William J.	County Commissioner	4,451.20	53,414.40	07	6	000
Green Sr., Bobby L.	County Commissioner	4,451.20	53,414.40	07	6	000
Morrison, Anna M.	County Commissioner	4,451.20	53,414.40	07	6	000
Sorenson, C. Peter	County Commissioner	4,451.20	53,414.40	07	6	000
Weeldreyer, Cynthia H.	County Commissioner	4,451.20	53,414.40	07	6	000
Gangle, Jimmie M.	Assessment & Taxation Director	7,188.13	86,257.60	07	6	000
Clements, Jan E.	Public Safety Director	7,371.87	88,462.40	07	6	000



AGENDA COVER MEMORANDUM

AGENDA DATE: August 6, 2001

PRESENTED TO: Lane County Budget Committee

PRESENTED BY: Greta Utecht, Human Resources Manager

AGENDA TITLE: **IN THE MATTER OF ADJUSTING THE SALARIES OF ELECTED OFFICIALS**

I. MOTION

**APPROVE RECOMMENDATION FROM ELECTED OFFICIALS
COMPENSATION BOARD, DATED APRIL 25, 2001, IN THE MATTER OF
ADJUSTING THE SALARIES OF ELECTED OFFICIALS**

II. ISSUE

Salaries of most elected officials in Lane County have not been adjusted in comparison with those of elected officials of other similar counties for several years. Despite having received cost of living increases aligned with those received by members of the AFSCME bargaining unit since July, 1999, the County Commissioners', the Sheriff's and the Tax Assessor's salaries have fallen behind those of their counterparts in other jurisdictions. The Elected Officials Compensation Board met in April of 2001 to review salary data and to make recommendations regarding each elected position. In developing their recommendations, the members of the board expressed concern that if the salaries of Lane County's elected officials do not keep up with current market trends, the number of qualified candidates for public office will decrease.

III. DISCUSSION

A. Background

Over the past several years Lane County has seen revenues from timber receipts continue to decline, and as a result the Budget Committee and Board of Commissioners were hesitant to raise the salaries of elected officials. In May, 2000 as part of the annual County budget process, the Elected Officials Compensation Board forwarded a recommendation to the Budget Committee that salaries for all the elected officials be increased. The Budget Committee approved only that portion of the recommendation that applied to the Justices of the Peace. No base salary adjustments, other than cost of living adjustments tied to whatever would be negotiated for AFSCME, were approved for the Commissioners, the Tax Assessor or the Sheriff or the District Attorney.

Since then, passage of the federal legislation that provides funding in lieu of timber receipts for the next six years has put the County's finances in a more stable position, and the Compensation Board was reconvened to again review salary levels of our elected officials.

B. Analysis

Cheryl McCawley, Lead Personnel Analyst, explained Human Resources' elected officials comparative salary survey, which included 8 counties, including Lane County. Ms. McCawley provided information on the current and future salaries for Lane County elected officials, which included the July 1, 2001 and July 1, 2002 cost of living adjustment (COLA) increases. Salary ranges for other Lane County department directors as of 7/1/01 were also given. Most incumbents are at the top of the range.

1. **Sheriff:** Chief Deputy Captain John Clague provided the group with a dollar amount analysis of the compensation survey done by Human Resources. He compared Lane County with Washington, Clackamas & Marion counties, because those counties are the ones used in contract arbitration. Captain Clague added his own salary to the chart, showing that over the past two years he has grossed more than the Sheriff. Part of the reason is that Captain Clague has time management, 80 hours of which he can sell each year. Like the other elected officials in Lane County, the Sheriff does not receive time management.

When compared to the total compensation of the Sheriffs in the other three counties, plus Lane County's Chief Deputy and the Eugene Police Chief, Lane County Sheriff's is lowest. The average mean salary is \$101,000 per year, with adjustments, versus \$85,680 for Lane County's Sheriff. The board's discussion focused on what point the compensation would be relative to the staff of the Sheriff and to the other comparable counties and find the place where it makes sense.

A discussion took place on this. Based on comparison with the Chief Deputy, other department directors' salaries, the Eugene Police Chief, and other comparative counties, a \$96,000 base as of July 1, 2001 was recommended. COLA increases would be added to this figure.

