

BOARD OF EDUCATION

Portland Public Schools
REGULAR MEETING
December 6, 2016

Board Auditorium

Blanchard Education Service Center
501 N. Dixon Street
Portland, Oregon 97227

Note: Those wishing to speak before the School Board should sign the public comment sheet prior to the start of the meeting. No additional speakers will be accepted after the sign-in sheet is removed, but testifiers are welcome to sign up for the next meeting. While the School Board wants to hear from the public, comments must be limited to three minutes. All those testifying must abide by the Board's Rules of Conduct for Board meetings.

Public comment related to an action item on the agenda will be heard immediately following staff presentation on that issue. Public comment on all other matters will be heard during the "Public Comment" time.

This meeting may be taped and televised by the media.

AGENDA

- | | | |
|----|---|---------|
| 1. | <u>STUDENT TESTIMONY</u> | 6:00 pm |
| 2. | <u>PUBLIC COMMENT</u> | 6:15 pm |
| 3. | <u>COMPENSATION ADJUSTMENT</u> – action item | 6:35 pm |
| 4. | <u>UPDATE: TRANSPORTATION</u> | 7:15 pm |
| 5. | <u>2017 LEGISLATIVE PLATFORM</u> – action item | 8:00 pm |
| 6. | <u>BUSINESS AGENDA</u> | 8:45 pm |
| 7. | <u>ADJOURN</u> | 9:00 pm |

Portland Public Schools Nondiscrimination Statement

Portland Public Schools recognizes the diversity and worth of all individuals and groups and their roles in society. The District is committed to equal opportunity and nondiscrimination based on race; national or ethnic origin; color; sex; religion; age; sexual orientation; gender expression or identity; pregnancy; marital status; familial status; economic status or source of income; mental or physical disability or perceived disability; or military service.



Board of Education Informational Report

MEMORANDUM

Date: December 2, 2016

To: Members of the Board of Education Business and Operations Committee

From: Yousef Awwad, Deputy Chief Executive Officer
Sean Murray, Chief Human Resources Officer
Lisa Gardner, Interim Deputy Chief Human Resources Officer

CC: Bob McKean, Interim Superintendent

Subject: Non-Represented Employee Compensation

During the 2015-16 school year, Talbot, Korvola and Warwick (TKW) completed a two-part audit on non-represented employee compensation for the Portland Public School Board of Education. Presentation of the audits and discussions occurred at the Audit Committee on: 7/13/15, 9/21/15, 10/26/15, 11/23/15, 2/25/16, 4/11/16, and 7/11/16.

The Audit Committee determined that the Business and Operations Committee would follow up on the recommendations and implementation from the two audits. On July 21, 2016, the Business and Operations Committee had a discussion regarding non-represented employee compensation and next steps.

Proposed Salary Schedules:

Human Resources prepared and presented to the Business and Operations Committee a preliminary report on the Non-Represented Employee job classification and compensation programs of the district. The resolution and salary schedules that are being proposed do the following:

1. The Board of Education has a priority to ensure a strong principal and vice/assistant principal in every building who is well-matched to the school community. In order to continue to attract the best administrators, staff is proposing that PPS maintain a competitive salary schedule for licensed administrators at the 75th percentile of market. The new salary schedule would be implemented January 1, 2017 with a cost of approximately \$600,000.
2. In order to recruit and retain non-represented employees, staff is proposing PPS adopt a salary schedule that is at 50th percentile of the market. The new salary schedule would be retroactive to July 1, 2016 and would cost approximately \$1.7 million.

3. For the Senior Leadership Salary Schedule, maintain a 15% difference above Non-Represented Salary Schedule to avoid compression. Superintendent is able to make adjustments as necessary. Cost dependent on adjustments.

If you have any questions, please let us know.

PPS Transportation Program Check In



PPS Transportation Program Check In

- Challenging Operating Environment:
 - Majority of service is contracted out / less control
 - Vendor contract does not provide for appropriate disincentives for non-compliance
 - Very limited supply of outside vendors
 - Tight labor market combined with challenges of driving bus (moderate pay, part time hours, high entry standards (training, testing, background) make filling positions challenging
 - Greatly increased traffic congestion
 - Complex routing / bell time variability
 - Budget constraints

PPS Transportation Program Check In

1. Background / Description of Current Program
2. Description of Current Issues / Problems
3. Improvements in Process



Description of Current Program

- **Eligibility/State Mandate/waiver**
- **ORS 327.043 When district required to provide transportation; waiver.**
- (1) A school district is required to provide transportation for elementary students who reside more than one mile from school and for secondary school students who reside more than 1.5 miles from school. A district is also required to provide transportation for any student identified in a supplemental plan approved by the State Board of Education.
- (2) Notwithstanding subsection (1) of this section, the State Board of Education may waive the requirement to provide transportation for secondary school students who reside more than 1.5 miles from school. A district must present to the board a plan providing or identifying suitable and sufficient alternate modes of transporting secondary school students.
- **Funding State reimbursement /OAR 581-023-0040**
- Transportation expenses are reimbursed at 70% for approved costs.

