



Yousef Awwad, CPA, CGMA, PMP, MBA
CEO, CFO

PORTLAND PUBLIC SCHOOLS
501 N. Dixon, Portland, OR 97227
Phone: (503) 916-3218 • Fax: (503) 916-2123

July 22, 2016

Dear Talbot, Korvola and Warwick,

Thank you for your work on Phase 2 of the Administrative Compensation Audit. Superintendent Smith management response to the draft compensation audit that is attached to this Management Response.

As part of the Process Effectiveness review, Talbot, Korvola, and Warwick (TKW) has identified three areas with specific recommendations:

Recommendation #1

Portland Public Schools should:

- *Determine its Compensation Philosophy and once formally approved, communicate and implement it.*
- *Continue to regularly assess the classification and compensation process to ensure alignment with its stated compensation philosophy.*

We support this recommendation. As noted within the report, District staff has shared the model components of a well thought out Compensation Plan with TKW, including the element defined as "Discuss and Determine an Organizational Compensation Philosophy"¹. Our Chief Human Resources Officer will be presenting the Board with a detailed report explaining this and other classification and compensation concepts, including how the Board can move forward to adopt a sound compensation philosophy.

Recommendation #2

The District should:

- *Complete a formal District-wide classification and compensation study.*
- *Establish appropriate future intervals for the review of its entire compensation structure.*

We support this recommendation, as well. As also noted on page 20 of the TKW report, Human Resources staff has been and continues to work through completion of a three-phase classification and compensation study for all employees not covered under a collective bargaining agreement.

Recommendation #3

Lacking sufficient comparable data, Portland Public Schools should ensure sufficient resources to procure independent third-party compensation data to be used in the review of its compensation structure.

Our position on this recommendation is neutral. As noted by TKW², their own attempts to gather compensation data as an independent third party resulted in little success in obtaining the desired salary and benefits information necessary to draw any meaningful conclusions regarding the District's overall compensation plan. Our experience has found, through the building of collegial relationships and the sharing of findings with participating agencies, District staff has been more successful in this area. In order to conduct the types of detailed surveys required to prepare actual salary recommendations, extensive and additional financial resources will need to be allocated by the Board to the Human Resources Department to fund external contractors to perform work that is currently performed in-house.

Thank you again for your review of this information. We look forward to working with the Board of Education on next steps.


Yousef Awwad, CPA
CEO, CFO

¹ TKW Portland Public Schools Administrative Compensation Review Phase 2, July 2016, page 22

² TKW Portland Public Schools Administrative Compensation Review Phase 2, July 2016, pages 9,11



Board of Education Informational Report

MEMORANDUM

Date: July 29, 2016
To: Members of the Board of Education
From: Yousef Awwad, Acting Chief Executive Officer
Subject: Compensation Resolution

On July 28, 2015, the Board of Education passed a resolution calling for an audit of administrative compensation. The resolution included a “freeze” to any market adjustments. Talbot, Korvola, and Warwick completed two phases of this compensation audit and presented them to the Audit Committee in February and July 2016.

At its next meeting, the Audit Committee will be discussing the management response to phase 2 of the compensation audit. The Business and Operations Committee is reviewing the compensation philosophy of the District and will be forwarding those recommendations to the full Board.

Until that compensation philosophy and new salary schedule are adopted, staff is bringing forward the attached resolution that allows the Chief Human Resources Officer to make certain salary adjustments with the approval of the Superintendent. Below are the proposed allowable salary adjustments:

- 1) To counter an offer for an employee who is being recruited by another organization.
- 2) To adjust incorrect salary placements at the time of hire. *There are employees who were placed on the salary schedule when they were hired who have been able to provide additional information/documentation that would increase their compensation and placement (e.g. more information on work history or education).*
- 3) To equalize salaries of existing employees with placement of new employees' salaries in the same classification based on market. *There are situations where a new employee was recruited into the District at a higher salary than current employees, often with more experience, based on market.*
- 4) To address promotional opportunities to align with compensation based on market. *When current employees apply for new jobs/promotions, current practice is that they must be placed on the salary schedule at a level that is close to but not less than 5%. This adjustment is often below market for the new job/promotion.*

If you have any questions about this resolution, please let me know.



**Portland Public Schools
Administrative Compensation Review**

Phase 2

June 2016

Draft



4800 Meadows Rd., Ste. 200
Lake Oswego, OR 97035

P 503.274.2849
F 503.274.2843

www.tkw.com



Talbot, Korvola &
Warwick, LLP

4800 Meadows Road, Suite 200
Lake Oswego, OR 97035

P503.274.2849
F503.274.2853

www.tkw.com

June 2016

Portland Public Schools
Audit Committee
501 North Dixon Street
Portland, OR 97227

We have completed Phase 2 of the Administrative Compensation Review as requested by the Portland Public Schools' Board of Education. This report contains extensive information that will provide the Board with a better understanding of the current approach used by the District to establish compensation, where selected District personnel compare to other school districts and municipalities, the percent of budgeted dollars spent on central office functions, and the number of added or lost administrative staff in the past seven years.

We wish to express our appreciation to Portland Public School personnel we spoke with for their cooperation and assistance during this review.

Sincerely,

Talbot, Korvola & Warwick, LLP



**Portland Public Schools
Administrative Compensation Review – Phase 2
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Report Summary

This review was conducted in response to Board Resolution 5126 and is the second of two assessments. In October 2015, a decision was made to separate the objectives of the Board Resolution into two phases. The first phase was designed to focus on identifying the number of new central office administrative positions and reviewing and reporting on the employment documentation that was created. The results of that review were provided to the Audit Committee in February 2016.

The Portland Public Schools (PPS or District) Audit Committee defined Phase 2 as an opportunity to determine whether reasonable practices were used to establish employee compensation and specifically, to determine:

1. Where PPS ranks in terms of central office, non-represented position salaries and compensation versus comparable school districts, including those in Oregon.

Results of this objective were intended to provide the District with a better understanding of where its employees trend with peers in other districts and municipalities. It was not intended to be a classification and compensation study and not intended to be used to set employee salaries.

2. The percent of total budget spent on administration.
3. The effectiveness of the current processes and procedures for setting compensation for PPS employees, including appropriate Board oversight.
4. A review of central office positions added or lost, looking back seven years.

The following briefly summarizes the results of each objective:

Comparables Analysis

Sufficient salary information was obtained for 37 positions. This information indicated that salaries currently being paid by PPS for 27 of those positions in Oregon and 31 nationally, were below the median of the adjusted maximum of salary ranges. In Oregon, the District is paying above the median for two positions and nationally above the median for three positions¹. Salaries for comparable organizations were adjusted for cost of living and, because many Oregon districts and municipalities choose to pay their employees' required 6% pension contributions ("PERS pickup"), these salaries were adjusted by 6%.

¹ Some positions had insufficient information to determine where PPS salaries compared.





With respect to benefits, we were unable to gather sufficient data to include retirement contribution, health insurance, mileage expense, bonuses and other peripheral benefits into this analysis.

Administration as a Percent of Total Budget

Using the National Center for Education Statistics² *Peer Finance Tool*, budget information for each comparable district was obtained to include percentage of expenditures for:

- | | |
|------------------------------|---|
| 1. Administration | 5. Construction |
| 2. Instruction | 6. Non-Elementary/Non-Secondary Education |
| 3. Student and Staff Support | 7. Operations |
| 4. Total Capital Outlay | 8. Interest on Debt |

These statistics are intended to compare the financial and demographic characteristics of a single school district with a set of its peers. However, there are several limitations on the meaningfulness of the data. Although data is obtained by the NCES from state education departments, it is presented on a per student basis and is difficult to determine the method used to calculate the data. It is unknown as to what funds are included in each category and, while specific definitions for what is included in each category, there is considerable room for interpretation by districts.

Information obtained from the sample of 18 comparable districts for 2012-2013 (the most recent information available) indicated that PPS ranked:

Among the top third of its peers for:

- Interest on Debt (3)
- Administration (4)
- Student and Staff Support (6)

Among the middle third for:

- Non-elementary, Non-secondary Education (9)
- Instruction (10)
- Construction (10)

Among the bottom third for:

- Capital Outlay (12)
- Operations (15)

² The primary federal entity for collecting and analyzing data related to education in the U.S. and other nations. NCES is located within the U.S. Department of Education and the Institute of Education Sciences.





Effectiveness of Current Processes and Procedures for Compensation Setting

Prior to 2013, the District’s process for compensation setting did not follow industry best practices. No comprehensive job analysis was known to have occurred for non-represented employees. Job descriptions were used primarily as templates for recruiting purposes and those individual departments hiring personnel determined job titles and duties as they believed aligned to the existing salary schedule. In the past two years, the Human Resources Department has attempted to address these issues by creating a Classification & Compensation Division to focus on implementing additional structure and analysis.

Specific processes and procedures currently in place or proposed are in line with industry best practices. However, to effectively ensure that the District is consistent and transparent about its compensation practices, a specific compensation philosophy needs to be developed. A well-designed philosophy supports the District’s initiatives, goals, competitive outlook, operating objectives, and compensation and total reward strategies. Additionally, the District should continue its formal classification and compensation study to gain insight and provide recommendations to meet the District’s compensation philosophy. It also should establish appropriate intervals for the review of its compensation structure and should develop agreed-upon time frames to ensure its framework adheres to its philosophy. Finally, multiple sources of information should be used to benchmark compensation data. If data is not easily accessible for a specific position, industry or region, an independent third party should be used to collect and summarize the data.

Central Office Positions Added or Lost Looking Back Seven Years

In 2009, the District had 384 full-time central office positions. Although a number of positions were added and lost since that time, as of 2015, the District continues with 384 FTE.

Because 84 unique department names were identified for the non-represented or licensed administrator staff reporting to the BESC over the specified timeframe, departments were grouped into the following categories:

- Equity and Partnerships
- Facilities
- Office of School Modernization
- Accounting and Finance
- Executive
- Education Support
 - Curriculum
 - Education Services
 - Programs
- Athletics
- Policy and Measurement
- Communications
- Human Resources (HR)
- Information Technology (IT)
- Business Operations





Over the past seven years, the three department groups with the greatest increase in employee count are:

1. Equity and Partnerships
2. Facilities
3. Office of School Modernization

The three department groups with the greatest decrease in employee count are:

1. Education Support
2. Business Operations
3. Information Technology

Although a number of conclusions can be derived from the above information, three primary observations were apparent. First, it appears that the District has addressed a number of issues impacting its ability to effectively determine compensation for the central office personnel. Prior to 2013, processes and procedures were not effective in the development of an appropriate classification and compensation system. The District has taken steps to manage these issues and have, to date, implemented best practices.

Secondly, information obtained from other districts and municipalities indicates that most of the selected positions (33/38) are currently paid below the adjusted median of like organizations.

Finally, it is difficult to draw any meaningful conclusions from information obtained comparing PPS with other districts regarding administration as a percent of total budget as they relate to central office administration comparisons. Although the District ranks in the top third of its peer group in the percent of budget spent on administration, PPS includes some school-based staff such as principals and vice principals in its expenditures while other districts do not. Additionally, some central office staff at PPS, such as information technology and athletics, are included in the administration percentages while other districts consider and report these as school-based positions.





Overview/Objectives

In July 2015, the PPS Board of Education approved Resolution 5126 directing the District’s auditor to review processes related to administrative compensation. Specifically, the resolution identified the following topics:

- The number of new central office administrative positions at PPS since July 1, 2013 with salaries over \$70,000 and those positions that had an increase of more than 3%.
- For any salary increase of more than 3%, review and report on the employment documentation that was created prior to the positions being added or raises being granted, including market comparisons, performance evaluations, job descriptions, authorization for all new positions, and communications to employees.
- Where PPS ranks in terms of central office, non-represented position salaries and compensation versus comparable school districts, including those in Oregon, as agreed upon with the Audit Committee.
- The ratio of central office administrators per student compared to comparable school districts, including those in Oregon. The effectiveness of the current processes and procedures in setting compensation for PPS employees, including appropriate Board oversight.
- A review of central office positions added or lost looking back seven years.

Through discussions with the Audit Committee in October 2015, a decision was made to separate the review into two phases. The first phase was designed to focus on:

- Identifying the number of new central office administrative positions, and
- Reviewing and reporting on the employment documentation that was created.

The results of Phase 1 were provided to the Audit Committee in February 2016.

At the March and April 2016 Audit Committee meetings, discussion occurred as to the specific objectives of Phase 2. The Audit Committee defined the review as an opportunity to determine whether reasonable practices were used to establish employee compensation and specifically, to determine:

1. Where PPS ranks in terms of central office, non-represented position salaries and compensation versus comparable school districts, including those in Oregon.

Two Oregon districts and 16 other districts around the nation were recommended, discussed, and agreed to by the Audit Committee as representative comparisons. In addition, nine Oregon municipalities were selected to provide comparative information for non-academic positions. Information obtained from other districts and municipalities was intended to provide the District with a better understanding of where





its employees trend with their peers. Our review was not envisioned to be a classification and compensation study and is not anticipated to be used to actually set employee salaries.

2. The ratio of central office administrators per student compared to comparable school districts, including those in Oregon.

Instead of looking at the ratio of central office administrators to the number of students, it was decided and agreed upon by the Audit Committee that the percent of total budget spent on administration would be a more beneficial measure. This is a common measurement that most school districts report.

3. The effectiveness of the current processes and procedures in setting compensation for PPS employees, including appropriate Board oversight.

A comparison of processes and procedures to industry best practices was conducted.

4. A review of central office positions added or lost looking back seven years.

The remainder of this report details the approach, findings, and recommendations based on the review of each objective.





1. Central Office Compensation Comparison

Objective: Determine where PPS ranks in terms of central office, non-represented position salaries and compensation versus comparable school districts, including those in Oregon.

A compensation analysis across benchmark agencies (locally and nationally) was conducted to better understand where selected PPS central office administrative and professional employees are compensated in relation to their peers. This analysis differs from a compensation study, where specific salary ranges, compensation philosophy for market competitiveness, and actual salary placement recommendations are derived from the findings. It is intended only to provide District personnel with a better comprehension of how salaries for specific PPS positions equate with others.

Approach and Methodology

1. Identifying Comparables

The Committee determined that comparable school districts would be identified for academic and support services positions (e.g.: finance, human resources, information technology, etc.) comparisons. Additionally, other local area municipalities would be used for support positions.

Two comparable districts were identified within Oregon for purposes of our analysis. The Audit Committee established the following criteria to determine comparable districts:

- Urban School District
- Enrollment 30-60,000
- Pre-K – 12
- Special Needs
- English-Language Learner (ELL)
- Diversity - 40% or greater

Using this criteria, the following districts were identified:

Oregon

District	Enrollment (2015/16)	Employees	Numberof Schools
Portland	48,383	7,678	78 (1)
Beaverton	40,568	4,510	51
Salem-Keizer	41,100	4,584	64 (2)

(1) Does not include 8 charter schools

(2) Does not include 4 charter schools





National

District	Enrollment (1)	Number of Schools (1)	% Minority (2)	% ELL (2)
Santa Ana, CA	57,250	60	96.00%	60.00%
Boston, MA	55,027	135	86.00%	29.00%
Capistrano, CA	53,170	64	39.80%	10.30%
Columbus, OH	50,488	119	67.90%	11.50%
Omaha, NE	50,340	101	70.90%	35.70%
Atlanta, GA	50,009	112	84.90%	3.30%
Wichita, KS	49,389	91	66.00%	20.44%
Seattle, WA	49,269	105	54.40%	12.80%
Anchorage, AK	48,765	97	56.00%	11.90%
Oakland, CA	46,377	137	88.20%	30.60%
Portland Public Schools	45,299	78	44.10%	7.30%
Oklahoma City, OK	43,212	93	83.00%	31.60%
Baton Rouge, LA	42,854	85	51.10%	3.20%
St. Paul, MN	38,310	107	78.50%	34.00%
Minneapolis, MN	35,046	92	66.30%	22.00%
Norfolk, VA	33,461	53	67.10%	1.90%
Indianapolis, IN	31,999	71	79.60%	12.60%

(1) Enrollment and Number of Schools data obtained from the National Center for Education Statistics - Elementary/Secondary Information System (EISI) 2012-13 School Year.

(2) Data obtained from district websites

Municipalities

To identify and compare current salary ranges for like positions, the Audit Committee selected the following local municipalities:

- City of Portland
- Port of Portland
- Clackamas County
- Multnomah County
- Washington County
- Tri-Met
- Metro
- Portland Community College (PCC)
- Mt. Hood Community College (MHCC)

2. Identifying Positions

Based on Audit Committee agreement, the 48 positions identified in Phase 1 (new central office administrative positions since July 1, 2013 with salaries over \$70,000 and any increase of more than 3%) were used for comparison:

Common Positions to School Districts and Other Municipalities

- Legal Counsel
- Human Resources
- Communications and Public Affairs
- Financial Services
- Information Services





- Operations
 - Facilities and Asset Management
 - Security Services
 - Mailroom
 - Warehouse
- Capital Improvement (includes PPS School Modernization)
- Equity and Diversity

School District Only Positions: (All identified school district comparables)

- Early Learners, School, and Student Support
- Teaching and Learning
- School Performance
- Nutrition Services
- Student Transportation
- Enrollment and Transfer

3. *Obtaining Position and Salary Information*

Information was received from selected districts and municipalities through direct contact and website searches. Using PPS job descriptions as a benchmark, individual positions were “matched” based on where the position fit within its organization’s reporting structure (hierarchy) and a comparison of specific roles and responsibilities and applicable knowledge, skills, abilities, education, special certifications, etc., obtained from job descriptions.

Compensation was obtained for the 2015/16 year. Any other additional monetary benefits (health care, bonuses, reimbursements, etc.) were identified (if available from comparable districts) but not included as a component of compensation.

Information was difficult to collect as many districts did not respond to requests or did not report applicable data on their websites (Anchorage, Boston, Oakland, Oklahoma City, Omaha, St. Paul, Wichita). Other districts provided compensation information but did not specifically identify salary ranges. In some instances, no comparable positions existed within other organizations.

4. *Adjusting for PERS (Oregon)*

Many Oregon districts and municipalities choose to pay their employees’ required 6% pension contributions (the “PERS pickup”). Because PPS does not, applicable district and municipality salaries were adjusted by 6%.





5. *Applying Cost-of-Living Indices (COLI) to Salaries*

The Cost-of-Living Index is a price index that measures differences in the price of goods and services in various geographical regions. It measures changes over time in the amount that is required to maintain a certain standard of living.

Using recommended resources identified by the U.S. Department of State, three cost-of-living indices³ were obtained. The average of the three was used in our analysis.

6. *Sorting Information Obtained*

Information obtained from school districts and municipalities was sorted into two groups - Oregon and national – to provide a better perspective of how selected PPS salaries relate to each.

The median of each group (local and national) was identified to provide a basis of comparison. Use of the median (midpoint) is common for compensation comparison as it is less affected by outliers (low and high).

7. *Identifying Where PPS Salaries Fall Within Information Obtained*

Actual 2015/16 salaries for PPS employees were identified in relation to the adjusted maximum of salaries obtained from comparable organizations.