2. **Assessor:** The Compensation Board then discussed the assessor's salary and how to bring it to an appropriate level in comparison with other department directors' salaries. A suggestion was made that because the Assessor does not get time management, the position should be at least the same level as the Information Services Director. The Assessor's current salary is about \$5,000 behind, without factoring in time management.

The decision was made to recommend a \$90,000 base as of July 1, 2001, which will move the Assessor to the top end of department directors' salaries, and take into consideration the time management issue. COLA increases would be added to this figure.

3. **County Commissioners:** The Compensation Board reviewed the Commissioners' salaries in comparison with those of other counties, and agreed that Lane County's Board of Commissioner salaries are well below average. Like most other elected officials around the state, our county commissioners do not receive time management or vacation/sick leave benefits, but unlike most other jurisdictions, Lane County does not pay the employee portion of the PERS contribution.

Another issue that was considered as part of the salary recommendation is that our charter only allows for changes in the commissioners' compensation package to be implemented the January following a general election, or in this case, January 1, 2003.

Two different databases were used to determine where the commissioners' pay rate ranked within the employee population. (Please see attachments B and C.) When the comparison is based on the salary range of each classification, the results are as follows:

- 27 classifications have a beginning step higher than the Commissioner's current salary, there are 70 employees in these classifications;
- 126 classifications have a top step which is higher than the Commissioner's current salary, there are 295 employees in these classifications.
- 3 classifications will have a beginning step higher than the Commissioner's proposed salary, there are 6 employees in these classifications;
- 44 classifications will have a top step higher than the Commissioner's proposed salary, there are 98 employees total in these classifications.

Based on the comparables, staff support and overall level of responsibilities, the Compensation Board agreed to recommend a base salary of \$67,000 for the Lane County commissioners as of January 1, 2003.

4. **Justice of the Peace:** At \$45,032, Lane County is 10% higher than the average of the comparable counties, so the Board elected to recommend no change to the Justice of the Peace salary level.
5. **District Attorney:** The current total salary for the District Attorney (state salary plus County stipend) is 1.7% below the average for all Oregon counties. The Board decided to make no recommendations for changing the District Attorney's salary.

C. Alternatives/Options

1. Approve the Elected Officials Compensation Board's recommendations.
2. Do not approve the Elected Officials Compensation Board's recommendations.
3. Request that the Elected Officials Compensation Board reconvene and provide more options.

D. Recommendation

Approve Option 1.

IV. IMPLEMENTATION/FOLLOW-UP

Following Budget Committee action, this item will be presented to the Board of County Commissioners for review and action.

V. ATTACHMENTS

- Attachment A: Minutes of the Elected Officials Compensation Board Meeting
- Attachment B: Commissioners Salary Comparison - Current
- Attachment C: Commissioners Salary Comparison - Proposed
- Attachment D: Elected Officials Compensation Board Order
- Attachment E: Assessor Compensation Survey
- Attachment F: Commissioners Compensation Survey
- Attachment G: District Attorney Compensation Survey
- Attachment H: Justice of the Peace Compensation Survey
- Attachment I: Sheriff Compensation Survey

LANE COUNTY
BUDGET COMMITTEE MEETING

Monday, August 6, 2001

11:30-1:00 p.m.

(Commissioners' Conference Room)

PRESENT: Marie Bell, Verna Brown, David Crowell, Bill Dwyer, Mary Ann Holser, Angel Jones, Anna Morrison, Peter Sorenson and Cindy Weeldreyer. Bobby Green, excused. Also present were Bill Van Vactor, County Administrator, Teresa Wilson, County Counsel and Zoe Gilstrap, Recording Secretary.

I. CALL TO ORDER

Chair Marie Bell opened the meeting.