Description of Current Program

- **Youth Pass/Lincoln HS/Total students supported**
- At the time that ORS 327.043 was passed in 1991, PPS was not providing any yellow bus services to HS students. Part (2) of the statute allowed PPS and Eugene SD (who also did not provide yellow bus) to apply for and be granted a waiver against the requirement to provide transportation. Early on, HS students were totally on their own to access and pay for Tri-met. Through the later years, there were advocates who helped to get district paid Tri-met passes provided for students on free and reduced status. In the 2008-09 school year, PPS began piloting a program in partnership with the City of Portland and Tri-met that allowed all PPS HS kids to have a free pass. This program was funded in part by the BETC program. The BETC program was discontinued in December of 2012. At that point, the partnership stepped up to fund the program; 1/3 from the city, 1/3 from PPS and 1/3 payment forgone by Tri-met. This is the model that exists currently. Our gross cost: \$966k
- Approximately 13,000 HS students receive free Tri-met passes during the school year. All comprehensive PPS HS's, the PPS Community Transition program (18-21 yrs) and most Ed Option programs.
- Lincoln HS has 7 routes this year. These routes service students who live in the Forest Park and Skyline attendance boundaries that do not have adequate Tri-Met services. There are approximately 180 students utilizing the yellow buses into Lincoln.

Description of Current Program

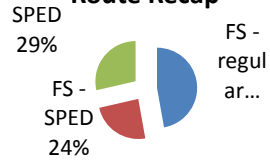
- Average Current Ridership: 7,100
- Base transportation (bus stops) 5,900 (83%)
- Supplemental transportation (bus stops) 1,200 (17%)
- Taxis are another approximately 100/day
- **State Report Data for 2015-16 as reported to ODE Aug 2016**
- Miles- regular and supplemental miles
- Total Miles home to school 3,140,000
- Regular home to school 3,050,000 (97%)
- Supplemental home to school 90,000
- Total unique field trips provided in 2015-16 2,705 trips

Description of Current Program

Vehicles:

- PPS small buses	91
- First Student big buses	147
- First Student small buses	<u>88</u>
- Total	326

Route Recap



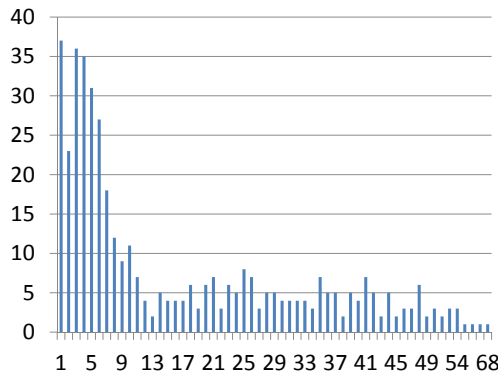
Current routes:

- First Student General Ed	116 routes + 3 field spares
- First Student Special Ed	60 routes + 1 field spare
- PPS Special Ed	<u>71 routes</u> + 1 field spare
- Total	252

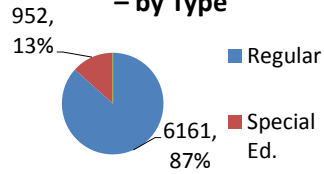


Description of Current Program

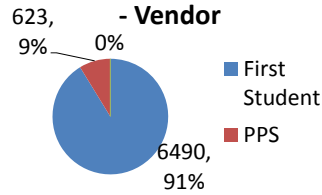
Routes by Passenger Counts



Passenger Transport - by Type



Passenger Transport - Vendor



Description of Current Program

- Total budget of approximately \$20m / Reimbursement of \$13m / net of \$7m
- Total general fund expenses of \$496m so net cost roughly 1.4% of total budget
- Average spending per student under state average at around \$400 vs. \$484

Staffing Detail:	PPS	First Student
- Drivers -	74	176
- Dispatchers	3	3
- Mechanics / Fleet Mgmt	6	7
- Route Mgmt	7	
- Trainers / Driving Mgr / Field Sup.	4	3
- Office / Mgmt	3	2
- Total	97	191

- First Student Driver Wage Scale: \$16.00 to \$17.75 (attendance bonus: .75)
- PPS Driver Scale: \$14.58 - \$22.17
- FS Average Driver Hours /Day 5.2 – plus any field trip hours (five hour minimum) / PPS – 7.91 hours
- Drivers must pass criminal background check and drug test. 20 hours of training also required as well as passage of written CDL license test.
- Drivers bid on routes based on seniority, though district retains right to remove driver from route