Results

Information obtained from comparable school districts as well as Oregon municipalities, indicated that selected PPS positions are generally being paid below the median⁴ in both Oregon and nationally. As the following illustration displays, salaries for 27 positions in Oregon (of 30 with available information) and 31 nationally (of 36 with available information) were below the median:

³ Salary.com
CNN Money (derived from Council for Community and Economic Research)
Bankrate.com

⁴ Adjusted for COL and PERS (Oregon)





Position	Organizations Reporting Comparable Positions		Below Median		Above Median	
	Oregon	National	Oregon	National	Oregon	National
1 Deputy General Counsel	7	2	x	x		
2 Deputy CFO	9	4	x	x		
3 Chief of Staff	2	3		x	x	
4 Chief of Communications and Public Affairs	8	8	x	x		
5 Sr Director - SPED	2	7	x	x		
6 Sr Director - Columbia Regional Program	2	7	x	x		
7 Senior Director - Facilities & Asset Management	8	9	x	x		
8 Sr Director-Dual Lang Programs	2	3	x	x		
9 Sr Director-ESL	2	6	x	x		
10 Sr Director - Funded Programs	*	6	*	x		*
11 Sr Director - Instruction Curriculum Assessment	2	5	x	x		
12 Sr Director - Office of Equity and Partnerships	6	2	x	x		
13 Sr Director - Accounting and Payroll Services	Position Eliminated					
14 Sr Director - Sys Plan & Perform	2	7	x	x		
15 Sr Director - Employee and Labor Relations	8	4	x	x		
16 Sr Manager - Labor Relations	6	3	x	x		
17 Sr Director - Schools	2	6	x	x		
18 Sr Director - Nutrition Services	*	8	*	x		*
19 Assistant Director - Nutrition Services	0	3	No Info	x	No Info	
20 Prog Dir - Early Response Syst	0	*	No Info	*	No Info	*
21 Sr Director - Transportation Services	2	6	x	x		
22 Director - Enrollment and Transfer	0	3	No Info	x	No Info	
23 Director-Student Services	2	6	x	x		
24 Director-Benefits	9	2	x	x		
25 Asst Director-ESL	0	*	No Info	*	No Info	*
26 Asst Director-Dual Lang Prog	2	*	x	*		*
27 Sr Manager - MIS	11	6	x	x		
28 Program Dir - Technical Operations	6	7	x	x		
29 Director - Capital Projects	7	4	x	x		
30 Network Administrator - Senior	11	5	**	**		
31 Sr Manager - Health & Safety	6	2	x	x		
32 Supervisor-Network Admin	8	5	x	x		
33 Senior Analyst - Evaluation	*	5	*	x		*
34 Project Manager III - Bond	0	2	No Info	**	No Info	**
35 Program Director - Multiple Pathways	No Info					
36 Sr Manager - GearUp	No Info					
37 Dir - HR Tech & Support Services	4	4	x	x		
38 Sr Manager-Maintenance	8	4	x	x		
39 Chief Financial Officer	11	7	x			x
40 Chief - School Modernization	3	3			x	x
41 Chief Human Resources Officer	10	6	x	x		
42 Assistant Superintendent - Teaching & Learning	*	4	*		*	x

* Insufficient information available
 ** Position vacant - PPS range below median

With respect to benefits, we were unable to gather sufficient data to include retirement contribution, health insurance, mileage expense, bonuses and other peripheral benefits in this analysis.

Appendix A contains a summary of information obtained from each comparable district and municipality by position.





2. Ratio of Central Office Administrators

Objective: Determine the percent of total budget spent on administration compared to comparable school districts, including those in Oregon.

Approach and Methodology

Using the National Center for Education Statistics⁵ *Peer Finance Tool*, budget information for each comparable district was obtained to include percentage of expenditures for:

- | | |
|------------------------------|---|
| 1. Administration | 5. Construction |
| 2. Instruction | 6. Non-Elementary/Non-Secondary Education |
| 3. Student and Staff Support | 7. Operations |
| 4. Total Capital Outlay | 8. Interest on Debt |

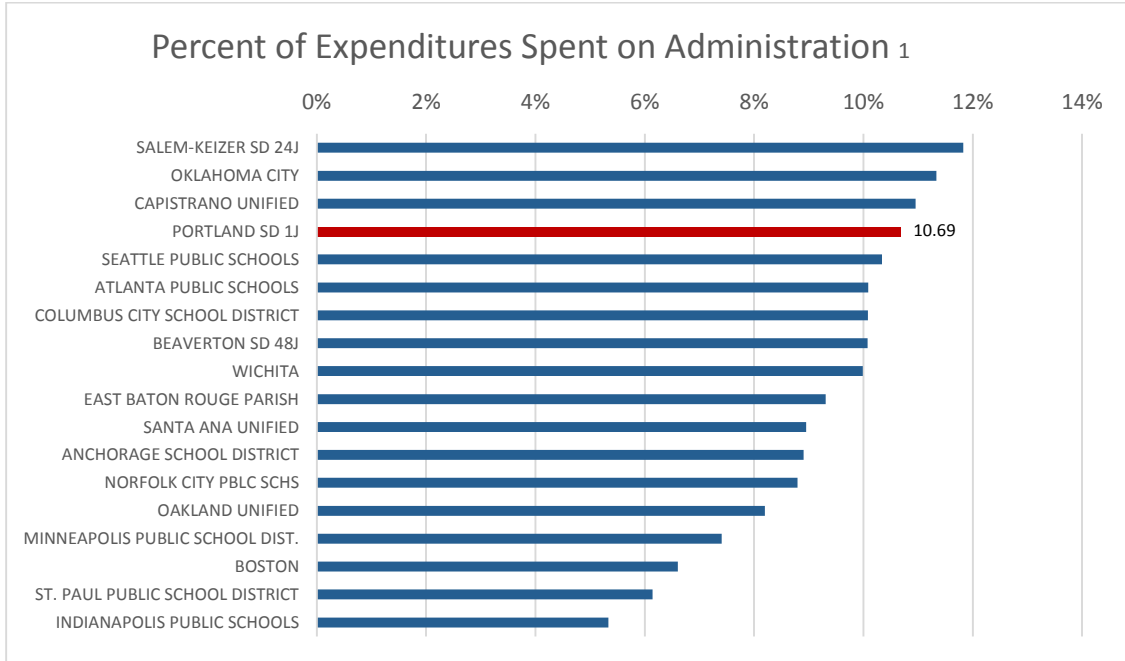
Although the NCES statistics are intended to compare the financial and demographic characteristics of a single school district with a set of its peers, there are several limitations on the meaningfulness of the data:

- The 2012/13 data is obtained by the NCES from state education departments. However, it is presented on a per student basis and is difficult to determine the method used by the NCES to calculate the data.
- It is unknown as to what funds are included in each category. Although the General Fund is used, it appears that it is not just the General Fund but also is not all funds. This makes it difficult to reconcile the numbers to PPS audited financials or budget categories.
- NCES has definitions for what is included in each category but there is considerable room for interpretation by districts. This is even more evident when comparing districts in different states. For example, the PPS “Office of the Principal” includes all principals. However, other districts may include only staff who supervise principals.
- Although the reliability of comparisons within Oregon districts may be higher, questions as to which funds are included still exist.

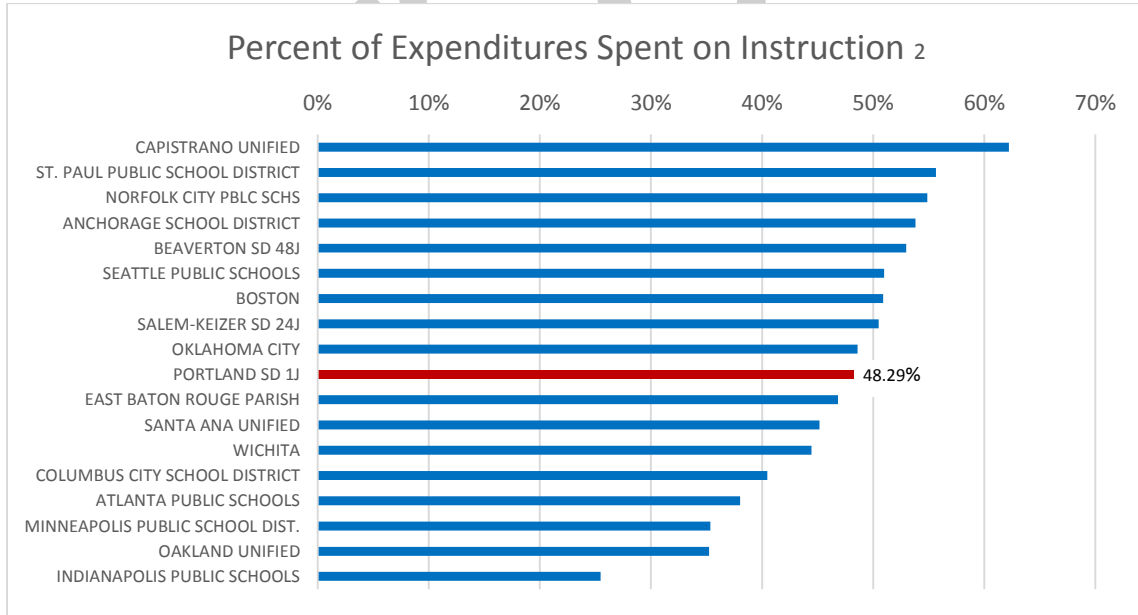
The percentages of total expenditures for each category for PPS and comparable districts for 2012-2013 (the most recent information available) is as follows:

⁵ The primary federal entity for collecting and analyzing data related to education in the U.S. and other nations. NCES is located within the U.S. Department of Education and the Institute of Education Sciences.



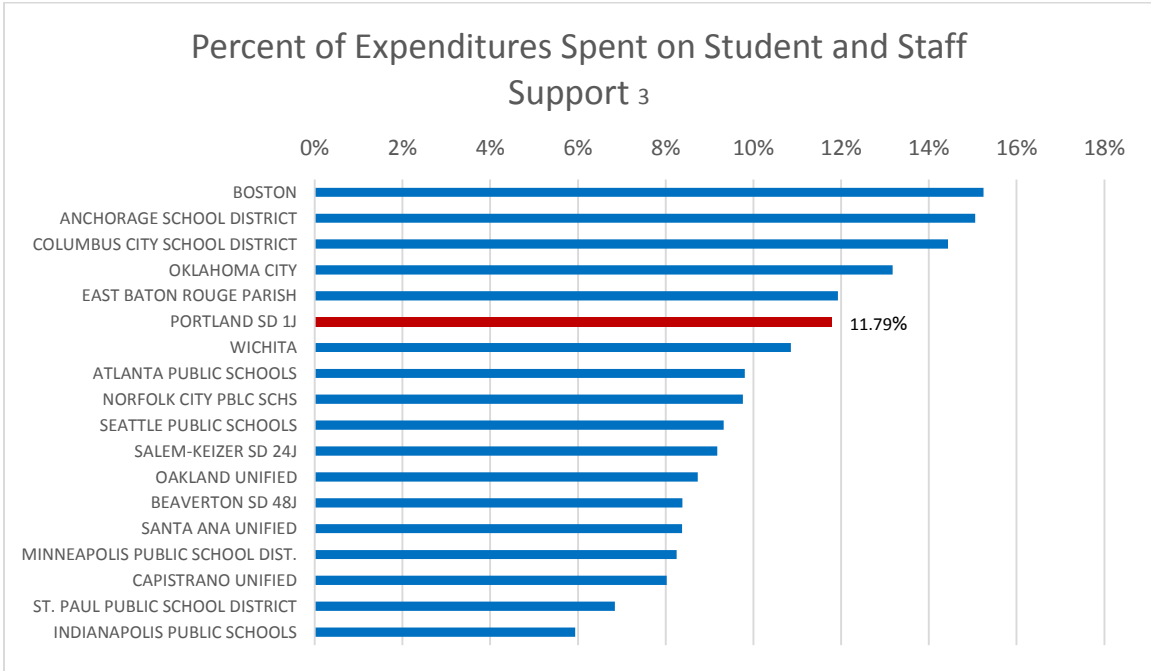


1 Includes expenditures for: board of education, administration of local education agencies, the office of the principal, full-time department chairpersons, graduation expenses, and business and central offices (fiscal services, budgeting, payroll, purchasing, storage, material distribution, planning, research, evaluation, staff recruitment and data processing).

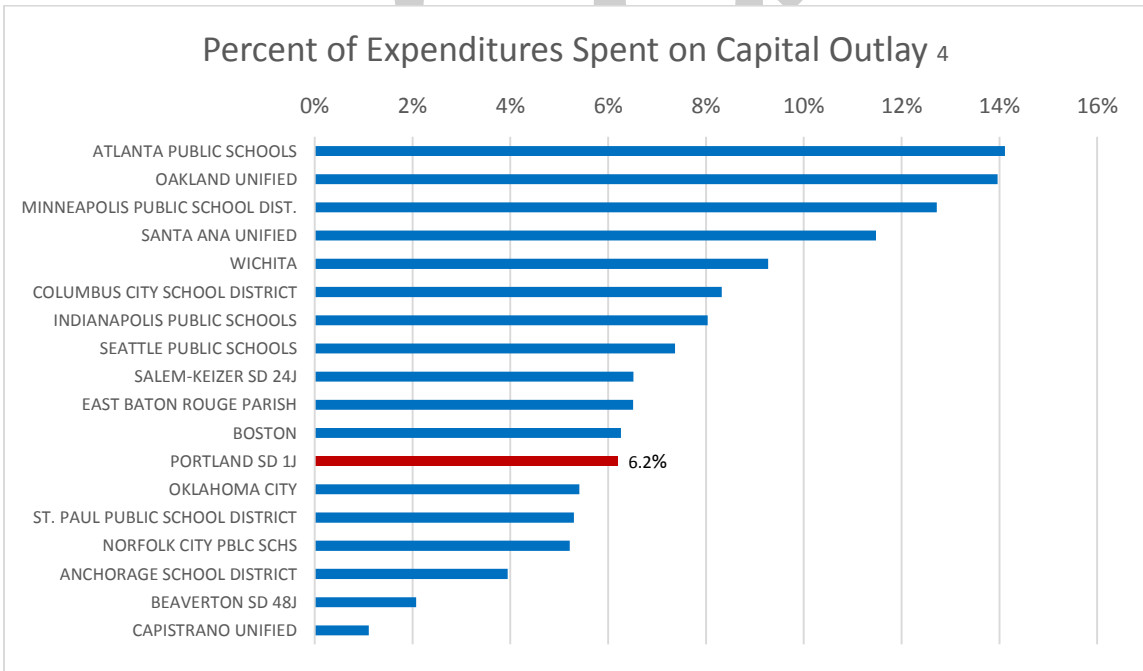


2 Expenditures for activities directly associated with the interaction between teachers and students. These include teacher salaries and benefits, supplies (e.g., textbooks), and purchased instructional services.



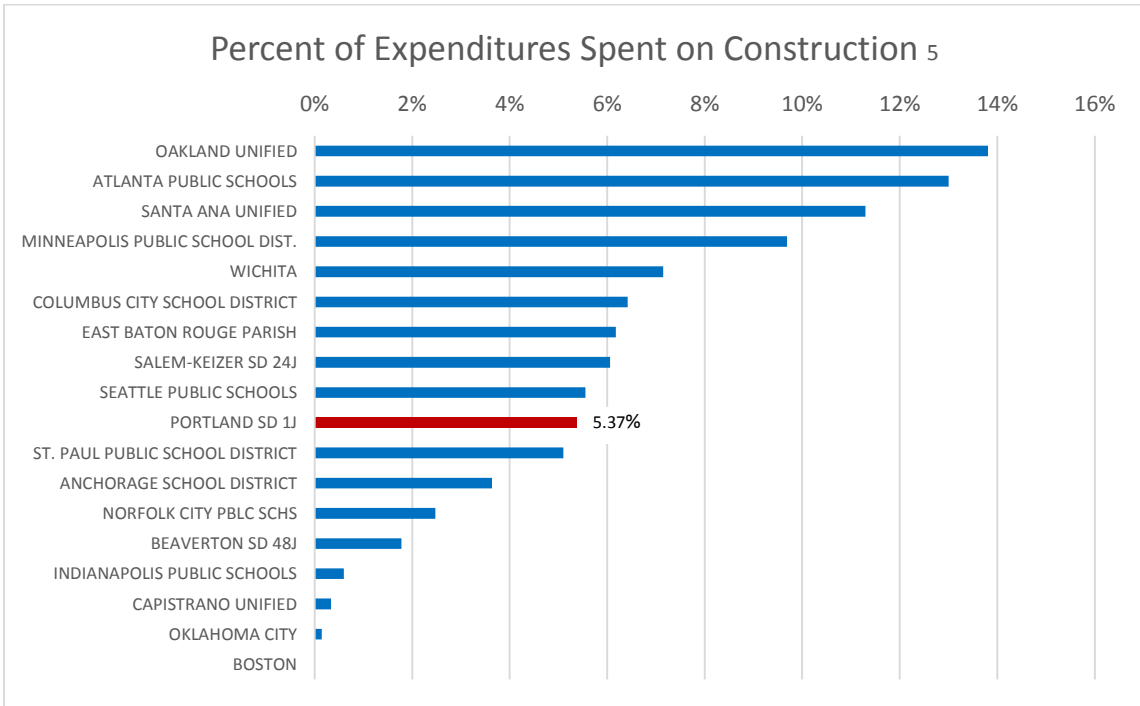


³ Expenditures for health, psychological, guidance, therapy and attendance services for students, and for services that support instruction such as school libraries, media centers, curriculum development and in-service teacher training.

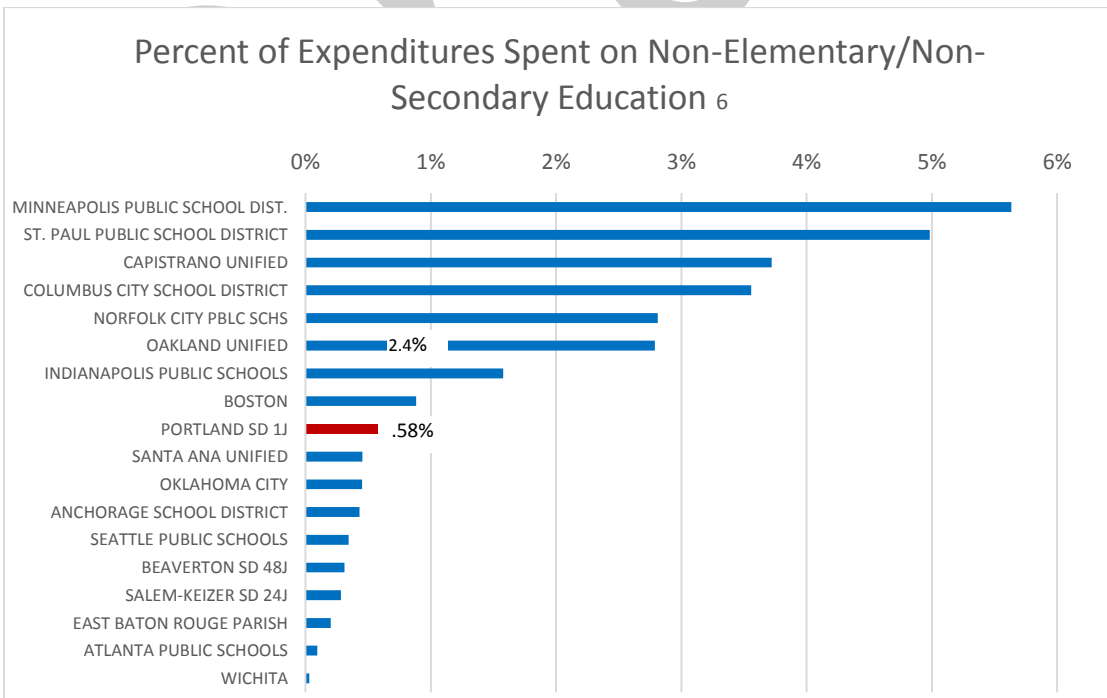


⁴ Expenditures for fixed assets, construction, and equipment.