II. ELECTED OFFICIALS COMPENSATION BOARD RECOMMENDATIONS

Greta Utecht, Human Resources Manager, introduced Lauren Chouinard, who served as chair on the Elected Officials Compensation Board. Utecht reviewed the packet material (see material on file). She outlined the following attachments: Attachment A is the minutes to the Elected Officials Compensation Board's meeting that took place in April. Attachment B is a table of where the commissioners' salary is compared both at the low and top of the range with all of the other positions in Lane County. Attachment C is commissioners' salary comparison proposed, noting that the recommendation for the commissioners' salary is that the base salary go to \$67,000 effective January 1, 2003. Attachment D is the Board Order that was signed by members of the Elected Officials Compensation Board. Attachment E is the information used in determining the recommendation for the Assessor salary. Utecht added that this information was collected in April and, subsequently, there have been adjustments resulting in a discrepancy between current salary and what is in this attachment. She explained that as of today the Commissioner salary is \$53,414 and the Assessor salary is \$86,247. Attachment G is for the District Attorney, which is the amount that the County pays towards this salary with the bulk of the salary coming from the State. Utecht noted Attachment H is for the Justice of the Peace, Attachment I is the Sheriff's salary and the last attachment is a table that compares tax rate and assessed value information for all the counties in Oregon per Verna Brown's request.

Bell and Brown expressed concern that this issue was not discussed during the Budget Committee meetings. Utecht responded that labor negotiations were still taking place. Bell stated that salaries should be considered with the non-profits and not given special treatment. Dwyer explained that the Board had nothing to do with the scheduling of this meeting and had no knowledge of a meeting being set until after the fact. He agreed there should be more effort in the next budget season if there is going to be this kind of action. Van Vactor noted the Budget Committee needs to act as a requirement of the Charter before the general election. Wilson added that any change in compensation of the Board of County Commissioners cannot take place unless it is approved before the

general election before the change takes effect. Bell asked that it be noted that if they make a recommendation today, that the recommendation is for the next budget cycle when it will be open for public comment and doesn't impact the current budget.

Wilson explained the Lane Manual provision requires that the Elected Officials Compensation Board meet once a year and make its recommendation to the Budget Committee who then makes a recommendation to the Board of Commissioners. She said that unless there is some reason the recommendation would cause an exceeding of 10% of a particular fund, reviewing the work of the Elected Officials Compensation Board and making a recommendation to the Board is simply an additional duty of the Budget Committee. Wilson noted that Commissioners would not receive retroactivity. She explained that retroactivity, if it should occur, would pertain to the other elected officials.

Lauren Chouinard explained how they approached this task. He said they looked at market comparisons, noting that they used eight market comparisons. He said when looking at market comparisons, there needs to be some on the low end and some on the high end to create an array to then average together. Brown noted that tax rates, assessed values, number of commissioners, etc. were not included. She said they ask for this every year. Chouinard said not to just look at market comparisons but also look at internal comparisons such as compaction, whether or not you have the person's assistant bumping up against them in pay where there should be some spread in salary. He explained that some counties including Lane County take 6% out of paycheck for employee pickup for PERS. Chouinard further explained that when you add all the salaries and divide them by the eight, they then look at how much of a percentage above or below averages Lane County fell. He stated that when they look at things like deferred compensation, they factor in whether or not counties picked up anything. Chouinard said that for instance, the Clackamas assessor salary is \$71,808 but when you factor in that the county paid 6.27% deferred compensation, that actual base salary jumped to \$76,311. He added that deferred compensation in Marion County pays 7.5% on top of the salary as well as a 9.6% factor that could be cashed out for time management which makes the Marion County salary jump to \$70,337 from \$63,900. Chouinard said Washington and Lane counties don't pay the 6%, thereby the actual base salaries drop.

Brown asked how the committee got up to \$90,000 as a recommendation for the County Assessor. Chouinard said they looked at market and internal comparisons with other department heads at Lane County. He said the top salary for a department head at Lane County is \$91,374, stating that the assessor runs a critical department while being that far out of step with the other directors. Van Vactor said the two elected officials are also department heads and are delegated authority as a normal department head. He said they are the appointing authority, responsible for all hiring and operation of the department with tremendous responsibility, serve on the Management Team and work alongside of other department managers. Van Vactor stated that internal equity is a key issue to consider. Chouinard stated that if the Budget Committee agrees with the recommendation, the Assessor would rank as third on the list of eight. Utecht added that it also would be midway between directors of larger departments and directors of smaller departments.