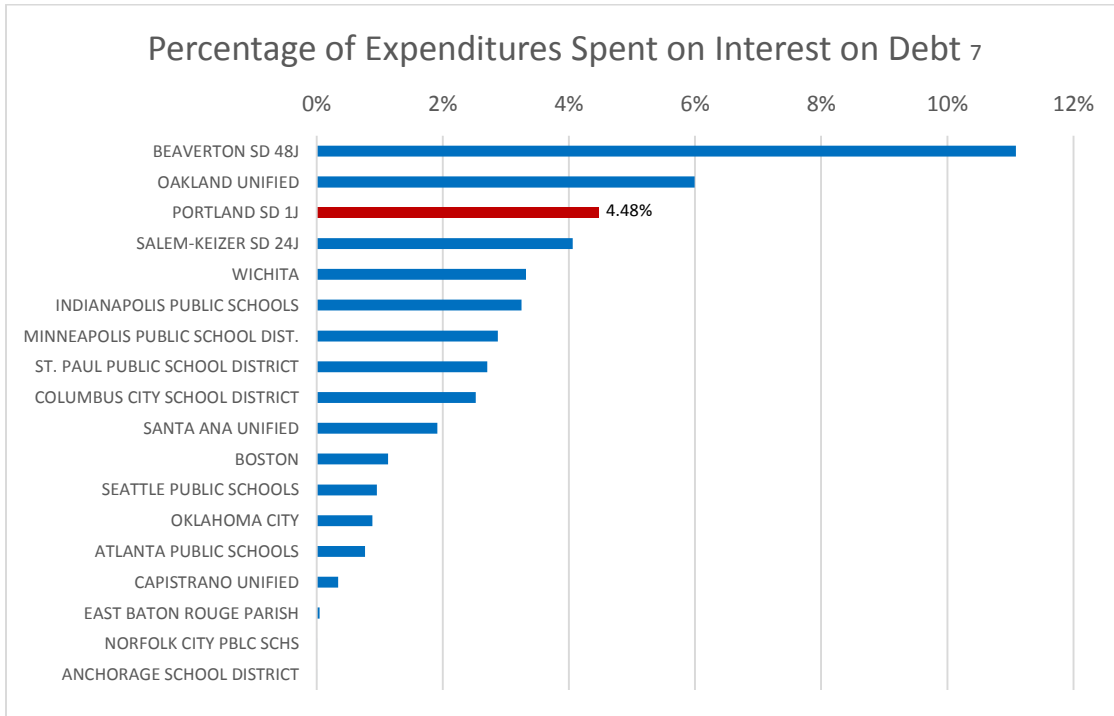


5 Production of fixed works and structures and additions, replacements, and major alterations thereto, including the planning and design of specific projects, site improvements, and the provision of equipment and facilities that are integral parts of a structure. Includes construction undertaken either on a contractual basis by private contractors or through a government's own staff (i.e., force account).

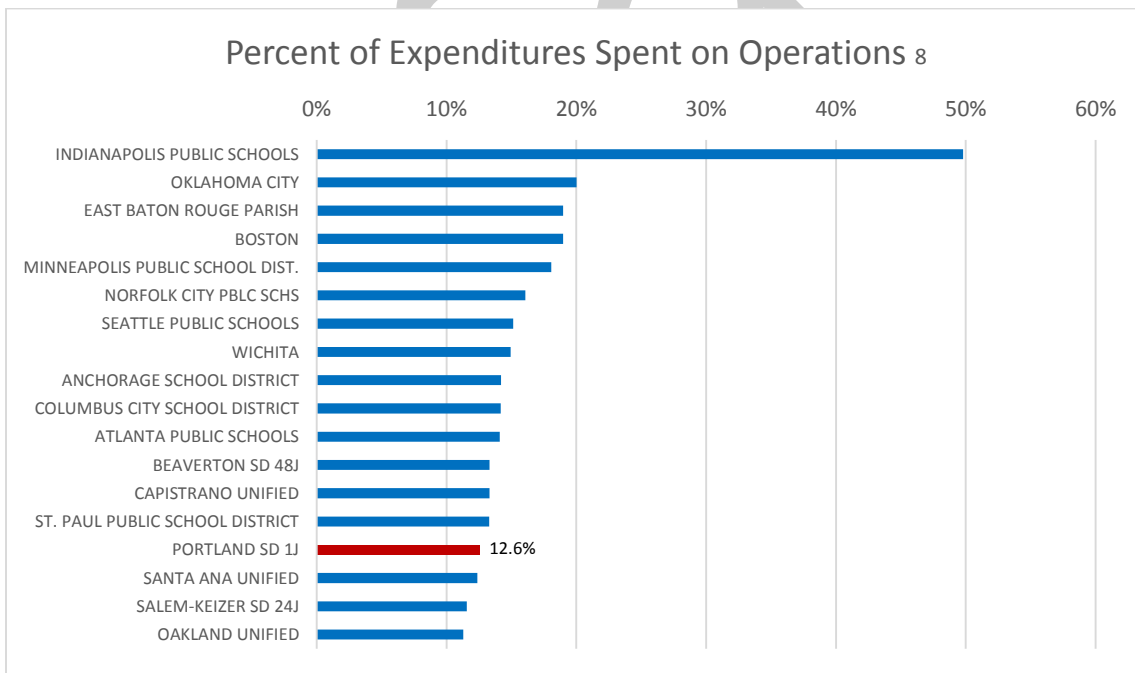


6 Expenditures for community services, adult education, and community colleges (if run by the school district). Also includes payments to other school districts, and payments to state and local government agencies.





7 Expenditures for interest on long-term debt (i.e., obligations of more than one year).



8 Operations (District Expenditure): Current expenditures for schools and school district operations (utilities, maintenance, security and safety). Renovations are included in construction. Includes student transportation services (bus drivers, mechanics, and fuel; and contracting transportation services). School bus purchases are included under capital outlay.





Food Service (District Expenditure): A sub-function of the function non-instructional services. Food services are activities that provide food to students and staff in a school or LEA. These services include preparing and serving regular and incidental meals or snacks in connection with school activities as well as delivery of food to schools.

Other Support Staff (District): Staff who serve in a support capacity and who are not included in the categories of central office administrative support, library support, student support, or school administrative support; e.g., data processing staff, bus drivers, and health, building and equipment maintenance, security, and cafeteria workers.

Results

According to 2012-2013 data from the National Center for Education Statistics, PPS ranks:

Among the top third of its peers for:

- Interest on Debt (3)
- Administration (4)
- Student and Staff Support (6)

Among the middle third for:

- Non-elementary, Non-secondary Education (9)
- Instruction (10)
- Construction (10)

Among the bottom third for:

- Capital Outlay (12)
- Operations (15)





3. Process Effectiveness

Objective: Determine the effectiveness of the current processes and procedures in setting compensation for PPS employees, including appropriate level of Board oversight.

Approach and Methodology

To determine the effectiveness of processes and procedures in setting compensation since July 1, 2013, we interviewed PPS Human Resources (HR) personnel and extensively reviewed relevant documentation including policies and procedures, external reports, and internal communications. We obtained applicable industry best practices information from a variety of recognized sources including the Society for Human Resource Management (SHRM), PayScale, and the Council for Great City Schools.

Background

In early 2013, the District received an independent evaluation⁶ of its HR Department to identify critical and essential HR services and the appropriate resources and organization structure to create a more responsive and forward-looking function. Phase I of that evaluation focused on an assessment of the organization of the Department while Phase II provided high-level descriptions of the roles and responsibilities necessary to support the recommendations of the first phase.

The report found that the District’s HR Department had gone through many transformations prior to the study. Since 2004, it had four Chief HR Officers and, on two occasions, had interim officers filling the position. The report found that the HR Department’s frequent changes in leadership resulted in:

- Many initiatives being started with few being completed,
- Frequent shifts in direction and focus,
- Roles and responsibilities becoming blurred from multiple reorganizations,
- Relationships with stakeholders and community becoming more focused on short-term gains than long-term vision, and inconsistency in practices and processes creating a confused and reactive organization.

Additionally, the report stated: “Critical HR functions are not routinely performed and there are insufficient or no staff assigned to these tasks: training, policy and administrative rules, compensation and classification, and equity and diversity.” It

⁶ Human Resources and Delivery: Phase 1, Jan 2013, AKT





recommended the District “Create a classification and compensation system that will support all employees of the District.” The report further suggested that the District:

- Design protocols that can be implemented regardless of current economic conditions. The protocols will allow and sustain equitable compensation and benefits across represented and non-represented employee groups.
- Develop a compensation policy and structure approved by the Board.
- Develop a classification system that will support the compensation structure, pay practices and improve how jobs are reviewed and measured.

To address issues regarding its classification and compensation system, the District created a Classification & Compensation Division. In the fall of 2013, a Sr. Manager was hired to initiate improvements. In 2014, the HR Department expanded the Division by hiring a Classification & Compensation Analyst.

The Sr. Manager found a number of challenges in initially creating a classification and compensation system. Job descriptions did exist but were typically created for specific positions as vacancies occurred. This resulted in multiple individual job titles and responsibilities focusing on an individual’s skills and not on a specific position. The District’s non-represented employee group (business operations and administrative functions) operated under a broadband classification system. Broadband classifications are broad in scope and describe the general body of work, not the specific duties that belong to each of the jobs included within that classification. This approach resulted in a structure that included many unrelated jobs being positioned in the same pay grade as well as similar or related jobs positioned in very different classifications with different compensation.

Although the need to address the issues identified by the previous evaluation as well as other issues were vital, concerns existed with salary compression for regional administrators⁷. Salary compression - when employees in lower-level jobs are paid almost as much as their colleagues in higher-level jobs, including managerial positions - was impacting the ability to recruit and promote personnel. A project reviewing job title and salary placement/range for regional administrators was completed in March 2014 and the report and recommendations were presented and implemented for the 2014/15 fiscal year.

⁷ Individuals providing direct leadership and oversight to area school clusters under the direction of the Chief Academic Officer.





The next major undertaking of the Classification & Compensation Division was to conduct a Job Family Classification and Compensation Study for non-represented employees, senior leadership, building administrators, and program administrator classifications. This project was organized into three phases:

- Phase 1 - District Senior Leadership
Development of classification specifications, definition of hierarchies, and recalibration of the salary schedule to alleviate salary compression that was identified previously.
- Phase 2 - District Building Administrators and Licensed Administrators Managing Academic Programs and Operations
Identification of career ladders, development of classification specifications, conduct salary surveys, and development of a new salary schedule.
- Phase 3 - Remaining Non-Represented Employees (including business operations and management)
In process – focusing on defining job families, developing classification specifications, identifying career ladders, and conducting salary surveys.

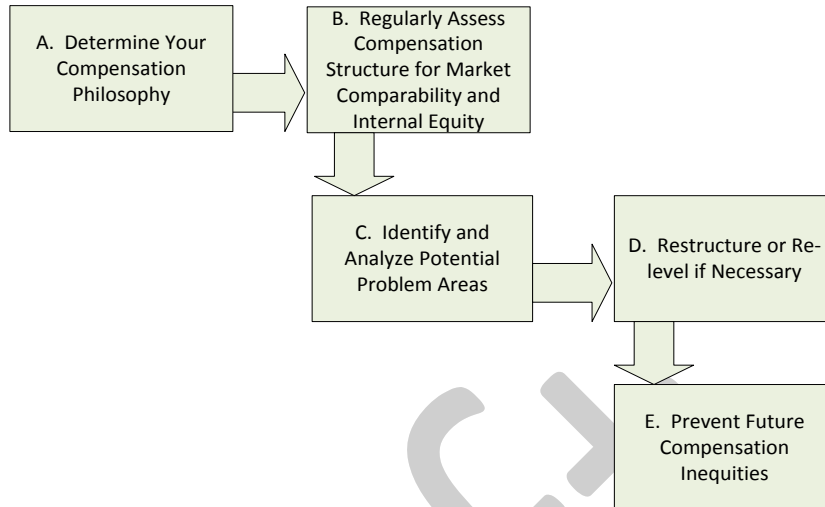
Additionally, as part of this phase, the Division is focusing on review of the current broadband classification system and compensation structure.

The Division has also been reviewing operational processes, policies and procedures, and developing formal documentation as necessary.

Results

Using the compensation restructuring documentation provided in the *Administrative Compensation Review - Phase 1* and additional information obtained, the District's current practices were directly compared to best practices as defined by industry sources:

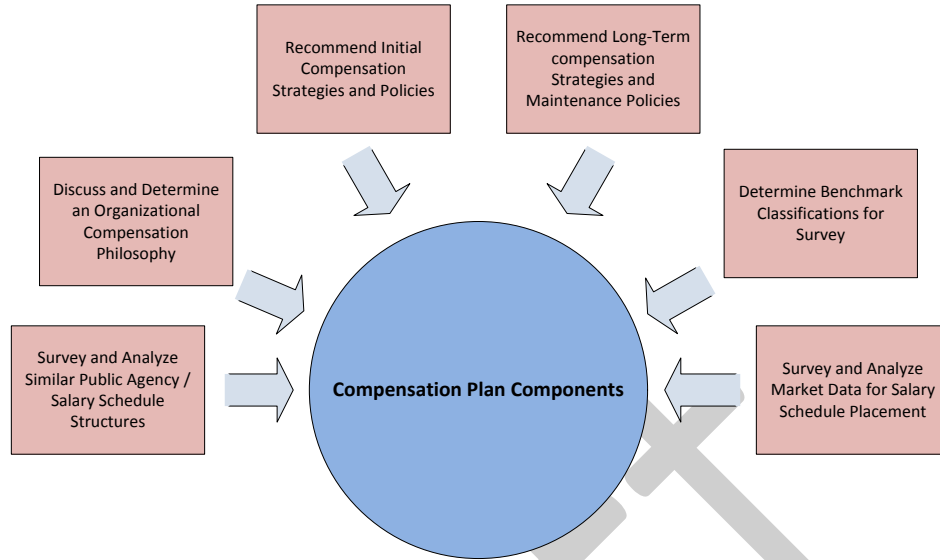




Prior to 2013, the District’s process for setting compensation did not mirror industry best practices. No comprehensive job analysis was known to have occurred for non-represented employees. Job descriptions were used primarily as templates for recruiting purposes and those individual departments hiring personnel determined job titles and duties that they believed aligned to the existing salary schedule. As mentioned in the 2013 HR Services and Delivery evaluation, HR’s policies, processes, rules, and protocols were not centrally maintained, current, or easily accessible; a lack of comprehensive policies, strategies, and practices resulted in inequity between various District employee groups, and critical HR functions were not routinely performed and there was either insufficient or no staff devoted to those tasks.

In the past two years, the District has attempted to address these issues by creating a Classification & Compensation Division to focus on implementing additional structure and analysis. The Division has developed the following tasks and processes to conduct a classification and compensation model for non-represented employees:





This processes to set compensation for PPS employees follows HR best practices with two notable exceptions:

1. Although the District has established classification and compensation procedures, it has not developed an agreed-upon (Board and Administration) philosophy regarding compensation.
2. The District did not use independent comparable compensation data when re-aligning the salary schedule for licensed administrators. While this was likely due to resource constraints, it is notable that the comparables selected are much smaller and less complex in terms of diversity and special needs, which likely under-reported the market rates.

Compensation Setting Best Practices	
Determine Compensation Philosophy	<ul style="list-style-type: none"> Develop effective compensation strategy to: <ul style="list-style-type: none"> - retain and attract employees - motivate employees - pay employees fairly
Regularly Assess Compensation Structure	<ul style="list-style-type: none"> Comprehensive review every 3-5 years Compression assessment annually
Identify and Analyze Problem Areas	<ul style="list-style-type: none"> Within Grades Between Grades
Restructure or re-level as necessary	<ul style="list-style-type: none"> Compensation Study Job Reclassification
Prevent Future Compression	<ul style="list-style-type: none"> Promote Internally Include HR Policy as part of the budget process Limit starting points within a range for new hires Require equity review when new hires start above defined limits

The following details the results of our analysis related to each identified best practice.





A. Determine the Organization’s Compensation Philosophy

Best Practices

Per SHRM, determining a compensation philosophy requires an in-depth look at an organization’s beliefs and practices regarding salary setting. The key is to create a philosophy and to be consistent in its application to the pay decisions. Before developing salary ranges, an organization must first create a formal statement that identifies its views and manages compensation. This becomes the basis of the system that supports the organization’s goals and objectives. The philosophy is a collaborative effort between its HR function, its leadership team, and its governing body. Additionally, the strategy should include an awareness of:

- The organization’s mission, strategy, and culture
- Internal workforce
- External considerations – what is the competitive environment?, and
- Its ability and willingness to pay.

Status - Not Met

While the District currently has a *Classification & Compensation Policies and Procedures: Non-Represented Employees* document, it has not been publicly considered by the Board. A stated, agreed-upon policy outlining the overall compensation standards of the District and the frequency of the compensation program review would mitigate any concerns about the appropriateness of HR compensation actions in the future.

Recommendation #1

Portland Public Schools should:

- **determine its Compensation Philosophy and once formally approved, communicate and implement it.**
- **continue to regularly assess the classification and compensation process to ensure alignment with its stated compensation philosophy.**

B. Regularly Assess Compensation Structure for Market Comparability and Internal Equity

Best Practices

SHRM recommends that a salary structure evaluation occur every three to five years noting that many organizations perform this activity more frequently in order to ensure they are able to attract and retain top talent. The purpose of this evaluation is to monitor the schedule for both internal and external issues:





market comparability and internal equity. Internal equity is most frequently referred to as “salary compression.”

Status - Partially Met

When not regularly evaluated, an internal compensation structure becomes stale and out of alignment with external market data. Per SHRM, “If an organization is unionized, there is a greater chance of pay compression based on the structure (and number) of unionized contracts.” Ninety-five percent of all PPS employees are represented by a bargaining agreement with each of the six agreements being unique and independently negotiated. As a result, the rate of salary increase for different represented groups will vary greatly. Because the non-represented groups experienced several years without any increase in compensation, internal compensation compression developed. While the District’s budget process annually looks at compensation, there is no strategy to regularly consider and review how the compensation schedules interrelate.

The 2013 HR Services and Delivery evaluation recommended that PPS “create an overarching compensation philosophy and guiding principles on how compensation decisions will be made and enforced and design protocols that can be implemented regardless of current economic conditions. The protocols will allow and sustain equitable compensation and benefits across represented and non-represented employee groups.” That report was the impetus for the *Job Family Study* and the District has since begun to take action to address the issues identified by the evaluation.

The District’s current Classification & Compensation Division should continue its efforts in conducting a District-wide classification and compensation study. This study would:

- provide new information to determine whether the District’s salary structure is appropriate or may need adjustment,
- provide insight and recommendations as to whether the District’s current compensation structure, policies, and practices are effective or in need of adjustment,
- determine if the current job classification structure is efficient/effective or may need the introduction of new job classes, merger of existing classes, or re-titling of classes,
- include the evaluation of current job descriptions and the potential need to perform edits and/or major re-writes to improve their use as primary sources of information for talent management, performance appraisal, recruitment, and retention, and





- enhance the District’s ability to more effectively comply with statutory requirements regarding pay equity legislation.

Recommendation #2

The District should:

- **complete a formal District-wide classification and compensation study.**
- **establish appropriate future intervals for the review of its entire compensation structure.**

C. Identify and Analyze Potential Salary Compression

Best Practices

“Analyze how supervisors’ salaries compare to their direct reports’ salaries. While there is no rule for when the salary-compression level becomes dangerously close, a good rule of thumb is to look at areas where direct reports’ salaries are more than 95 percent of supervisors’ salaries. Areas where direct reports’ salaries are 80 to 95 percent of supervisors’ salaries should be watched carefully for changes that could cause salaries to exceed 95 percent.”⁸

Status - Met

While salary compression is not illegal, it is often accompanied by pay inequities that could violate equal pay laws. In situations where salary compression causes salary inversion - where newer staff make more than experienced staff - it could create a pay equity problem if the experienced staff are identified as part of a protected class.

As mentioned previously, the District has faced problems with compression. The following table illustrates a faster rate of increase in compensation for building administrators (principals) than their superiors (other directors and Executive Committee). While this strategy allowed the District to remain solvent during a fiscally challenging time, it also created salary compression.

⁸ Human Resources Services and Delivery Report, January 2013.





Salary Adjustment History (Non-Represented Employees)

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Superintendent & Executive Committee	No COLA No Step	No COLA No Step	No COLA No Step	No COLA No Step	No COLA No Step 10 Furlough Days	2.0% COLA No Step	One-time adjustment to market and internal benchmarks, variable by position
Building and Program Administrators Licensed Administrators	No COLA Step Increase 227-day employees increased to 250 days (1.3% pay increase)	No COLA No Step	2% COLA No Step	No COLA No Step	No COLA No Step 5 Furlough Days	Adjustment to market in two phases, variable by position.	Second phase of adjustment to market, variable by position.
Other Directors Non-Licensed Administrators	No COLA No Step	No COLA No Step	2% COLA No Step	No COLA No Step	No COLA No Step 5-10 Furlough Days	No COLA Step Increase	No COLA Step Increase
Other Non-Represented Specialists, Analysts, Managers	2.5% COLA No Step	No COLA No Step	2% COLA No Step	No COLA No Step	No COLA No Step 5-10 Furlough Days	No COLA Step Increase	No COLA Step Increase

Per the July 1, 2013 salary schedule, Senior Directors (formerly known as Regional Administrators) made less than the principals they were managing. Table II below illustrates the District’s analysis of the salary compression which falls within the criteria defined by SHRM. Directors (Regional Administrators) were in every case equal to or lower than the principals they managed.

**Table II
Current Regional Administrator & Building Administrator Salary Schedules
Including Daily Rate Breakdown (Actual Days in Paid Status)**

Regional Administrator Salary Schedule Effective 7-1-2013

Job Title	Paid Work Days	Minimum Salary	No Levels: Actual Salaries	No Levels: Actual Salaries	Maximum Salary
Regional Administrator	260				
	Annual Rate	\$ 100,000 (0)	\$ 114,750 (4.5)*	\$ 115,518 (1.0)	\$ 127,500 (0)
	Daily Rate**	\$ 384.62	\$ 441.35 (15.74% below (1))	\$ 444.30 (15.30% below (1))	\$ 490.38 (26.27% below (1))

Building Administrator Salary Schedule Effective 7-1-2013

Job Title	Paid Work Days	Level 1 (0-3 yrs. exp.)	Level 2 (4-6 yrs. exp.)	Level 3 (7-9 yrs. exp.)	Level 4 (10+ yrs. exp.)
HS Principal	230				
	Annual Rate	\$ 108,300 (3)*	\$ 113,500 (4)	\$ 115,000 (2)	\$ 118,500 (1)
	Daily Rate**	\$ 470.87	\$ 493.48	\$ 500.00	\$ 515.22 (9.23% above (1))
MS/6-8 Principal	Annual Rate	\$ 100,000 (10)	\$ 103,400 (11)	\$ 107,000 (9)	\$ 110,500 (12)
	Daily Rate**	\$ 434.78	\$ 449.57	\$ 465.22	\$ 480.43 (10.80% above (1))
Elementary	Annual Rate	\$ 97,000 (9)	\$ 100,000 (5)	\$ 103,000 (4)	\$ 105,800 (12)
	Daily Rate**	\$ 421.74	\$ 434.78	\$ 447.83	

(*) Denotes total number of staff at each level
 ** Daily Rate is calculated as annual salary/number of paid work days per year

Table II represents Current Annual Salary Levels in hierarchical relationships, using Maximum Salary/Level calculated based on Daily Rate, adjusted for 230 day & 260 day calendars. In this table it appears the Maximum Salary for Regional Administrators is 5.07% below the highest direct report level. Based on Daily Rate figures, the actual current salary ranges are between -15.90% and -16.74% below the highest level direct report.



D. Restructure or Re-level as Necessary

Gather Background Data

Best Practices

SHRM states that, to ensure success of the project and complete support from the top down, the project needs a plan that explains why the system is being built, what is to be built, how all the pieces fit together and what the expected end result is.

Status - Met

The District's *Classification & Compensation Practices and Philosophy: Guidelines, Processes, & Procedures for Job Family Studies* outlines the entire Salary Restructure Plan including leadership contacts, timelines, purpose, and the use of interviews and forms to assess the alignment of the positions being studied.

SHRM Building a Market-Based Pay Structure



Select and Prepare Sources of External Market Data

Best Practices

SHRM recommends that multiple sources of information be used to benchmark compensation data. It also recommends that, if data is not easily accessible for a specific position, industry or region, an independent third party should be used to collect and summarize the data.

Status - Not Met

The District did not use an objective means of identifying comparable organizations from which to benchmark its compensation structure. The selection criteria for the comparable districts are local recruiting area (Oregon/Washington) and K-12 public school districts.

Additionally, criteria did not contain diversity distribution, special needs population, enrollment, urban location, or other factors, nor was the National Center for Education Statistics (NCES) Public School District Finance Peer Search utilized to identify comparable school districts.



Recommendation #3

Lacking sufficient comparable data, Portland Public Schools should ensure sufficient resources to procure independent third-party compensation data to be used in the review of its compensation structure.

Conduct Market Analysis

Best Practices:

An organization should benchmark positions that are fairly common across organizations and industries in order to compare general levels of responsibility rather than granular detail. In addition, it is recommended that job descriptions are used to match similar jobs rather than job titles. To analyze for market comparability, the organization first uses comparable data to identify if any of the benchmarked positions are 20% above or below the market median in order to identify significant outliers.

Status - Met

Despite the lack of a full complement of position descriptions, the data indicates that there were no significant outliers in comparing the PPS benchmarked positions and the market data. Objective evidence that this analysis occurred can be found in the “Historical Compensation Practices” document.

Develop Pay Structures

Best Practices:

An assessment conducted by SHRM⁹ found that the most common salary program designs included:

- a midpoint of 50% of pay, a minimum of 80% of midpoint and a maximum of 120% of midpoint (used by 61% of respondents),
- a wide salary structure approach characterized by fewer position grades and more extensive ranges than the traditional salary structure (18%),
- some form of broadbands (10%).

Additionally, more than half (56%) of organizations have two or more salary programs with employee group/job level as the primary differentiator between programs, followed by job family or function and geographic differentials.

SHRM also identified a strong correlation between job level and number of salary structures¹⁰. Single salary structures were the most common for executives while multiple salary structures were the most common for lower-

⁹ Assessing Salary Programs for Affordability, Competitiveness.

¹⁰ Salary Range Structure Practices





level positions. For example, 58% of organizations have single structures for executives and 63% of organizations have multiple salary structures for hourly and nonexempt employees.

Status - Meeting

The District’s non-represented employee compensation structure currently operates under a broadband model. As mentioned previously, this approach has resulted in the grouping of positions that are dissimilar in job responsibilities, knowledge requirements, and skill levels.

The District is moving towards a comprehensive system that will base its classifications on detailed job analyses. The intent is to identify career hierarchies and promotional opportunities that are viewed as equitable, externally competitive, cost effective, and understandable.

Salary Range

Best Practices:

Market data should be used to calculate salary ranges with minimums and maximums. “Some organizations use the actual market positions of 25th percentile and 75th percentile as the minimum and maximum points for the ranges.¹¹”

Actual - Met

The District employed the 75th percentile as the range maximum method of calculating a range for the employee population defined for this analysis.

HIGH SCHOOL PRINCIPAL		
	Annual	
	Minimum	Maximum
Seattle	\$123,839	\$129,472
Beaverton	\$121,968	\$127,050
Salem - Kaiser*	\$109,573	\$125,974
Evergreen	\$113,344	\$125,938
Tigard/Tualatin*	\$110,595	\$125,849 PPS PROPOSED
Lake Oswego*	\$119,419	\$125,838
David Douglas	\$115,115	\$125,113
West Linn / Wilsonville*	Flat Rate	\$124,864
Parkrose*	\$116,939	\$124,404
Vancouver	\$111,794	\$124,182
Canby*	\$114,172	\$124,100
North Clackamas*	\$109,103	\$123,895
Centennial	\$112,973	\$122,673
Hillsboro	\$110,894	\$121,829
Gresham - Barlow	\$109,881	\$121,317
Rayolds	\$111,500	\$120,720
Eugene*	\$90,839	\$115,936
Oregon City	\$94,980	\$115,447
18 agencies reporting data		
* Factors include OR Employee PDR Payup @ 4.000%		
Portland Public Schools	\$111,000	\$120,100
PPS PROPOSED 75TH PERCENTILE:		
Maximum Salary (10+ years experience)		\$125,849
Level 3 (7 - 9 years experience)		\$122,779
Level 2 (4 - 6 years experience)		\$119,785
Starting Salary (0-3 years experience)		\$116,803

E. Prevent Future Compensation Inequities

The analysis completed on the District’s past compensation realignment practices cannot determine if future compensation inequities will occur. However, current practices should identify potential inequities.

¹¹ SHRM: Building a Market-Based Pay Structure from Scratch





4. Central Office Positions

Objective: Review central office positions added or lost looking back seven years.

Approach and Methodology

The Audit Committee requested a determination of the number of central office administrators by department (all sources of funding – grant, bond, general fund) added or lost looking back seven years using October 1 as a constant point-in-time.

To meet this objective, employment data for all central office employees including non-represented, licensed administrators, and teachers not located at a school or Columbia Regional (Wilcox) from 2009 to 2015 was requested from Human Resources, with the following fields required for each employee:

- Date
- ID
- Record Number
- Name
- Pay Status
- Category
- Position Title
- FTE
- Department ID
- Department Name
- Location ID
- Location

Employment data received included all positions that met the stated criteria, regardless of location. Numerous employees were located outside of the Blanchard Educational Service Center (BESC). All positions with a location other than BESC (i.e. Rice, Wilcox) were removed from the list- with one exception - athletics. The athletic department moved from a building location to the BESC during the specified time period and its location was kept intact for the analysis of positions added or lost. Additionally, all represented employees were removed from the list.

Over the specified timeframe, 84 unique department names were identified for the non-represented or licensed administrator staff reporting to the BESC. Departments were grouped into the following categories:

- Equity and Partnerships
- Facilities
- Office of School Modernization
- Accounting and Finance
- Executive
- Education Support
 - Curriculum
 - Education Services
 - Programs
- Athletics
- Policy and Measurement
- Communications
- Human Resources (HR)
- Information Technology (IT)
- Business Operations





Results

The following table illustrates the change in each department group from 2009 to 2015. As the table indicates, total central office positions were the same at the end of the period as at the beginning:

	2009	2010	2011	2012	2013	2014	2015	Personnel Change
Equity & Partnerships	2.0	1.0	2.8	7.1	7.1	10.8	20.0	18.0
Facilities	20.5	28.0	29.5	30.0	37.0	32.5	32.0	11.5
Office of School Modernization	7.0	9.2	8.0	7.5	8.0	13.8	12.9	5.9
Accounting/Finance	34.6	35.6	31.8	31.8	35.8	36.8	38.5	3.9
Executive	9.7	9.4	7.4	7.5	7.7	12.9	12.9	3.2
Athletics	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
Policy and Measurement	20.1	19.8	15.5	12.4	13.3	15.8	19.6	-0.5
Communications	12.4	16.7	17.0	7.0	9.0	9.0	11.0	-1.4
Human Resources	42.0	33.0	35.8	28.7	29.8	38.0	37.8	-4.2
Information Technology	65.1	64.3	65.3	61.3	54.8	56.0	54.0	-11.1
Business Operations	65.4	60.3	58.0	50.6	52.1	51.8	53.6	-11.8
Education Support	103.4	81.3	75.8	75.6	77.3	89.2	89.6	-13.8
Total	384	361	349	321	334	368	384	0

Over the past seven years, the three department groups with the greatest increase in employee count are:

1. Equity and Partnerships
2. Facilities
3. Office of School Modernization

The three department groups with the greatest decrease in employee count are:

1. Education Support
2. Business Operations
3. Information Technology

The department changes are displayed graphically in the chart below, in both count and percentage of change.

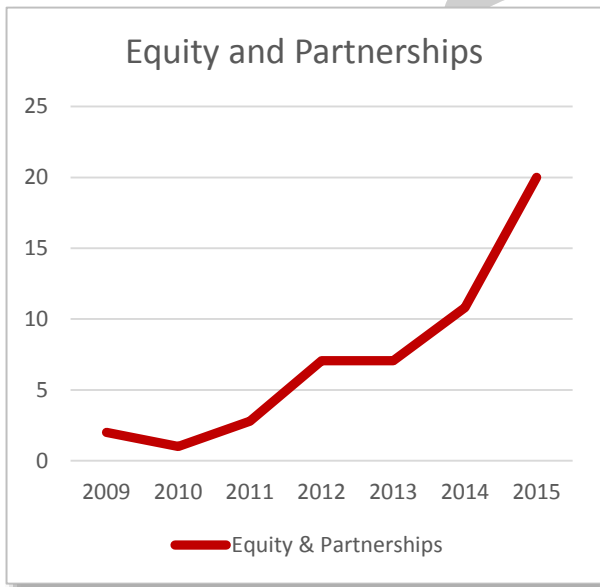
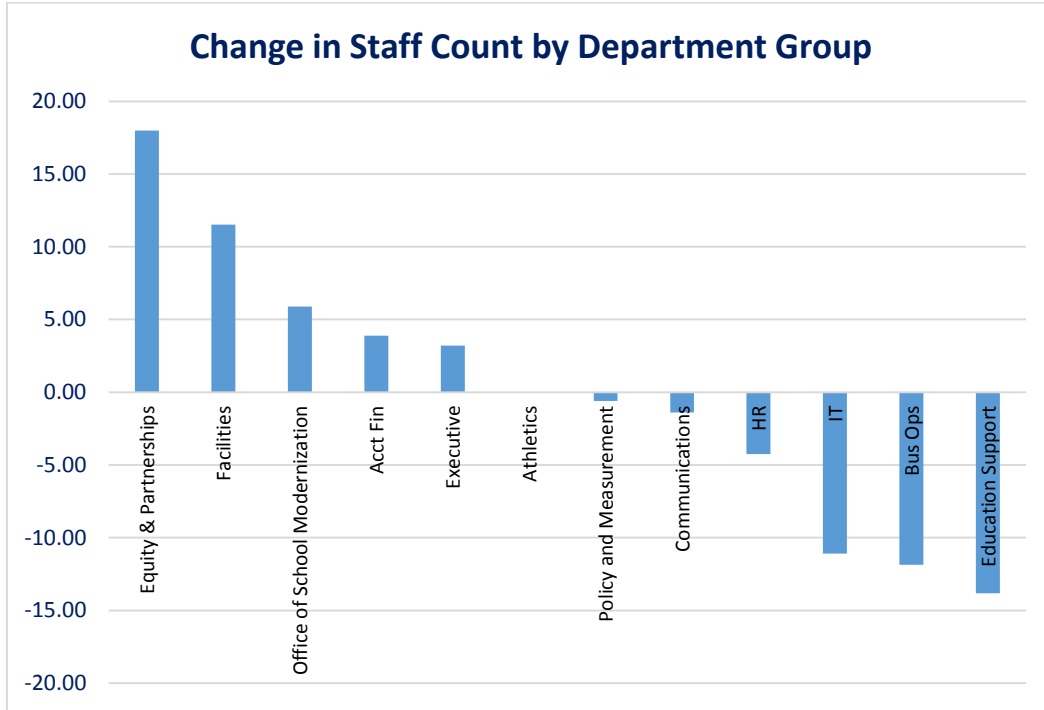
Department change is calculated as:

$$2015 \text{ Count} - 2009 \text{ Count}$$

Percentage of change is calculated as

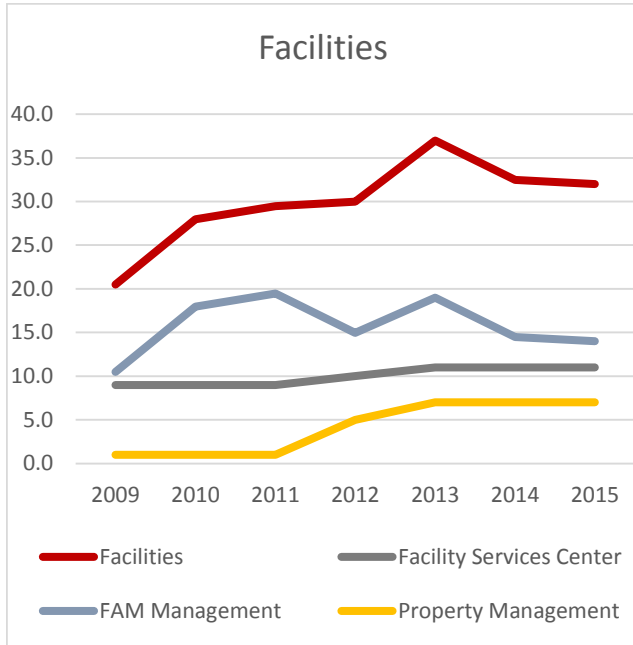
$$\frac{2015 \text{ Count} - 2009 \text{ Count}}{2009 \text{ Count}}$$





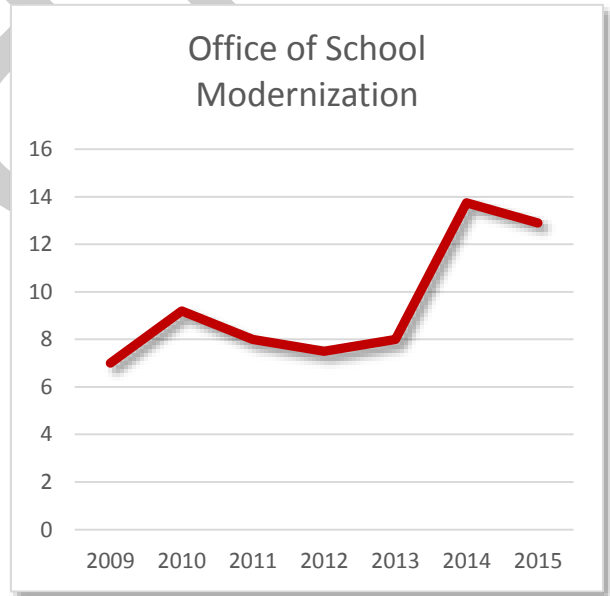
Equity and Partnerships has experienced the greatest increase in the number of central office employees between 2009 and 2015. The Department started with two employees in 2009, had one employee in 2010, and added 17 employees between 2011 and 2015, representing a 900% increase over the 2009 FTE count.

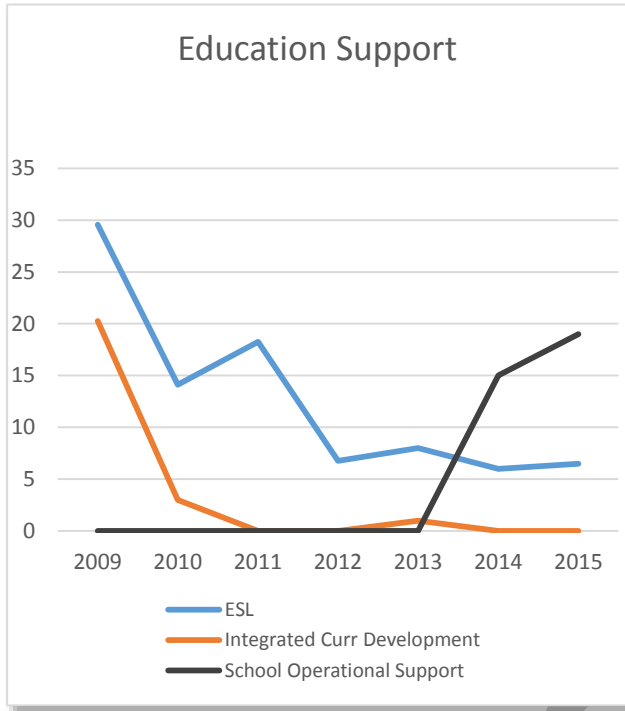




The Facilities Department group grew by a total of 11.5 FTE since 2009 to its current number of 32.0. Five of the positions are bond-funded.

The Office of School Modernization has grown from 7 FTE in 2009 to 12.9 FTE in 2015 supported by available bond funding.





The Education Support group has 26 departments experiencing a total decrease of 13.8 FTE.