Chouinard next discussed the sheriff's salary proposal. He said internal compaction issues play a role, explaining that the state statute says the sheriff should not make less than any of the people whom he supervises. Wilson said the question has risen of whether or not it applies to a home rule county. She stated that a number of adopted statutes definitely apply to non-home rule counties but that this is arguably one that does not apply to a home rule county because compensation would be within home rule authority. Wilson cautioned, however, that this is an untested issue. Van Vactor said the Lane Manual states the sheriff's salary shall fix in an amount that is not less for any member of the department of public safety. Clague noted that any of the captains' salaries could create this because of the ability to sell time management back. Wilson noted that TM is like an additional compensation. Wilson explained that the Lane Manual provision is part of the description of the duties of the Elected Officials Compensation Board. Wilson said the provision was structured to pick up the similar concept as to what was going on in the non-home rule counties but it does not impose an obligation on the Budget Committee or the Board. Chouinard gave the adjusted numbers to include deferred compensation amounts for Sheriff: Clackamas \$104,136; Marion, \$89,767; Washington, \$97,459; and Lane (with the increase they are talking about giving and backing out the compensation), \$90,240, ranking it fourth of the eight.

Chouinard next discussed the County Commissioners and said that once again they used market and internal comparison. He said the Board is responsible for running the county and also took into account that this would not go into effect until 2003. He gave the adjusted numbers to include deferred compensation: Clackamas; \$70,827; Marion, \$66,216; Washington, \$64,505; and Lane \$62,980 (with adjustment for PERS), ranking Lane fifth in a group of eight.

Bell said the Budget Committee will need to know a total cost and where they are going to get the money. Sorenson again suggested that because this year's budget has already passed, there should be no retroactively to July 1, 2001 but could be retroactive to July 1, 2002 since that budget has not yet been determined. Utecht said the budget impact for 2001 for the Assessor salary and the Sheriff salary would be a total of \$11,289 and the impact of the raise in Commissioner salary in 2003 would be a total of \$67,930. Van Vactor explained that the Commissioner salary increase would be picked up by indirect, other special funds in the organization and the general fund. He said the assessor and the sheriff are predominately general fund departments, therefore, the increase would come out of the general fund. He said that in the scope of a \$400 million operation, the \$11,280 decision is relatively minor. Bell expressed concern about reducing department funds through indirect to increase commissioners salaries. She said she can ask a department to stay where they are but to ask them to take a decrease in their department fund to increase the salary of the commissioners would be difficult. Bell stated that she would like to find other money. Holster would rather see money budgeted for the Commissioners rather than take it from the indirect. Van Vactor said these increases are within the financial capability for this organization to absorb.

Brown distributed material showing the average compensation of the eight counties' elected officials to govern (see material on file). She explained that she took the total of the 25 governing commissioners governing, averaged it, and came up with \$55,393. She said this is not compared to everyone else's salary or any adjustments for compensation, just what the cost is to govern. Dwyer said they have the Elected Officials Compensation Board because there are so many variables to consider. Brown said she just wanted to introduce the thought that there is another way to look at this. Holser said when trying to find a way to pay for things the tax rate is a big issue.

Crowell stated that the issue is not whether Lane County has the money but whether this is a priority for the money. Bell said there still needs to be discussion to make this work and asked if they should meet again. Brown said she would be willing to meet again if needed. Weeldreyer said she believes all the elected officials should have an increase but the salary recommendation made by the Elected Officials Compensation Board, particularly for the Board of Commissioners, is too big politically. She said she is not ready to approve the board order as it is today. Chouinard advised them to make a decision and not put it off to another meeting because after going around and around again, they will be even more confused. He recommended making the decision on the assessor and sheriff first and then decide how much to pay the commissioners but to make those decisions today. Weeldreyer wants to see more data on assessed value and tax rates. Brown wants to defer the Commissioner salary until next year's budget because it's not going to take effect until 2003 anyway. Bell said it would be fair to use percentages with the Sheriff receiving the same increase as his department, at least for a base. Dwyer stated that he is willing to agree to raise the salaries for the assessor and sheriff and defer the decision on the Commissioner salary until the next budget season.