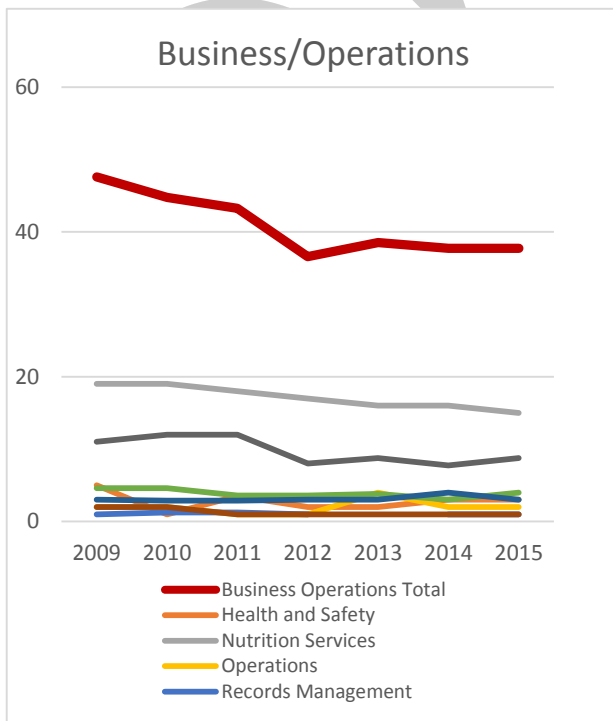
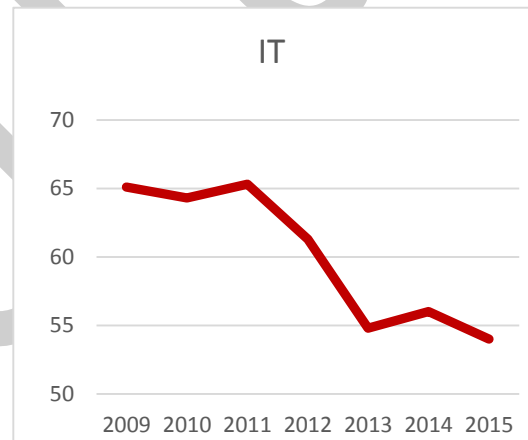
Departments within the group with the greatest losses:

- ESL (-23)
- Integrated Curriculum Development (-20)

The department with the greatest increase:

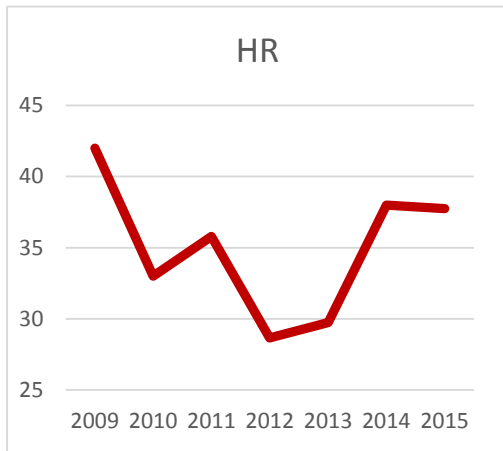
- School Operational Support (+19)

IT lost 11 FTE (65 to 54) over the specified timeframe.



The Business/Operations group includes eight departments. The largest change has been with Nutrition Services, which has lost four FTE since 2009 (19 FTE to 15).





The HR Department appears to have experienced the most volatile change of all District Departments having 42 FTE in 2009 and 29 in 2012 and recovering nine positions for an FTE count of 38 in 2015.

Draft



Draft

Deputy General Counsel

Median of Adjusted Max **\$163,929**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Classification</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Port of Portland*	Assistant General Counsel	\$ 118,735	\$ 191,827	\$ 118,735	\$ 191,827
2	100.0%	Multnomah County*	Deputy County Attorney	111,711	178,737	111,711	178,737
3	100.0%	City of Portland*	Attorney, Chief Deputy City	118,927	170,255	118,927	170,255
4	100.0%	TriMet	Deputy General Counsel	88,270	163,929	88,270	163,929
5	100.0%	Clackamas County*	Deputy District Attorney, Sr.	116,389	157,125	116,389	157,125
6	100.0%	Washington County	Assistant County Counsel , Senior	122,396	148,735	122,396	148,735
7	100.0%	Metro	Legal Counsel I	91,887	130,519	91,887	130,519

*Includes PERS Pickup

**PPS Actual
\$122,525**

Median of Adjusted Max **\$153,157**
 PPS Range **\$101,500 - \$132,000**

National

1	110.2%	Minneapolis, MN	Assistant General Counsel	\$ 90,288	\$ 153,490	\$ 99,497	\$ 169,146
2	92.3%	Seattle, WA	Deputy General Counsel	107,621	148,611	99,334	137,168

**PPS Actual
\$122,525**

Note: For Information Purposes Only

Deputy Chief Financial Officer

Median of Adjusted Max **\$153,238**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Classification</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	100.0%	TriMet	Director, Budget and Grants	\$ 101,775	\$ 189,011	\$ 101,775	\$ 189,011	
2	100.0%	Port of Portland*	Finance Director	103,490	165,586	103,490	165,586	
3	100.0%	PCC*	Associate Vice President	110,495	160,218	110,495	160,218	
4	100.0%	Metro	Assistant Director	109,837	159,260	109,837	159,260	
5	100.0%	Multnomah County*	Deputy Director - Budget and Evaluation	95,773	153,238	95,773	153,238	
6	100.0%	City of Portland*	Controller	108,080	150,941	108,080	150,941	
7	100.0%	Clackamas County*	Assistant Director, Finance	100,541	135,730	100,541	135,730	PPS Actual
8	100.0%	Beaverton	Administrator for Fiscal Services (1)	118,776	118,776	118,776	118,776	\$122,525
9	100.0%	Washington County	Controller	93,282	113,356	93,282	113,356	
		*Includes PERS Pickup						
		(1) No range available						

Median of Adjusted Max **\$151,042**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Classification</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
National								
1	117.4%	Atlanta, GA	Deputy Chief Financial Officer	\$ 122,245	\$ 168,087	\$ 143,516	\$ 197,334	
2	92.3%	Seattle, WA	Executive Director of Finance	120,016	165,734	110,775	152,972	
3	105.5%	Norfolk, VA	Senior Director - Accounting	84,312	141,337	88,949	149,111	
4	122.4%	Baton Rouge, LA	Director for Finance	69,064	95,144	84,534	116,456	PPS Actual
								\$122,525

Note: For Information Purposes Only

Chief of Staff

Median of Adjusted Max **\$118,494**
 PPS Range **\$116,750 - \$151,750**

	<i>COLI</i>	<i>Location</i>	<i>Classification</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	106.3%	Salem Keizer*	Chief of Staff	\$ 94,819	\$ 119,977	\$ 100,810	\$ 127,557	PPS Actual \$136,861
2	100.0%	PCC*	Chief of Staff	75,470	109,431	75,470	109,431	
		*Includes PERS Pickup						

Median of Adjusted Max **\$180,512**
 PPS Range **\$116,750 - \$151,750**

National								
1	92.3%	Seattle, WA	Deputy Superintendent	\$ 178,963	\$ 247,229	\$ 165,183	\$ 228,192	PPS Actual \$136,861
2	124.0%	Columbus, OH	Chief of Staff	141,196	145,574	175,083	180,512	
3	105.5%	Norfolk, VA	Chief of Staff	97,380	163,245	102,736	172,223	

Note: For Information Purposes Only

Chief of Communications and Public Affairs

Median of Adjusted Max **\$178,848**
 PPS Range **\$116,750 - \$151,750**

	<i>COLI</i>	<i>Location</i>	<i>Classification</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Port of Portland*	Chief Public Affairs Officer	\$ 161,037	\$ 281,816	\$ 161,037	\$ 281,816
2	100.0%	TriMet	Executive Director, Public Affairs	119,316	221,587	119,316	221,587
3	100.0%	Multnomah County*	Government Relations Director	122,881	196,611	122,881	196,611
4	100.0%	Metro	Policy Advisor II	132,898	192,714	132,898	192,714
5	100.0%	Clackamas County*	Public & Gov Affairs Dir	122,208	164,981	122,208	164,981
6	106.3%	Salem Keizer*	Director, Community Relations and Communications	94,819	119,977	100,810	127,557
7	100.0%	Beaverton	Public Communications Officer (1)	129,908	129,908	129,908	129,908
8	100.0%	Washington County	Public Affairs Officer	93,282	113,356	93,282	113,356
*Includes PERS Pickup (1) No range available							

PPS Actual
\$136,861

Median of Adjusted Max **\$139,969**
 PPS Range **\$116,750 - \$151,750**

National							
1	124.0%	Columbus, OH	Chief of Communications and External Affairs	\$ 130,865	\$ 141,196	\$ 162,273	\$ 175,083
2	127.0%	Indianapolis, IN	Chief Strategist	105,000	125,000	133,350	158,750
3	105.5%	Norfolk, VA	Senior Director, Communications and Media Relations	84,312	141,337	88,949	149,111
4	122.4%	Baton Rouge, LA	Chief of Communications and Public Relations	84,532	116,643	103,467	142,771
5	92.3%	Seattle, WA	Chief Engagement Officer	107,621	148,611	99,334	137,168
6	79.5%	Capistrano, CA	Asst Superintendent, Communications/Community Relations	116,393	163,778	92,532	130,204
7	85.6%	Santa Ana, CA	Chief Communications Officer	125,826	143,659	107,707	122,972
8	117.4%	Atlanta, GA	Communications and Public Engagement Manager	75,048	103,191	88,106	121,146

PPS Actual
\$136,861

Note: For Information Purposes Only

Senior Director - Facilities & Asset Management

Median of Adjusted Max **\$137,595**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	100.0%	TriMet	Executive Director, Maintenance Operations	\$ 110,233	\$ 204,719	\$ 110,233	\$ 204,719	
2	100.0%	Port of Portland*	Business & Properties Director	103,490	165,586	103,490	165,586	
3	100.0%	Multnomah County*	Facilities & Property Management Division Director	95,773	153,238	95,773	153,238	
4	100.0%	Beaverton	Executive Administrator for Facilities (1)	138,846	138,846	138,846	138,846	
5	100.0%	City of Portland*	Facilities Services Division Manager	100,627	136,345	100,627	136,345	
6	100.0%	Washington County	Facilities Manager	105,540	128,245	105,540	128,245	
7	100.0%	Clackamas County*	Facilities Manager	91,194	123,111	91,194	123,111	
8	106.3%	Salem Keizer*	Manager, Maintenance & Construction Services	90,304	114,261	96,009	121,480	PPS Actual \$121,800
*Includes PERS Pickup (1) No range available								

Median of Adjusted Max **\$133,180**
 PPS Range **\$101,500 - \$132,000**

National								
1	110.2%	Minneapolis, MN	Executive Director, Facilities	\$ 110,377	\$ 176,604	\$ 121,635	\$ 194,618	
2	110.2%	Indianapolis, IN	Director of Facilities Management	91,000	118,000	100,282	130,036	
3	105.5%	Norfolk, VA	Senior Director, Facilities Management	84,312	141,337	88,949	149,111	
4	124.0%	Columbus, OH	Director, Building and Grounds	98,617	118,029	122,285	146,356	
5	85.6%	Santa Ana, CA	Director of Building Services	149,219	167,079	127,731	143,020	
6	92.3%	Seattle, WA	Executive Director of Facilities	104,478	144,290	96,433	133,180	
7	122.4%	Baton Rouge, LA	Administrative Director of Facilities	71,473	103,593	87,483	126,798	
8	117.4%	Atlanta, GA	Manager - Maintenance & Operations	75,048	103,191	88,106	121,146	PPS Actual \$121,800
9	79.5%	Capistrano, CA	Director III, Facilities	95,529	134,418	75,946	106,862	

Note: For Information Purposes Only

Senior Director - Special Education
Senior Director - Columbia Regional Program

Median of Adjusted Max \$ 128,326
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	106.32%	Salem Keizer*	Director, Student Services	\$ 109,764	\$ 138,887	\$ 116,699	\$ 147,661
2	100.0%	Beaverton	Assistant Administrator for Special Education (1)	\$ 108,990	\$ 108,990	\$ 108,990	\$ 108,990
		*Includes PERS Pickup (1) No range available					

PPS Actual
\$122,525 - SPED
\$115,558 - CRP

Median of Adjusted Max \$ 143,643
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
National							
1	110.2%	Minneapolis, MN	Executive Director, Special Education and Health	\$ 90,288	\$ 153,490	\$ 99,497	\$ 169,146
2	124.0%	Columbus, OH	Executive Director, Office of Special Education	101,748	121,785	126,168	151,013
3	127.0%	Indianapolis, IN	Director of Special Education	91,000	118,000	115,570	149,860
4	92.3%	Seattle, WA	Executive Director, Special Education	112,694	155,626	104,017	143,643
5	85.6%	Santa Ana, CA	Director, Special Education	140,414	158,052	120,194	135,293
6	122.4%	Baton Rouge, LA	Executive Director, Special Education	71,473	103,593	87,483	126,798
7	79.5%	Capistrano, CA	Director IV, Early Childhood Programs	97,917	137,781	77,844	109,536

PPS Actual
\$122,525 - SPED
\$115,558 - CRP

Note: For Information Purposes Only

Senior Director - Dual Language Programs

Median of Adjusted Max **\$136,973**
 PPS Range **\$101,500 - \$132,000**

Oregon

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
1	106.3%	Salem Keizer*	Director, Instructional Services	\$ 109,764	\$ 138,887	\$ 116,699	\$ 147,661
2	100.0%	Beaverton	Administrator for ELL and Bilingual Programs (1)	126,284	126,284	126,284	126,284

*Includes PERS Pickup
 (1) No range available

**PPS Actual
 \$118,755**

Median of Adjusted Max **\$125,154**
 PPS Range **\$101,500 - \$132,000**

National

1	110.2%	Minneapolis, MN	Executive Director, ESL / Bilingual Programming	\$ 90,288	\$ 153,490	\$ 99,497	\$ 169,146
2	92.3%	Seattle, WA	Director, ELL and International Programs	98,189	135,595	90,628	125,154
3	79.5%	Capistrano, CA	Director III, English Learner & Support Programs	95,529	134,418	75,946	106,862

**PPS Actual
 \$118,755**

Note: For Information Purposes Only

Senior Director-ESL

Median of Adjusted Max **\$120,991**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	100.0%	Beaverton	Administrator for ELL and Bilingual Programs (1)	\$ 126,284	\$ 126,284	\$ 126,284	\$ 126,284	PPS Actual \$115,710
2	106.3%	Salem Keizer*	Coordinator, Student Services/Special Education	86,004	108,822	91,438	115,697	
		*Includes PERS Pickup (1) No range available						

Median of Adjusted Max **\$130,223**
 PPS Range **\$101,500 - \$132,000**

National								
1	110.2%	Minneapolis, MN	Executive Director - Educational Cultural Services	\$ 83,215	\$ 141,465	\$ 91,703	\$ 155,894	PPS Actual \$115,710
2	124.0%	Columbus, OH	Director, ESL	98,617	118,029	122,285	146,356	
3	85.6%	Santa Ana, CA	Director of English Learner Services	140,414	158,052	120,194	135,293	
4	92.3%	Seattle, WA	Director, ELL and International Programs	98,189	135,595	90,628	125,154	
5	117.4%	Atlanta, GA	Senior Program Manager	75,048	103,191	88,106	121,146	
6	79.5%	Capistrano, CA	Director III, English Learner & Support Programs	95,529	134,418	75,946	106,862	

Note: For Information Purposes Only

Senior Director - Funded Programs

Median of Adjusted Max **N/A**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	106.3%	Salem Keizer*	Coordinator, Federal Programs	\$ 90,304	\$ 114,261	\$ 96,009	\$ 121,480	PPS Actual \$115,710
		*Includes PERS Pickup						
National								
						Median of Adjusted Max	\$132,100	
						PPS Range	\$101,500 - \$132,000	
1	127.0%	Oklahoma City, OK	Executive Director of Federal Programs	\$ 87,000	\$ 118,000	\$ 110,490	\$ 149,860	
2	127.0%	Indianapolis, IN	Director of Federal and Special Programs	91,000	118,000	115,570	149,860	
2	92.3%	Seattle, WA	Executive Director School Improvement Grants	107,619	148,616	99,332	137,173	
3	79.5%	Capistrano, CA	Executive Director, State and Federal Programs	113,554	159,783	90,275	127,027	
4	122.4%	Baton Rouge, LA	Admin Dir of Federal Programs	71,473	103,593	87,483	126,798	PPS Actual \$115,710
6	105.5%	Norfolk, VA	Senior Coordinator, Program/Finance Manager	62,915	105,468	66,375	111,269	

Note: For Information Purposes Only

Senior Director - Instruction and Curriculum Assessment

Median of Adjusted Max **\$ 118,236**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	100.0%	Beaverton	Administrator for Curriculum, Instruction & Assessment (1)	\$ 126,284	\$ 126,284	\$ 126,284	\$ 126,284	PPS Actual \$115,518
2	106.3%	Salem Keizer*	Coordinator, Testing and Evaluation	81,907	103,640	87,082	110,188	
		*Includes PERS Pickup (1) No range available						

Median of Adjusted Max **\$ 149,860**
 PPS Range **\$101,500 - \$132,000**

National								
1	105.5%	Norfolk, VA	Executive Director, Curriculum and Instruction	\$ 88,529	\$ 148,404	\$ 93,398	\$ 156,566	PPS Actual \$115,518
2	127.0%	Oklahoma City, OK	Executive Director of Curriculum and Instruction	\$ 87,000	\$ 118,800	\$ 110,490	\$ 150,876	
3	127.0%	Indianapolis, IN	Sr. Director - Instruction Curriculum Assessment	91,000	118,000	115,570	149,860	
4	92.3%	Seattle, WA	Executive Director of Curriculum and Instructional Support	112,694	155,626	104,017	143,643	
5	79.5%	Capistrano, CA	Director V, Assessment, Research, & Accountability	100,365	141,224	79,790	112,273	

Note: For Information Purposes Only

Senior Director - Office of Equity and Partnerships

Median of Adjusted Max **\$131,702**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>		
Oregon									
1	100.0%	Multnomah County*	Chief Officer, Diversity and Equity	\$ 111,711	\$ 178,737	\$ 111,711	\$ 178,737		
2	100.0%	City of Portland*	Equity and Human Rights Director	118,927	170,255	118,927	170,255		
3	100.0%	PCC*	Office of Equity and Inclusion Director	91,319	132,410	91,319	132,410		
4	100.0%	TriMet	Director, Diversity and Transit Equity	78,597	130,995	78,597	130,995		
5	100.0%	Port of Portland*	Social Equity Program Manager	78,989	123,450	78,989	123,450		
6	100.0%	Beaverton	Administrator for Equity & Inclusion (1)	112,109	112,109	112,109	112,109	PPS Actual \$114,172	
7	100.0%	MHCC	Officer for Access, Diversity, and Equity (2)						
		*Includes PERS Pickup							
		(1) No range available							
		(2) No salary information available							

Median of Adjusted Max **\$132,535**
 PPS Range **\$101,500 - \$132,000**

National								
1	110.2%	Minneapolis, MN	Executive Director, Educational and Cultural Services	\$ 83,215	\$ 141,465	\$ 91,703	\$ 155,894	PPS Actual \$114,172
2	92.3%	Seattle, WA	Director, School/Family Partnerships & Equity/Race Relations	85,670	118,284	79,073	109,176	

Note: For Information Purposes Only

Senior Director - Accounting and Payroll Services

Position was eliminated in FY 2015/16

Draft

Senior Director - System Planning and Performance

Median of Adjusted Max \$ 157,614
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	100.0%	Port of Portland*	Business Systems Manager III	\$ 103,490	\$ 165,586	\$ 103,490	\$ 165,586	PPS Actual \$115,710
2	100.0%	Clackamas County*	Strategic Policy Administrator	110,846	149,642	\$ 110,846	\$ 149,642	
*Includes PERS Pickup								

Median of Adjusted Max \$ 146,356
 PPS Range \$101,500 - \$132,000

National								
1	110.2%	Minneapolis, MN	Executive Director, Research, Evaluation, and Assessment	\$ 90,288	\$ 153,490	\$ 99,497	\$ 169,146	PPS Actual \$115,710
2	105.5%	Norfolk, VA	Executive Director, Assessment, Research, and Accountability	88,529	148,404	93,398	156,566	
3	85.6%	Santa Ana, CA	Executive Director of Research and Evaluation	159,397	177,771	136,444	152,172	
4	124.0%	Columbus, OH	Director, Testing and Program Evaluation	98,617	118,029	122,285	146,356	
5	92.3%	Seattle, WA	Director/Executive Director, Strategic Planning and System Improvement	112,694	155,626	104,017	143,643	
6	122.4%	Baton Rouge, LA	Chief Officer for Accountability, Assessment and Evaluation	84,532	116,643	103,467	142,771	
7	117.4%	Atlanta, GA	Reporting and Compliance Coordinator	75,048	103,191	88,106	121,146	

Note: For Information Purposes Only

Senior Director - Employee and Labor Relations

Median of Adjusted Max \$ 136,930
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	106.3%	Salem Keizer*	Director, Employee Relations	\$ 104,537	\$ 132,274	\$ 111,142	\$ 140,631
2	100.0%	TriMet	Director, Labor Relations	79,704	148,022	79,704	148,022
3	100.0%	Port of Portland*	Labor Relations Manager	90,408	142,731	90,408	142,731
4	100.0%	City of Portland*	Labor/Employee Relations Manager	93,572	138,131	93,572	138,131
5	100.0%	Clackamas County*	Employee Services Assistant Director	100,541	135,730	100,541	135,730
6	100.0%	PCC*	Employee & Labor Relations Manager	91,319	132,410	91,319	132,410
7	100.0%	Metro	Employee Relations and Training Manager	91,887	130,519	91,887	130,519
8	100.0%	Washington County	Human Resources Analyst, Principal	90,963	110,594	90,963	110,594
*Includes PERS Pickup							

**PPS Actual
\$118,500**

Median of Adjusted Max \$ 146,805
 PPS Range \$101,500 - \$132,000

National							
1	110.2%	Minneapolis, MN	Director, Employee Relations	\$ 83,215	\$ 141,465	\$ 91,703	\$ 155,894
2	117.4%	Atlanta, GA	Employee Relations Director	91,221	125,429	107,093	147,254
3	124.0%	Columbus, OH	Director, Employee Relations	98,617	118,029	122,285	146,356
4	92.3%	Seattle, WA	Director, Labor and Employee Relations	98,189	135,595	90,628	125,154

**PPS Actual
\$118,500**

Note: For Information Purposes Only

Senior Manager - Labor Relations

Median of Adjusted Max \$ 118,627
 PPS Range \$71,867 - \$97,363

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	100.0%	Port of Portland*	Labor Relations Manager	\$ 90,408	\$ 142,731	\$ 90,408	\$ 142,731	
2	100.0%	City of Portland*	Labor Employee Relations Manager	93,572	138,131	93,572	138,131	
3	100.0%	Metro	Labor Relations Program Manager	83,538	118,649	83,538	118,649	
4	100.0%	Multnomah County*	Manager Senior	79,069	118,604	79,069	118,604	
5	100.0%	Washington County	Human Resources Analyst, Senior	74,706	90,768	74,706	90,768	
6	100.0%	MHCC	Senior Labor Relations & Affirmative Action Officer	60,842	77,071	60,842	77,071	PPS Actual \$86,600
*Includes PERS Pickup								

Median of Adjusted Max \$ 112,490
 PPS Range \$71,867 - \$97,363

National								
1	117.4%	Atlanta, GA	Assistant Director, Employee Relations	\$ 75,048	\$ 103,191	\$ 88,106	\$ 121,146	
2	110.2%	Minneapolis, MN	Employee Relations Associate, Senior	60,046	102,078	66,171	112,490	
3	92.3%	Seattle, WA	Manager Human Resources (Labor/Employee Relations)	78,266	108,096	72,240	99,773	PPS Actual \$86,600

Note: For Information Purposes Only

Senior Director - Schools

Median of Adjusted Max \$ 143,254
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	106.3%	Salem Keizer*	Director, Schools (ES, MS, HS)	\$ 109,764	\$ 138,887	\$ 116,699	\$ 147,661	
2	100.0%	Beaverton	Executive Administrator.	133,846	138,846	133,846	138,846	PPS Actual \$128,211
*Includes PERS Pickup								

Median of Adjusted Max \$ 147,907
 PPS Range \$101,500 - \$132,000

National								
1	124.0%	Columbus, OH	Executive Director, School Leadership (1)	\$ 130,865	\$ 130,865	\$ 162,273	\$ 162,273	
2	105.5%	Norfolk, VA	Executive Director, Curriculum and Instruction	88,529	148,404	93,398	156,566	
3	85.6%	Santa Ana, CA	Executive Director Elementary, Secondary	159,397	177,771	136,444	152,172	
4	92.3%	Seattle, WA	Executive Director of P-12 Schools	112,694	155,626	104,017	143,643	PPS Actual \$128,211
5	79.5%	Capistrano, CA	Executive Director, Curriculum and Instruction	113,554	159,783	90,275	127,027	
6	122.4%	Baton Rouge, LA	Executive Director - School Leadership	71,473	103,593	87,483	126,798	
(1) No range available								

Note: For Information Purposes Only

Senior Director - Nutrition Services

Median of Adjusted Max **N/A**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	100.0%	Beaverton	Administrator for Nutrition Services (1)	118,776	118,776	118,776	118,776	PPS Actual \$109,417
		*Includes PERS Pickup (1) No range available						

Median of Adjusted Max **\$ 128,778**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
National								
1	127.0%	Indianapolis, IN	Director of School Nutrition	\$ 91,000	\$ 118,000	\$ 115,570	\$ 149,860	PPS Actual \$109,417
2	105.5%	Norfolk, VA	Senior Director, School Nutrition Services	84,312	141,337	88,949	149,111	
3	124.0%	Columbus, OH	Director, Food Service	98,617	118,029	122,285	146,356	
4	85.6%	Santa Ana, CA	Director of Food Services	134,978	152,755	115,541	130,758	
5	122.4%	Baton Rouge, LA	Administrative Director, Child Nutrition Program	71,473	103,593	87,483	126,798	
6	117.4%	Atlanta, GA	Nutrition Manager	75,048	103,191	88,106	121,146	
7	92.3%	Seattle, WA	Director of Nutrition Services	83,174	114,839	76,770	105,996	
8	79.5%	Capistrano, CA	Director II, Food & Nutrition Services	90,926	127,941	72,286	101,713	

Note: For Information Purposes Only

Assistant Director - Nutrition Services

Median of Adjusted Max \$ **99,667**
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
National							
1	85.6%	Santa Ana, CA	Asst. Director of Food Services	\$ 124,259	\$ 141,911	\$ 106,366	\$ 121,476
2	117.4%	Atlanta, GA	Regional Nutrition Compliance Specialist	59,058	84,895	69,334	99,667
3	92.3%	Seattle, WA	Manager of Nutrition Services (Operations)	62,747	86,619	57,915	79,949

PPS Actual
\$95,874

Note: For Information Purposes Only

Draft

Program Director - Early Response System

Average of Adjusted Max **N/A**
 PPS Range **\$82,586 - \$113,858**

	<i>CPI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
National								
1	79.5%	Capistrano, CA	Executive Director, Student Intervention and Support Services	\$ 113,554	\$ 159,783	\$ 90,275	\$ 127,027	PPS Actual \$107,224

Note: For Information Purposes Only

Draft

Senior Director-Transportation Services

Median of Adjusted Max **\$ 120,128**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	106.3%	Salem Keizer*	Director, Transportation	\$ 90,304	\$ 114,261	\$ 96,009	\$ 121,480	PPS Actual \$103,835
2	100.0%	Beaverton	Administrator for Transportation (1)	118,776	118,776	118,776	118,776	
		*Includes PERS Pickup (1) No range available						

Median of Adjusted Max **\$ 123,972**
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
National								
1	127.0%	Indianapolis, IN	Transportation Director	\$ 91,000	\$ 118,000	\$ 115,570	\$ 149,860	PPS Actual \$103,835
2	105.5%	Norfolk, VA	Director, Transportation	76,473	128,196	80,679	135,247	
3	122.4%	Baton Rouge, LA	Administrative Director of Transportation	71,473	103,593	87,483	126,798	
4	117.4%	Atlanta, GA	Operations Manager of Transportation	75,048	103,191	88,106	121,146	
5	79.5%	Capistrano, CA	Director IV, Transportation	97,917	137,781	77,844	109,536	
6	92.3%	Seattle, WA	Transportation Manager	78,266	108,096	72,240	99,773	

Note: For Information Purposes Only

Director - Enrollment and Transfer

Median of Adjusted Max \$ 117,957
 PPS Range \$82,586 - \$113,858

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
National							
1	92.3%	Seattle, WA	Director Enrollment & Planning Services	\$ 98,188	\$ 135,594	\$ 90,628	\$ 125,153
2	79.5%	Capistrano, CA	Executive Director, Safety and Student Services	105,446	148,373	83,830	117,957
3	122.4%	Baton Rouge, LA	Director of Child Welfare & Attendance	69,064	95,144	84,534	116,456
4	127.0%	Indianapolis, IN	Enrollment & Options Officer (1)				
(1) No Salary Information available							

PPS Actual
\$107,224

Note: For Information Purposes Only

Director - Student Services

Median of Adjusted Max **\$ 143,254**
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	106.3%	Salem Keizer*	Director, Student Services	\$ 109,764	\$ 138,887	\$ 116,699	\$ 147,661	
2	100.0%	Beaverton	Executive Administrator for Student Services (1)	138,846	138,846	138,846	138,846	PPS Actual \$115,475
		*Includes PERS Pickup (1) No range available						

Median of Adjusted Max **\$ 149,485**
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
National								
1	117.4%	Atlanta, GA	Assistant Superintendent of Student Services	\$ 110,880	\$ 152,460	\$ 130,173	\$ 178,988	
2	127.0%	Oklahoma City, OK	Executive Director	87,000	118,800	110,490	150,876	
3	127.0%	Indianapolis, IN	Director-Student Services	91,000	118,000	115,570	149,860	
4	105.5%	Norfolk, VA	Senior Director, Student Support Services	84,312	141,337	88,949	149,111	
5	122.4%	Baton Rouge, LA	Chief Officer for Student Support Services	84,532	116,643	103,467	142,771	
6	79.5%	Capistrano, CA	Executive Director, Safety and Student Services	105,446	148,373	83,830	117,957	PPS Actual \$115,475

Note: For Information Purposes Only

Director - Benefits

Median of Adjusted Max **\$ 128,091**
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	100.0%	Port of Portland*	Human Resources Manager II	\$ 90,408	\$ 142,731	\$ 90,408	\$ 142,731	
2	100.0%	PCC*	Human Resources Manager II	91,319	132,410	91,319	132,410	
3	100.0%	TriMet	Senior Manager, Benefits & HRIS	78,597	130,995	78,597	130,995	
4	100.0%	Metro	Benefits Manager	91,887	130,519	91,887	130,519	
5	100.0%	Multnomah County*	Division Director 1	85,395	128,091	85,395	128,091	
6	100.0%	City of Portland*	Benefits Manager	93,572	124,616	93,572	124,616	
7	100.0%	Clackamas County*	Benefits Manager	91,194	123,111	91,194	123,111	
8	106.3%	Salem Keizer*	Employee Programs and Benefits Coordinator	81,907	103,640	87,082	110,188	
9	100.0%	Washington County	Benefits Supervisor	84,515	102,700	84,515	102,700	PPS Actual \$103,301

*Includes PERS Pickup

Median of Adjusted Max **\$ 119,753**
 PPS Range **\$82,586 - \$113,858**

National								
1	117.4%	Atlanta, GA	Director of Compensation & Leave	91,221	125,429	107,093	147,254	
2	85.6%	Santa Ana, CA	Employee Benefits Manager	89,953	107,772	77,000	92,253	PPS Actual \$103,301

Note: For Information Purposes Only

Assistant Director - ESL

Median of Adjusted Max **N/A**
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
National								
1	117.4%	Atlanta, GA	ESOL Program Specialist	\$ 59,058	\$ 84,895	\$ 69,334	\$ 99,667	PPS Actual \$106,513

Note: For Information Purposes Only

Draft

Assistant Director - Dual Language Program

Median of Adjusted Max **\$ 108,990**
 PPS Range **\$82,586 - \$113,858**

	<i>CPI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	106.3%	Salem Keizer*	Coordinator, Curriculum & Instr. Spec Projects	82,420	104,288	87,627	110,877	
2	100.0%	Beaverton	Director for ELL Services (1)	\$ 108,990	\$ 108,990	\$ 108,990	\$ 108,990	PPS Actual \$106,513
		*Includes PERS Pickup (1) No range available						
National								
1	122.4%	Baton Rouge, LA	Coordinator of Special Support Programs	\$ 84,532	\$ 116,643	\$ 103,467	\$ 142,771	PPS Actual \$106,513

Median of Adjusted Max **N/A**
 PPS Range **\$82,586 - \$113,858**

Note: For Information Purposes Only

Senior Manager - MIS

Median of Adjusted Max \$ **132,410**
 PPS Range **\$70,867 - \$97,363**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Multnomah County*	IT Manager 2	\$ 95,773	\$ 153,238	\$ 95,773	\$ 153,238
2	100.0%	TriMet	Manager, Information Security	87,298	150,982	87,298	150,982
3	100.0%	Port of Portland*	IT Manager	90,408	142,731	90,408	142,731
4	100.0%	City of Portland*	Information Systems Manager, Sr.- General	100,627	136,345	100,627	136,345
5	100.0%	Clackamas County*	Information Services Manager	100,541	135,730	100,541	135,730
6	100.0%	PCC*	Technology Solution Services Division Manager	91,319	132,410	91,319	132,410
7	106.3%	Salem Keizer*	Manager, Technology & Information Services	90,304	114,261	96,009	121,480
8	100.0%	Metro	Applications Manager	83,538	118,649	83,538	118,649
9	100.0%	Beaverton	Administrator for Technology Services (1)	108,990	108,990	108,990	108,990
10	100.0%	Washington County	Information Technology Project Manager	88,814	107,911	88,814	107,911
11	100.0%	MHCC	Manager, IT Client Services	66,317	106,420	66,317	106,420

*Includes PERS Pickup
 (1) No range available

**PPS Actual
 \$89,890**

Median of Adjusted Max \$ **113,558**
 PPS Range **\$70,867 - \$97,363**

National

1	110.2%	Minneapolis, MN	Director, HRIS	\$ 76,696	\$ 130,383	\$ 84,519	\$ 143,682
2	92.3%	Seattle, WA	IT Manager - Senior	95,326	131,643	87,986	121,507
3	117.4%	Atlanta, GA	Information Systems Manager	75,048	103,191	88,106	121,146
4	105.5%	Norfolk, VA	Student Information Systems Manager (SIMS)	59,918	100,446	63,213	105,971
5	122.4%	Baton Rouge	Systems Manager, Employee Data Systems	57,218	85,338	70,035	104,454
6	79.5%	Capistrano, CA	Manager V, Information Systems	80,365	113,081	63,890	89,899

**PPS Actual
 \$89,890**

Note: For Information Purposes Only

Program Director - Technical Operations

Median of Adjusted Max **\$ 113,820**
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	100.0%	TriMet	Director, Business Programs	\$ 79,704	\$ 148,022	\$ 79,704	\$ 148,022	
2	100.0%	Metro	Technical Services Manager	83,538	118,649	83,538	118,649	
3	100.0%	Washington County	Technical Services Manager	100,290	121,862	100,290	121,862	
4	100.0%	Beaverton	Administrator for Technology Services (1)	108,990	108,990	108,990	108,990	
5	100.0%	City of Portland*	Technical Operations Supervisor	73,442	98,048	73,442	98,048	PPS Actual \$95,874
6	100.0%	Port of Portland*	Technical Support Manager	61,459	94,181	61,459	94,181	
*Includes PERS Pickup (1) No range available								

Median of Adjusted Max **\$ 121,146**
 PPS Range **\$82,586 - \$113,858**

National								
1	110.2%	Minneapolis, MN	Director, Instructional Technology Services	\$ 83,215	\$ 141,465	\$ 91,703	\$ 155,894	
2	92.3%	Seattle, WA	Director of Technology Infrastructure	107,621	148,610	99,334	137,167	
3	85.6%	Santa Ana, CA	Asst. Director of Informational Technology	131,290	149,011	112,384	127,553	
4	117.4%	Atlanta, GA	IT Systems Manager	75,048	103,191	88,106	121,146	
5	79.5%	Capistrano, CA	Director IV, Technical Services	97,917	137,781	77,844	109,536	
6	122.4%	Baton Rouge, LA	Project Mgr of Technology Projects & Operations	57,218	85,338	70,035	104,454	
7	105.5%	Norfolk, VA	District Technical Support Supervisor	57,065	95,663	60,204	100,924	PPS Actual \$95,874

Note: For Information Purposes Only

Director - Capital Projects

Median of Adjusted Max **\$ 121,480**
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Multnomah County*	Strategic Capital Planning Director	\$ 95,773	\$ 153,238	\$ 95,773	\$ 153,238
2	100.0%	Port of Portland*	Planning Development Program Manager	90,408	142,731	90,408	142,731
3	100.0%	City of Portland*	Capital Project Control Manager	87,024	115,907	87,024	115,907
4	100.0%	Clackamas County*	Planning Director	100,541	135,730	100,541	135,730
5	106.3%	Salem Keizer*	Manager, Maintenance & Construction Services	90,304	114,261	96,009	121,480
6	100.0%	Beaverton	Administrator for Facilities Development (1)	119,991	119,991	119,991	119,991
7	100.0%	Washington County	Capital Improvement Project Manager, Senior	80,451	97,750	80,451	97,750

*Includes PERS Pickup
 (1) No range available

**PPS Actual
 \$95,974**

Median of Adjusted Max **\$ 140,093**
 PPS Range **\$82,586 - \$113,858**

National

1	124.0%	Columbus, OH	Director Capital Improvements	\$ 98,617	\$ 118,029	\$ 122,285	\$ 146,356
2	85.6%	Santa Ana, CA	Director of Construction	149,219	167,079	127,731	143,020
3	92.3%	Seattle, WA	Director of Capital Projects and Planning	107,621	148,610	99,334	137,167
4	79.5%	Capistrano, CA	Director III, Facilities	95,529	134,418	75,946	106,862

**PPS Actual
 \$95,974**

Note: For Information Purposes Only

Network Administrator - Senior

Median of Adjusted Max **\$ 106,420**
 PPS Range **\$75,344 - \$100,012**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Multnomah County*	IT Manager 1	85,394	128,092	85,394	128,092
2	100.0%	City of Portland*	Inf Sys Mgr-Network Manager	\$ 93,572	\$ 124,616	\$ 93,572	\$ 124,616
3	106.3%	Salem Keizer*	Supervisor, Technology	86,004	108,822	91,438	115,697
4	100.0%	Beaverton	Administrator for Technology Services (1)	108,990	108,990	108,990	108,990
5	100.0%	TriMet	Network Communications Engineer III	65,127	108,544	65,127	108,544
6	100.0%	MHCC	Manager- IT Client Services	66,317	106,420	66,317	106,420
7	100.0%	Clackamas County*	Communication Technical Supervisor	78,776	106,348	78,776	106,348
8	100.0%	Metro	Systems Analyst IV	71,195	98,985	71,195	98,985
9	100.0%	Washington County	Network Analyst, Senior	80,451	97,750	80,451	97,750
10	100.0%	Port of Portland*	IT Network Administrator	61,459	94,181	61,459	94,181
11	100.0%	PCC*	Systems Analyst	62,373	90,439	62,373	90,439

*Includes PERS Pickup
 (1) No range available

**PPS Actual
 Vacant**

Median of Adjusted Max **\$ 116,832**
 PPS Range **\$75,344 - \$100,012**

National

1	92.3%	Seattle, WA	Database Administrator - Senior	\$ 98,188	\$ 135,594	\$ 90,628	\$ 125,153
2	117.4%	Atlanta, GA	Network Tech Manager	75,048	103,191	88,106	121,146
3	105.5%	Norfolk, VA	Network Services Engineering Admin	66,061	110,741	69,694	116,832
4	122.4%	Baton Rouge, LA	Program Manager of Network & Operations	62,238	94,358	76,179	115,494
5	85.6%	Santa Ana, CA	Manager of Network Computer Services	104,569	122,124	89,511	104,538