MOTION: To defer the Board of County Commissioner salary proposal to the next budget committee cycle.

Dwyer MOVED, Morrison SECONDED. Sorenson said Lane County has set up a process by which a group does analysis and makes a recommendation and the Board and Budget Committee has ignored this recommendation every year that he has been a commissioner. Bell said it will never set well for her to listen to department needs or non-profits and turn away requests for \$10,000 or \$25,000 and then come back two months later and give the commissioners a raise. Crowell said they need to look at what's good for the organization. He stated that this organization is led by five commissioners and Lane County needs to have quality people in those five chairs. Crowell said that during the budget process, a commissioner add package competing with non-profits or nurses will never win. He stressed that the recommendation is appropriate and pushing this off six months is irresponsible. Crowell urged them to make a decision.

VOTE: 5-4, Motion Fails. (Six is needed to take action.)

MOTION: To accept the recommendation of the Elected Officials Compensation Board as it pertains to the County Commissioners. Crowell MOVED, Jones SECONDED. Morrison asked if the \$67,000 dollar figure is locked into the next budget cycle. Wilson

said the recommendation next goes to the Board who then has authority to lower it as does the Budget Committee next May. Bell noted that this could also be added back during the next budget cycle. Chouinard added that even at \$67,000, they would be only be fifth of eight; they are not being paid on the high scale.

VOTE: 4-4, Motion Fails. (Dwyer did not vote, needs six.) Van Vactor said this can't go to the Board without an affirmative recommendation from the Budget Committee as the statute is written.

Dwyer said they should set another meeting when Green is here. Weeldreyer concurred.

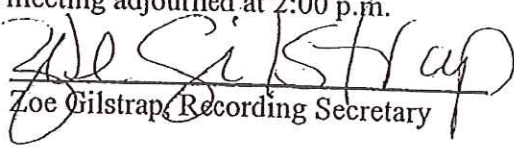
MOTION: Defer recommendation of the Elected Officials Compensation Board in its entirety to a meeting before the end of this calendar year.

Sorenson MOVED, Dwyer SECONDED. Holser wants the tax rate, income of county, per capita income, population and number of commissioners to be included in the comparisons. Van Vactor said that would have to be a decision of the Budget Committee. John Clague said that two years ago the committee cut the recommendation for the sheriff, noting that the Sheriff has the second highest budget in state and second highest number of employees. He stressed this should not get lost in process in the political discussion over commissioners.

VOTE: 7-2, Motion Passes.

III. ADJOURN

There being no further business, this meeting adjourned at 2:00 p.m.


Zoe Gilstrap, Recording Secretary

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

ORDER 2001-12-12-) **IN THE MATTER OF ADJUSTING**
) **THE SALARIES OF ELECTED**
) **OFFICIALS**

WHEREAS, the Lane County Elected Officials Compensation Board was duly convened and met on April 25, 2001 and after due consideration, made a recommendation to the Board of County Commissioners; and

WHEREAS, the Lane County Budget Committee has made a recommendation to the Board; now, therefore

IT IS HEREBY RESOLVED AND ORDERED that salary increases be approved for elected officials as follows:

The Board of County Commissioners' base salary be increased to \$67,000, effective January 1, 2003. This includes the COLA granted to AFSCME employees in 2001 and 2002, as per Board Order 00-05-31-11;

The Sheriff's base salary be increased to \$96,000, effective July 1, 2001. Plus the addition of the COLA granted to AFSCME employees in 2001 and 2002, as per Board Order 00-05-31-11. This will result in an annual salary of \$99,120 as of this date.

The Assessor's base salary be increased to \$90,000, effective July 1, 2001, plus the addition of the COLA granted to AFSCME employees in 2001 and 2002, as per Board Order 00-05-31-11. This will result in an annual salary of \$92,925 as of this date.

Dated this _____ day of _____, 2001.

Chair, Board of County Commissioners

IN THE MATTER OF ADJUSTING THE SALARIES OF ELECTED OFFICIALS