**PPS Actual
 Vacant**

Note: For Information Purposes Only

Senior Manager - Health and Safety

Median of Adjusted Max \$ 109,515
 PPS Range \$71,867 - \$97,363

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Port of Portland*	Safety and Loss Control Manager	\$ 78,989	\$ 123,450	\$ 78,989	\$ 123,450
2	100.0%	TriMet	Manager, Safety Assurance Programs & Training Svcs	66,429	110,715	66,429	110,715
3	106.3%	Salem Keizer*	Risk Manager	81,907	103,640	87,082	110,188
4	100.0%	Metro	Program Analyst V	76,647	108,842	76,647	108,842
5	100.0%	City of Portland*	Safety & Risk Officer I	69,285	92,498	69,285	92,498
6	100.0%	Clackamas County*	Risk & Loss Control Analyst	61,141	82,541	61,141	82,541
*Includes PERS Pickup (1) No Range Available							

**PPS Actual
\$86,600**

Median of Adjusted Max \$ 103,265
 PPS Range \$71,867 - \$97,363

National

1	79.5%	Capistrano, CA	Director III, Personnel Services, Risk Management	\$ 95,529	\$ 134,418	\$ 75,946	\$ 106,862
2	117.4%	Atlanta, GA	Risk Management Administrator	59,058	84,895	69,334	99,667

**PPS Actual
\$86,600**

Note: For Information Purposes Only

Supervisor - Network Admin

Median of Adjusted Max \$ **110,073**
 PPS Range \$**61,590 - \$85,716**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Port of Portland*	IT Project Manager	\$ 78,989	\$ 123,450	\$ 78,989	\$ 123,450
2	100.0%	Multnomah County*	IT Supervisor	79,069	118,604	79,069	118,604
3	106.3%	Salem Keizer*	Supervisor, Technology	86,004	108,822	91,438	115,697
4	100.0%	TriMet	Systems Engineer II	66,429	110,715	66,429	110,715
5	100.0%	PCC*	Systems Application Manager	75,470	109,431	75,470	109,431
6	100.0%	Clackamas County*	Communications Technical Supervisor	78,776	106,348	78,776	106,348
7	100.0%	City of Portland*	Inf Sys Analyst IV(Supvr)-Gen	77,168	103,229	77,168	103,229
8	100.0%	Washington County	Senior Network Analyst	80,451	97,750	80,451	97,750

*Includes PERS Pickup

PPS Actual
\$83,788

Median of Adjusted Max \$ **104,538**
 PPS Range \$**61,590 - \$85,716**

National							
1	122.4%	Baton Rouge, LA	Program Manager of Network & Operations	\$ 62,238	\$ 94,358	\$ 76,179	\$ 115,494
2	92.3%	Seattle, WA	Database Administrator - Lead/Supervisor	86,507	119,454	79,846	110,256
3	85.6%	Santa Ana, CA	Manager of Network Computer Services	104,569	122,124	89,511	104,538
4	105.5%	Norfolk, VA	District Technical Support Supervisor	57,065	95,663	60,204	100,924
5	79.5%	Capistrano, CA	Manager V, Information Systems	74,627	105,008	59,328	83,481

PPS Actual
\$83,788

Note: For Information Purposes Only

Senior Analyst - Evaluation

Median of Adjusted Max **N/A**
 PPS Range **\$61,590 - \$ 83,788**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	106.3%	Salem Keizer*	Coordinator, Testing and Evaluation	\$ 81,907	\$ 103,640	\$ 87,082	\$ 110,188	PPS Actual \$82,145
		*Includes PERS Pickup						

Median of Adjusted Max **\$ 91,541**
 PPS Range **\$61,590 - \$ 83,788**

National								
1	85.6%	Santa Ana, CA	Coordinator of Student Achievement Programs	\$ 124,259	\$ 141,911	\$ 106,366	\$ 121,476	
2	122.4%	Baton Rouge, LA	Project Evaluation Specialist	62,739	88,819	76,793	108,714	
3	105.5%	Norfolk, VA	Business Information Systems Analyst	51,762	86,769	54,609	91,541	
4	117.4%	Atlanta, GA	Specialist, Testing and Assessment	51,016	73,336	59,893	86,096	PPS Actual \$82,145
5	92.3%	Seattle, WA	Lead Research, Evaluation and Assessment Analyst	60,923	84,094	56,232	77,619	

Note: For Information Purposes Only

Project Manager III - Bond

Median of Adjusted Max **\$ 107,662**
 PPS Range **\$71,867 - \$97,363**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
National							
1	92.3%	Seattle, WA	Manager, Capital Programs	91,062	125,777	84,050	116,092
2	79.5%	Capistrano, CA	Director I, Construction	88,708	124,821	70,523	99,233

PPS Actual
Vacant

Note: For Information Purposes Only

Draft

Program Director - Multiple Pathways and Charter Schools

PPS Range

\$81,366 - \$112,175

<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
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No available data for this position

PPS Actual \$88,983

Draft

Senior Manager - GearUp

PPS Range

\$71,867 - \$97,363

<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
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No available data for this position

PPS Actual \$89,890

Draft

Director - HR Technology and Support Services

Median of Adjusted Max **\$ 126,797**
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Port of Portland*	Information Technology Manager	\$ 90,408	\$ 142,731	\$ 90,408	\$ 142,731
2	100.0%	City of Portland*	Human Resources System Manager	93,572	136,345	93,572	136,345
3	100.0%	Clackamas County*	Human Resources Information System Manager	86,851	117,250	86,851	117,250
4	106.3%	Salem Keizer*	Supervisor, Technology	86,004	108,822	91,438	115,697
*Includes PERS Pickup							

PPS Actual
\$88,983

Median of Adjusted Max **\$ 118,113**
 PPS Range **\$82,586 - \$113,858**

National							
1	92.3%	Seattle, WA	Director of HR Data and Systems	\$ 98,188	\$ 135,594	\$ 90,628	\$ 125,153
2	117.4%	Atlanta, GA	HRIS Functional Manager/HR Technical Manager	75,048	103,191	88,106	121,146
3	79.5%	Capistrano, CA	Director VI- Personnel Services	102,874	144,755	81,785	115,080
4	85.6%	Santa Ana, CA	Manager of Computer Operations/Technology	104,569	122,124	89,511	104,538

PPS Actual
\$88,983

Note: For Information Purposes Only

Senior Manager - Maintenance Operations

Median of Adjusted Max **\$ 116,020**
 PPS Range **\$70,805 - \$95,924**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	TriMet	Senior Manager, Maintenance	\$ 81,298	\$ 150,982	\$ 81,298	\$ 150,982
2	100.0%	Port of Portland*	Maintenance Manager II	90,408	142,731	90,408	142,731
3	100.0%	Washington County	Facilities Manager	105,540	128,245	105,540	128,245
4	100.0%	PCC*	Maintenance Manager	87,999	120,375	87,999	120,375
5	100.0%	Clackamas County*	Maintenance Manager	82,715	111,666	82,715	111,666
6	106.3%	Salem Keizer*	Manager, Maintenance & Plant Operations	78,008	98,705	82,936	104,941
7	100.0%	City of Portland*	Sr. Facilities Maintenance Supervisor	69,914	93,241	69,914	93,241
8	100.0%	Beaverton	Maintenance Service Supervisor	68,922	90,695	68,922	90,695

*Includes PERS Pickup

**PPS Actual
\$83,430**

Median of Adjusted Max **\$ 108,084**
 PPS Range **\$70,805 - \$95,924**

National

1	117.4%	Atlanta, GA	Manager - Maintenance & Operations	\$ 75,048	\$ 103,191	\$ 88,106	\$ 121,146
2	85.6%	Santa Ana, CA	Manager of Maintenance Operations	116,868	134,631	100,039	115,244
3	105.5%	Norfolk, VA	Senior Coordinator, Maintenance	57,065	95,663	60,204	100,924
4	79.5%	Capistrano, CA	Manager III, Maintenance Trades	69,299	97,510	55,093	77,520

**PPS Actual
\$83,430**

Note: For Information Purposes Only

Chief Financial Officer

Median of Adjusted Max **\$ 192,714**
 PPS Range **\$116,750 - \$162,400**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Port of Portland*	Chief Financial Officer	\$ 201,166	\$ 352,040	\$ 201,166	\$ 352,040
2	100.0%	TriMet	Executive Director, Finance and Administration	150,511	279,520	150,511	279,520
3	100.0%	City of Portland*	Chief Administrative Officer	150,412	215,541	150,412	215,541
4	100.0%	MHCC	Vice President - Administrative Services	127,487	203,979	127,487	203,979
5	100.0%	Multnomah County*	Chief Financial Officer	122,882	196,611	122,882	196,611
6	100.0%	Metro	Finance and Regulatory Services Director	132,898	192,714	132,898	192,714
7	100.0%	Clackamas County*	Director, Finance	134,736	181,891	134,736	181,891
8	100.0%	PCC*	Associate Vice President	110,495	160,218	110,495	160,218
9	100.0%	Beaverton	Chief Financial Officer (1)	144,150	144,150	144,150	144,150
10	106.3%	Salem Keizer*	Director, Budget and Finance	104,537	132,274	111,142	140,631
11	100.0%	Washington County	Chief Finance Officer	113,629	138,119	113,629	138,119

**PPS Actual
\$162,400**

*Includes PERS Pickup
 (1) No range available

Median of Adjusted Max **\$ 158,750**
 PPS Range **\$116,750 - \$162,400**

National

1	117.4%	Atlanta, GA	Chief Financial Officer	\$ 156,019	\$ 214,526	\$ 183,166	\$ 251,854
2	110.2%	Minneapolis, MN	Chief Financial Officer	110,377	176,604	121,635	194,618
3	92.3%	Seattle, WA	Assistant Superintendent for Business and Finance	148,718	205,464	137,267	189,643
4	127.0%	Indianapolis, IN	Chief Financial Officer	105,000	125,000	133,350	158,750
5	105.5%	Norfolk, VA	Executive Director, Budget and Finance	88,529	148,404	93,398	156,566
6	122.4%	Baton Rouge, LA	Chief Financial Officer	74,484	106,604	91,168	130,483
7	79.5%	Capistrano, CA	Executive Director, Fiscal Services	105,446	148,373	83,830	117,957
8	85.6%	Santa Ana, CA	Assistant Superintendent of Business Services (1)				

**PPS Actual
\$162,400**

(1) No salary information available

Note: For Information Purposes Only

Chief - School Modernization

Median of Adjusted Max **\$ 138,846**
 PPS Range **\$116,750 - \$151,750**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	TriMet	Executive Director, Capital Projects & Construction	\$ 131,619	\$ 244,436	\$ 131,619	\$ 244,436
2	100.0%	Beaverton	Executive Administrator for Facilities Development (1)	138,846	138,846	138,846	138,846
3	100.0%	City of Portland*	Capital Program Management & Controls Manager	100,627	136,345	100,627	136,345
		*Includes PERS Pickup (1) No range available					

**PPS Actual
\$160,000**

Median of Adjusted Max **\$ 127,027**
 PPS Range **\$116,750 - \$151,750**

National							
1	124.0%	Columbus, OH	Senior Executive - Capital Improvements (1)	105,215	105,215	130,467	130,467
2	79.5%	Capistrano, CA	Executive Director, Facilities, Maintenance and Operations	113,554	159,783	90,275	127,027
3	122.4%	Baton Rouge, LA	Administrative Director for Facilities	71,473	103,593	87,483	126,798
		(1) No range available					

**PPS Actual
\$160,000**

Note: For Information Purposes Only

Chief Human Resources Officer

Median of Adjusted Max **\$ 171,859**
 PPS Range **\$116,750 - \$151,750**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
Oregon							
1	100.0%	Port of Portland*	Chief Human Resources Officer	\$ 161,037	\$ 281,816	\$ 161,037	\$ 281,816
2	100.0%	TriMet	Executive Director, Labor Relations & Human Resources	150,511	279,520	150,511	279,520
3	100.0%	Metro	Human Resource Director	132,898	192,714	132,898	192,714
4	100.0%	City of Portland*	Human Resource Director	133,699	191,597	133,699	191,597
5	100.0%	Multnomah County*	Human Resource Director	111,711	178,737	111,711	178,737
6	100.0%	Clackamas County*	Director, Employee Services	122,208	164,982	122,208	164,982
7	100.0%	PCC*	Associate VP for HR	110,495	160,218	110,495	160,218
8	106.3%	Salem Keizer*	Executive Director, Human Resources	115,252	145,832	122,533	155,045
9	100.0%	Beaverton	Chief Human Resource Officer(1)	144,150	144,150	144,150	144,150
10	100.0%	Washington County	Human Resource Manager	113,629	138,119	113,629	138,119

**PPS Actual
\$148,276**

*Includes PERS Pickup
 (1) No range available

Median of Adjusted Max **\$ 173,105**
 PPS Range **\$116,750 - \$151,750**

National

1	117.4%	Atlanta, GA	Chief Human Resources Officer	\$ 156,019	\$ 214,526	\$ 183,166	\$ 251,854
2	110.2%	Minneapolis, MN	Chief Human Resources Officer	110,377	176,604	121,635	194,618
3	92.3%	Seattle, WA	Assistant Superintendent for Human Resources	148,718	205,464	137,267	189,643
4	105.5%	Norfolk, VA	Executive Director, Human Resources	88,529	148,404	93,398	156,566
5	122.4%	Baton Rouge, LA	Chief Officer for Human Resources	84,532	116,643	103,467	142,771
6	79.5%	Capistrano, CA	Assistant Superintendent, Human Resource Services	116,393	163,778	92,532	130,204
7	85.6%	Santa Ana, CA	Associate Superintendent, Human Resources (1)				

**PPS Actual
\$148,276**

(1) No salary information available

Note: For Information Purposes Only

Assistant Superintendent - Teaching & Learning

Median of Adjusted Max **N/A**
 PPS Range **\$116,750 - \$151,750**

	<i>CPI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
Oregon								
1	106.3%	Salem Keizer*	Assistant Superintendent	\$ 115,252	\$ 145,832	\$ 122,533	\$ 155,045	PPS Actual \$145,434
		*Includes PERS Pickup						

Median of Adjusted Max **\$ 143,643**
 PPS Range **\$116,750 - \$151,750**

	<i>CPI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
National								
1	127.0%	Indianapolis, IN	Assistant Superintendent/Associate Superintendent	\$ 125,000	\$ 145,000	\$ 158,750	\$ 184,150	PPS Actual \$145,434
2	85.6%	Santa Ana, CA	Assistant Superintendent K-12 Teaching and Learning	159,397	177,771	136,444	152,172	
3	92.3%	Seattle, WA	Executive Director of Curriculum and Instructional Support	112,694	155,626	104,017	143,643	
4	122.4%	Baton Rouge, LA	Chief of Academic Programs	84,532	116,643	103,467	142,771	
5	79.5%	Capistrano, CA	Assistant Superintendent, Education Services	116,393	163,778	92,532	130,204	

Note: For Information Purposes Only



Board of Education

Staff Report to the Board

Board Meeting Date: 4 August 2016

Executive Committee Lead: Yousef Awwad, Chief Executive Officer

Department: Facilities and Asset Management

Presenter/Staff Lead: Sara King, Director of Planning and Asset Management

SUBJECT: *PORTLAND SCHOOLS REAL ESTATE TRUST AND PRIOR RESOLUTION TO DISSOLVE*

BACKGROUND

In February 2002, the Portland Public Schools (“District”) Board of Education (“Board”) adopted a Long Range Facilities Plan prepared by Innovation Partnership, which included in its recommendations the creation of a “Portland Schools Real Estate Trust” (“Trust”), a 501(c)(3) nonprofit Corporation.

The Trust is a membership corporation with one Member, who is the District with power and authority over the corporation. The business affairs of the Trust are managed by a Board of Directors (“Directors”) and elected Officers (“Officers”) of the Corporation per Bylaws of the Portland Schools Real Estate Trust, Inc. (“Trust Bylaws”). The Trust Bylaws allow the District Board to represent the interests of the Member and direct action to the Trust Directors.

The Trust was envisioned to assist the District with decisions regarding real estate. A January 22, 2007 Portland Schools Real Estate Trust Property Disposition Assistance Agreement (see *attached District Contract 55321-d*) defined the role of the Trust when District surplus property is to be sold, leased or redeveloped. The agreement gave the District the ability to deed property to the Trust and to use the Trust as a marketing agent or developer. The District never used the Trust in this capacity and the agreement expired on January 22, 2015.

As the District did not use services of the Trust, the District Board through its representation of the Member, adopted Resolution 5186 on December 15, 2015 which requested the Trust Directors and Officers to undertake dissolution (see *attached Resolution 5186*).

The Trust Bylaws require a majority of its Directors to take action on a written request to dissolve from the Member. However, the Trust has been inactive for several years and there is no extant Trust Board to form a quorum to take independent action on Board Resolution 5186.

Staff therefore recommends that the District, acting as the Member and represented by the District Board, amend the Trust Bylaws to reduce the Trust Board of Directors to three members (see *attached Draft Resolution and Draft Written Consent in Lieu of Special Meeting of Sole Member*).

Staff also recommends the District, acting as the Member and represented by the District Board, appoint the following three individuals to the Trust as Board of Directors: Jacob Johnson, Steve Janik, and Louis Fontenot.

BOARD COMMITTEE REVIEW (IF APPLICABLE)

The Board Business and Operations Committee reviewed and approved a draft version of this staff report on July 21st, 2016 without comment.

RELATED POLICIES / BOARD GOALS AND PRIORITIES

None

PROCESS / COMMUNITY ENGAGEMENT

The Trust Board of Directors forms a quorum and takes independent action on Board Resolution 5186.

ALIGNMENT WITH EQUITY POLICY IMPLEMENTATION PLAN

Dissolution of the Trust has no relationship to or impact on the equity policy implementation plan.

BUDGET / RESOURCE IMPLICATIONS

State of Oregon 501(c)(3) registration requires an annual report and an annual fee of \$10 per year.

NEXT STEPS / TIMELINE / COMMUNICATION PLAN

Facilities and Asset Management will notify newly appointed Directors about Board Resolution 5186. If the Directors form a quorum to take independent action on the resolution, then the Trust will need to file required state and federal dissolution documents, including a final annual report.

ATTACHMENTS

District Contract 55321-d, Portland Schools Real Estate Trust Property Disposition Assistance Agreement

Board Resolution No. 5186, Resolution Dissolving the Portland Schools Real Estate Trust

Draft Resolution, Amend Portland Schools Real Estate Trust Bylaws and Appoint Three Directors

Draft Unanimous Written Consent in Lieu of Special Meeting of Sole Member of Portland Schools Real Estate Trust, Inc.

JS

COPY

PPS CONTRACT No. MSTR 55321-d

PORTLAND SCHOOLS REAL ESTATE TRUST

PROPERTY DISPOSITION ASSISTANCE AGREEMENT

**BETWEEN: SCHOOL DISTRICT NO. 1J, MULTNOMAH COUNTY, OREGON
(PORTLAND PUBLIC SCHOOLS),**

An Oregon school district
501 N. Dixon Street
Portland, OR 97227
(the "District")

AND: PORTLAND SCHOOLS REAL ESTATE TRUST, INC.,

an Oregon not-for-profit corporation
c/o Portland Public Schools
501 N. Dixon St.
Portland, OR 97208
(the "Trust")

January 22, 2007

INTRODUCTION:

This agreement is entered into under the authority of the bylaws of Portland Schools Real Estate Trust, Inc, an Oregon not-for-profit corporation created by the Board of Education of Portland Public Schools.

The District owns parcels of improved and unimproved property that it may determine are not necessary for the educational purposes of the District. The District may identify schools or other facilities that will be closed and/or consolidated with adjoining schools, and make the determination whether these schools are to be retained for future use, or declared surplus and therefore available for short- or long-term lease or for sale.

When the District is considering a particular property to be declared surplus, and is determining whether that property is then to be sold, leased or redeveloped in order to produce a long-term financial return, the District requires the perspectives and advice of those with real estate development and investment experience and expertise to guide its decision-making.

To carry out that advisory function, the District has appointed and maintained an advisory body, formed as the Portland Schools Real Estate Trust. The Trust is a single-member Oregon not-for-profit corporation. The District is that single member. The corporate bylaws state that "the specific and primary purpose of the Corporation is to enter into an agreement with the school district, pursuant to which the Corporation will assist the District in disposing of surplus property, and will provide advice and counsel to the District" with respect to real estate owned by the District.

The District appoints between five and nine individuals to serve as Directors of the Trust. These individuals are selected based on their expertise and experience in various aspects of

real estate investment, real estate development, property management, commercial sales and leasing, along with knowledge and awareness of working with public bodies and community groups.

The District desires assistance from the Trust in realizing the greatest long-term return reasonably possible from the disposition of the District's surplus property, in accordance with the terms of this Property Disposition Assistance Agreement (the "Agreement"). The Trust is willing to provide that assistance to the District.

NOW, THEREFORE, in consideration of the mutual promises of the District and the Trust set forth in this Agreement, the parties agree as follows:

SECTION 1 TERM

1.1 Initial Term

The term of this Agreement is three years, and will be automatically renewed for subsequent five-year terms if not terminated by the parties.

1.2 Termination

This Agreement may be terminated by either party, for any reason, upon thirty (30) days advance written notice to the other.

SECTION 2 DECLARATION OF SURPLUS PROPERTY

2.1 Trust Advice on Surplus Property Declaration

The District may, from time to time, declare a property or a portion thereof owned by the District to be surplus, using the applicable District procedures. The District may seek advice from the Trust as it makes that determination, such advice including but not limited to restrictions that should be placed on the property, whether sale or lease is the most advisable disposition, market timing, pricing, etc.

SECTION 3 THE TRUST'S RESPONSIBILITIES

3.1 In General

Once properties are declared surplus by the District, and placed on the market, the Trust will receive periodic updates and provide advice as the sale or lease process continues, advising on mid-course marketing adjustments if there are changes in market receptivity, reviewing purchase and sale proposals, and generally providing consultation that may improve the sale or lease outcome to achieve the highest financial return to the District.

3.2. Specific Responsibilities

The Trust may recommend, as it deems necessary:

- Studies and tests as are reasonably necessary to advance the marketing of a Surplus Property, and necessary transaction documents such as title reports, environmental surveys, property surveys and soils tests.
- Highest and best use analysis
- A marketing strategy
- The terms of a broker's agreement to implement the marketing plan

3.3 Long-range Advisory Role

The Trust may provide advice, counsel and analysis on the District's real estate holdings generally. A key function of the Trust is to provide that advice, counsel and analysis to the District with respect to properties that may be considered as surplus, to assist in the determination of the best course of action in proceeding with a Surplus Declaration. The Trust may also provide general advice on future use, configuration, rehabilitation, and/or replacement of facilities according to the District's academic programming needs, considering student population and population trends district-wide, and market opportunities.

3.4 No Fee or compensation

The Trust shall receive no fee or commission for the services it performs on behalf of the District under the terms of this Agreement. The Directors are volunteers and receive no compensation for their services to the Trust.

SECTION 4 TRUST MEETINGS

4.1 Frequency of Meetings

Meetings of the Trust shall occur with sufficient frequency to adequately inform the Trust members of District property developments and opportunities, so that its advisory role is effective and timely.

4.2 Open to PPS Board and Staff

The Trust Board will comply with the Public Records and Meetings Laws, and will notify the Board and designated District staff at least 48 hours in advance of any board meeting. The Trust will allow school board members and designated staff to attend all of its meetings, including executive sessions.

SECTION 5 REQUIRED INSURANCE

Throughout the term of this Agreement, and to the extent of funds available from the District or otherwise, the District shall obtain and keep in full force and effect: a policy of insurance in a reasonable amount insuring the Trust Directors against claims asserted against the Directors in the performance of their duties on behalf of the Trust, a public liability insurance policy in a reasonable amount, insuring the Trust against third-party claims, and such other insurance as may be required.

SECTION 6 NO DIRECTOR PERSONAL BENEFIT

The Trust shall require each director of the Trust to agree as follows: the director will not seek, obtain or realize any personal financial gain from the Trust while serving on the board (except as provided below); the director will not enter into any agreement with the Trust that might provide the director with a financial gain unless fully disclosed to the District and approved of by the District; the director will not use his/her position as a director to seek financial gain from a third party; the director will not accept any compensation from the Trust for service as a director; and the above limitations will equally bind any entity owned or controlled by that director.

SECTION 7 DEFAULT, REMEDIES

A default shall exist if a party fails to perform an obligation set forth in this Agreement that that party is obligated to perform, the other party gives written notice of such failure, and the party fails to cure the default within thirty (30) days, or such longer reasonable period of time as is necessary to effect a cure. In the event of an uncured default, the non-defaulting party shall be entitled to all available legal and equitable remedies as if each of those were fully set forth in this Agreement, including the right to terminate this Agreement.

SECTION 8 TRUST'S LIMITED AUTHORITY

The Trust shall have no authority to speak for, represent or bind the District on any matter.

SECTION 9 GENERAL PROVISIONS

9.1 Amendments

No provision of this Agreement may be amended, modified or waived unless such amendment, modification or waiver is agreed to in writing and signed by the parties.

9.2 Attorneys Fees

In the event either party files suit to interpret or enforce its rights under this Agreement, then, in addition to all other costs, damages and awards, the prevailing party shall recover its actual attorneys fees (paralegal fees and expert witness fees) as determined by the judge at trial or upon any appeal or petition.

9.3 Binding Effect

The provisions of this Agreement shall be binding upon and inure to the benefit of the parties and their respective heirs, personal representatives, administrators, successors, and permitted assigns.

9.4 Complete Agreement

This Agreement constitutes the complete and final agreement between the parties with respect to the matters covered by this Agreement, and this Agreement supersedes and replaces all prior written or oral agreements on the same matter.

9.5 Construction and Interpretation

The use in this Agreement of the words "including," "such as," and words of similar import following any general statement, term, or matter shall not be construed to limit such statement, term, or matter in any manner, whether or not the language of non-limitation (such as "without limitation" or "but not limited to") is used in connection therewith, but rather, shall be deemed to refer to all other items or matters that could reasonably fall within the scope of the general statement, term, or matter. All provisions of this Agreement have been negotiated at arm's length, and this Agreement shall not be construed for or against any party by reason of the authorship or alleged authorship of any provision hereof.

9.6 Counterparts

This Agreement may be executed in any number of counterparts, each of which shall be an original of this Agreement and all of which shall be one agreement.

9.7 Defined Terms

Words that are capitalized and not the first word of a sentence are defined terms and shall have the meaning given them where they are first used and capitalized.

9.8 Governing Law

This Agreement shall be governed by and construed in accordance with the laws of the State of Oregon.

9.9 Headings

The headings of this Agreement are for convenience only and shall not control or affect the meaning or construction of any provision of this Agreement.

9.10 Notices

All notices which are or may be given under the terms of this Agreement shall be in writing and sent to a party at its address first set forth above. A party may change its address for notices by a notice to the other party. Notices may be given by hand delivery or U.S. certified mail, return receipt requested. Notices given by hand delivery shall be effective upon delivery to a party's address. Notices given by mail shall be effective on the third business day after placement in the U.S. mail with postage prepaid.

9.11 Relationship of Parties

No provision of this Agreement shall be construed to create a partnership or joint venture relationship or any other relationship between the parties other than that of independent contracting parties.

9.12 Severability

If any term or provision of this Agreement or the application thereof to any person or circumstance shall to any extent be invalid or unenforceable, the remainder of this Agreement and the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable shall not be affected thereby, and each term or provision of this Agreement shall be valid and enforceable to the fullest extent permitted by law.

9.13 Successors, Assigns

Neither party may assign this Agreement or any of its rights under this Agreement without the prior consent of the other party, which may or may not be given by a party in the exercise of its sole discretion.

9.14 Time of Essence

Time is of the essence of the obligations of the parties under this Agreement.

9.15 Waiver

Failure of any party at any time to require performance of any provision of this Agreement shall not limit such party's right to enforce such provision, nor shall any waiver of any breach of any provision of this Agreement constitute a waiver of any succeeding breach of such provision or a waiver of such provision itself. Any waiver of any provision of this Agreement shall be effective only if set forth in writing and signed by the party to be charged.

9.16 District Contract Requirements

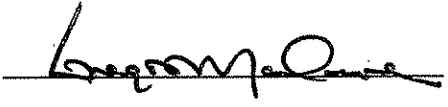
The standard contract requirements for contracts with the District are attached as Exhibit A and incorporated by reference as if fully set forth in this Agreement.

9.17 Reciprocal Indemnity

The District agrees to defend, indemnify and hold harmless the members of the Trust from any third party claim, loss, damages or liability based upon the acts or omissions of the District. The Trust agrees to defend, indemnify and hold harmless the District from any third party claim, loss, damages or liability based upon the acts or omissions of the Trust members, but only to the extent of provided insurance referenced above.

IN WITNESS WHEREOF, the parties have executed this Agreement to be effective on the date first set forth above.

The District: SCHOOL DISTRICT NO. 1J, MULTNOMAH COUNTY, OREGON, an Oregon school district

By: 

Its: Gregory C. MacCrone
Deputy Clerk

The Trust: PORTLAND SCHOOLS REAL ESTATE TRUST, INC., an Oregon not-for profit corporation

By: 

Its: Secretary

RESOLUTION No. 5186

Resolution Dissolving the Portland Schools Real Estate Trust

RECITALS

- A. In February 2002, the Board of Education ("Board") accepted a Long Range Facilities Plan which included in its recommendations the creation of a "Portland Schools Real Estate Trust" ("Trust").
- B. The Trust was created in 2002, and an agreement with Portland Public Schools (District) to provide assistance in real estate matters was authorized by the Board in 2007. The Trust is a single-member, Oregon, not-for-profit Corporation organized under Oregon statutes. The District is the sole member of the Trust.
- C. In May of 2012, the Board accepted a revised Long Range Facility Plan that guides management of District real estate.
- D. The term of the agreement between the District and the Trust has expired.

RESOLUTION

- 1. The Board recognizes the significant contribution of the Trust Board of Directors and Corporate Officers who served in a volunteer and advisory capacity and provided particular expertise and valuable professional services to the District relating to its real estate holdings.
- 2. The Board authorizes dissolving the Trust.

T. Magliano / S. King

BOARD OF EDUCATION
SCHOOL DISTRICT NO. 1J, MULTNOMAH COUNTY, OREGON

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August 4, 2016

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Other Matters Requiring Board Approval

The Chief Executive Officer RECOMMENDS adoption of the following items:

Resolutions 5317 through 5321

(Resolution 5316 Withdrawn)

RESOLUTION No. 5317

Follow-Up to Audit on Administrative Compensation

RECITALS

- A. On July 28, 2015 the Board of Education passed Resolution No. 5126 calling for an audit of administrative compensation to determine whether PPS has adequate processes and procedures on place to guide the Superintendent in determining compensation for all employees and to review whether the processes and procedures are being followed.
- B. As part of the original resolution, the Superintendent was “to freeze any further ‘market adjustments’ until the Board has had a chance to review the information and an independent auditor’s analysis is completed and the Board has set parameters for any future increases.”
- C. Talbot, Korvola and Warwick completed two phases of this compensation audit and presented them to the Audit Committee in February 2016 and July 2016.
- D. At its meeting on July 10, 2016, the Audit Committee voted 2-1 to lift the salary adjustment “freeze” with the stated purpose to remain competitive in recruiting and retaining the best employees for Portland Public Schools even though the Board has not yet “set parameters for any future increases”.
- E. The Audit Committee is scheduled to discuss the management response to phase 2 of the compensation audit at its next committee meeting and referred the setting of parameters for salary increases to the Business and Operations Committee, which began a discussion of the District’s compensation philosophy at its meeting on July 21, 2016.

RESOLUTION

1. The Business and Operations committee of the Board of Education will review the compensation philosophy for the District as well as the following recommendations of phases 1 and 2 of the audit and recommend to the Board needed changes in policies and procedures for staff compensation decisions.
 - a. Establish procedures to document the rationale of all compensation decisions;
 - b. Develop a schedule to review, update, and approve established policies and procedures;
 - c. Develop specific policies and procedures to ensure consistency of practices;
 - d. Adopt a streamlined, electronic process to attach necessary changes made in the Human Resources Information System (HRIS);
 - e. Document the justification for internal promotions;
 - f. Discontinue the use of email as acceptable documentation;
 - g. Specifically document justification for out of class adjustments through the use of Out of Class Compensation Request Form;
 - h. Ensure the completeness of information summarizing compensation in the budget document;
 - i. Once the Compensation Philosophy is approved, communicate and implement it;
 - j. Continue to regularly address the classification and compensation process to ensure alignment with its stated compensation philosophy;
 - k. Complete a formal district-wide classification and compensation study;
 - l. Establish appropriate future intervals for the review of the entire compensation structure of the District; and,
 - m. Lacking sufficient comparable data, Portland Public Schools should ensure sufficient resources to procure independent third-party compensation data to be used in the review of its compensation structure.

2. Until a compensation philosophy and new salary schedule is adopted by the Board of Education, the Chief Human Resources Officer with the approval of the Superintendent may authorize salary adjustments for any of the following situations:
 - a. To counter an offer for an employee who is being recruited by another organization
 - b. To correct incorrect salary placements at time of hire
 - c. To address promotional opportunities that align with market
 - d. To equalize salaries of existing employees with placement of new employees' salaries in the same classification based on market

3. Salary adjustments and placements beyond the salary range of the classification will require board approval.

Y. Awwad

RESOLUTION No. 5318

Acceptance of Superintendent Selection Criteria for Portland Public Schools

RECITALS

The Board developed a set of criteria for the selection of the interim superintendent, which reflects the views of the Board and the community they serve.

The Board will use these same criteria, below, as a starting point for the selection of the superintendent for Portland Public Schools. This fall, the Board, working with the selected search firm will engage the community in a process that will further define and finalize search criteria.

RESOLUTION

The Board of Education of Portland Public Schools adopts the following initial criteria in order to encourage qualified applicants to apply for the superintendent position.

PORTLAND PUBLIC SCHOOLS INTERIM SUPERINTENDENT SELECTION CRITERIA

The following criteria will be used to screen, evaluate, and select a superintendent for Portland Public Schools ("PPS"). Interested candidates must submit a letter of interest indicating how he/she meets the criteria included in this Resolution, a resume or vita, and a list of three education related references.

Commitment to Public Education

Candidate must demonstrate a deep, personal commitment to public education that puts students' needs first.

Commitment to Raising Student Achievement

Candidate must possess the skills to ensure that the entire school district works effectively to provide equitable opportunity to improve achievement for all students, to push excelling learners to the next level, and to prepare every student for success after graduation. The Candidate must support the belief that student achievement is about more than just standardized test scores.

Demonstrated Experience Closing the Achievement Gap

Candidate must believe that every child can and will succeed regardless of his/her circumstances and must possess the skills to create the conditions where this happens within PPS. Candidate should be able to articulate strategies and demonstrate results eliminating systemic inequities that impair a student's ability to succeed.

Commitment to Community Engagement

Candidate must demonstrate a willingness to understand the particular culture of PPS and Portland. Candidate must also have the predisposition, desire, and ability to proactively engage students, parents, teachers, principals, support staff, local governments, education-related organizations, culturally specific organizations and representatives, the business community, and other community stakeholders in authentic dialogue and partnership. Candidate should possess the courage to make decisions that move processes forward.

Strong Community Leader

Candidate must possess excellent interpersonal, communication, and political skills to assume an active leadership role in the city, state, and region on funding, infrastructure, and other education-related issues. Candidate must effectively serve in partnership with the Board as ambassador for the District and for public education in Oregon.

Commitment to Equity

Candidate must demonstrate experience embracing and promoting equity and diversity. Candidate must embrace the Racial Educational Equity Policy of PPS. Candidate should have a record of successfully engaging diverse racial, economic, and multi-cultural communities as partners in meeting the challenges faced by the school district.

Experience Leading and Managing a Complex Organization

Candidate must possess at least five years of executive-level experience directing operations in a collaborative manner that creates and maintains a healthy learning organization. Candidate must develop internal staff capacity and inspire trust at all levels. Candidate's experience should also include data-driven decision-making. Candidate must embrace the PPS Strategic Framework, lead effective implementation of current initiatives, and engage stakeholders in future strategies. Candidate must work to maintain a healthy and close partnership with the elected school board; support the work of teachers, principals, and staff at each school; and work effectively with employee unions, staff and community.

Fiscally and Operationally Responsible

Candidate must be a responsible steward of taxpayer dollars and have a demonstrated record of fiscal responsibility and operational oversight that assures accountability for results at all levels. Candidate will be responsible for the oversight of the district programs to modernize and rebuild district schools, and provide a safe learning environment for students.

Required Education

Candidate must have 10 years of direct experience in education, or a related field; an earned doctorate is preferred.

For more information on the superintendent search process, visit www.pps.net.

RESOLUTION No. 5319

Approval of Salary for Acting Chief Executive Officer

RECITALS

- A. Portland Public Schools policy 1.50.10-P Superintendent states, “[i]t is the policy of the Board to delegate to the superintendent the full authority and responsibilities of:
- 1) Chief Administrative Officer;
 - 2) Chief School Administrator;
 - 3) Chief Executive Administrator;
 - 4) Education Leader for the Portland Public Schools;
 - 5) Custodian of School funds; and,
 - 6) School Clerk

The superintendent may delegate administrative powers but shall retain full responsibility for the acts of the delegates.”

- B. While the Board conducts its search for an Interim Superintendent, the Superintendent has temporarily delegated this authority to a temporary position: Acting Chief Executive Officer.
- C. Since June 2016, the Acting Chief Executive Officer has held the responsibilities of both Chief Financial Officer and Acting Chief Operating Officer; and since July 18, 2016 has held the responsibilities of the Superintendent.
- D. Given that Board is in the process of reviewing the District’s compensation practices and this is a highly unique circumstance, the Board is approving this individual salary by resolution.

RESOLUTION

The monthly salary for the Acting Chief Executive Officer will be \$19,736.33 (current Chief Financial Officer salary plus \$6000, current Superintendent salary is \$20,583.33 per month) and the position will be effective June 1, 2016 for ninety days or until an Interim Superintendent has been identified, whichever is sooner.

RESOLUTION No. 5320

Amend Portland Schools Real Estate Trust Bylaws and Appoint Three Directors

RECITALS

- A. In February 2002, the Board of Education ("Board") accepted a Long Range Facilities Plan which included in its recommendations the creation of a "Portland Schools Real Estate Trust" ("Trust").
- B. The Trust was created in 2002 and is a membership corporation with one Member, who is the District with power and authority over the corporation.
- C. The business affairs of the Trust are managed by a Board of Directors ("Directors") and elected Officers ("Officers") of the Corporation per Bylaws of the Portland Schools Real Estate Trust, Inc. ("Trust Bylaws"). The Trust Bylaws allow the District Board to represent the interests of the Member and direct action to the Trust Directors
- D. In May of 2012, the Board accepted a revised Long Range Facility Plan that informs management of District real estate.
- E. As the District did not use services of the Trust, the District Board through its representation of the Member, adopted Resolution 5186 on December 15, 2015 which requested the Trust Directors and Officers to undertake dissolution.
- F. The Trust Bylaws require a majority of its Directors to take action on a written request to dissolve from the Member. However, the Trust has been inactive for several years and there is no extant Trust Board to form a quorum to take independent action on Board Resolution 5186.

RESOLUTION

- 1. The Board, representing the sole member of the Trust, now amends Section 3.2 of Article III of the Trust Bylaws will be replaced in its entirety with the following:
"3.2 Number of Directors. The number of Directors shall be three (3). The number of Directors may be increased or decreased from time to time by the action of the Member, and any decrease shall shorten the term of an incumbent Director as directed by the Member."
- 2. The Board, representing the sole member of the Trust, appoints as Directors to the Trust Jacob Johnson, Stephen Janik, and Louis Fontenot.

Y. Awwad/S. King

RESOLUTION No. 5321

Minutes

The following minutes are offered for adoption:

July 25, 2016