Description of Current Program

	PPS Bell schedules		
		Start	End
First Tier	K-5	8:00am	2:15pm
	K-8	8:00am	2:30pm
Comprehensive HS	9th-12th	8:15am	3:15pm
Second Tier	K-5	8:45am	3:00pm
	K-8	8:45am	3:15pm
Third Tier	6th-8th	9:15am	3:45pm

TIME OF DAY	MON - FRI	WEEKEND
5:00 AM to 9:30 AM	Prime-Time	No Restrictions
9:45 AM to 1:30 PM	NON Prime-Time	
1:30 PM to 4:30 PM	Prime-Time	
5:00 PM	Evening	

There is limited availability for anything other than home to school transportation before 9:30 and after 1:30, ("Prime Time"). Requests during these windows are limited and are filled on a first-come-first served basis. Many field trips and athletic trips use other modes of transportation as a result.

There is lots of availability between 9:45 AM and 1:30 PM and after 4:45 p.m. weekdays / all day on Saturday and Sunday

Description of Current Issues / Problems

1. Driver Shortage
2. Route Design
3. Communication



Description of Current Issues / Problems – Driver Shortage

- A strong economy combined with inadequate recruiting / forecasting led to severe driver shortfall at the start of this school year.
- The shortfall creates fundamental customer service issues – routes often late given inadequate coverage or due to coverage by driver not familiar with route.
- First Student Driver Recap:

	ESTIMATED 16/17 HTS Routes	Field Spares	ESTIMATED 16/17 Standby Drivers Needed	Total drivers needed	Total Drivers (including standbys on hand)	Drivers Short / Long (+/-)
9/2/16	177	4	18	199	150	(49)

- (First Student has central substitute pool but even with that started year down around thirty routes).
- PPS Driver Recap:
 - Shortfall of three drivers

Description of Current Issues / Problems – Routing

- Bus routes require constant maintenance given the dynamic nature of student and traffic loads.
- PPS routing software is outdated and non-GIS based. It's functionality is limited and workaround are often needed.
- A number of routes have also not been updated appropriately given increased road congestion, reassignments, change in combinations and inadequate summer testing. Late reset of bell times to support K8 extra fifteen minutes also impacted and did transportation staff leaves and turnover.
- Our route split between contractor and in house is also not common. Further, there are a large number of routes with limited ridership meaning there may be potential for consolidation or simply a different way to route in a more efficient manner.
- About 15% of our routes are not timely. On time percent in AM is about 82%. This creates customer service issues – some routes have been chronically late causing inconvenience for students, parents. It also can result in a loss of instructional time.

Description of Current Program / Communication

- Transportation office staff are often overwhelmed with workload and have difficulty balancing day to day duties with phone calls from parents / school staff. Phone calls often go to voicemail and are not always returned on same day.
- Students and parents currently have no way of checking bus arrival and departure status. Drivers sometimes aren't proactive about communicating when not on time.
- Transportation currently not using School Messenger / has limited means in communicating directly with parents via email or text.
- There is a high volume of radio traffic between drivers and bus operations center.
- There continues to be some confusion regarding status of field trips, route changes and various other updates.
- There continues to be student behavior issues on certain routes

Improvements in Process / Driver Shortage

- Driver shortage improving:
 - First Student has stepped up recruitment and when combined with compensation increases (sign on bonuses / starting wage increase) has driven progress - current shortfall is nine vs. forty nine
- Continued monitoring, communication and direction that current situation / consistent shortage isn't acceptable.

Some vacancies also still exist on PPS side

	ESTIMATED 16/17 HTS Routes	Field Spares	ESTIMATED 16/17 Standby Drivers Needed	Standby %	Total drivers needed	Total Drivers (including standbys on hand)	Drivers Short / Long (+/-)
8/27/16					0		0
9/2/16	177	4	18	#	199	150	(49)
9/9/16	176	4	18	#	198	164	(34)
9/16/16	176	4	18	#	198	164	(34)
9/23/16	176	4	18	#	198	168	(30)
9/30/16	176	4	18	#	198	169	(29)
10/7/16	176	4	18	#	198	170	(28)
10/14/16	176	4	18	#	198	171	(27)
10/21/16	176	4	18	#	198	175	(23)
10/28/16	176	4	18	#	198	173	(25)
11/4/16	176	4	18	#	198	175	(23)
11/11/16	176	4	18	#	198	175	(23)
11/18/16	176	4	18	#	198	175	(23)
11/25/16	176	4	18	#	198	176	(22)

Improvements in Process / Driver Shortage

- Recap of other efforts in progress:
 - Increase vendor pool / contracting out with other vendors
 - Combining of existing routes to lessen driver demand.
 - Controlling new route requests – five added since start of year
 - Prioritizing home to school routes over prime time field trip requests
 - Shifting existing bus routes to other modes (taxi / sedans / vans).
 - Shift from contract to PPS employee driver
- Long run: RFP and/or changes to existing contract:
 - Service benchmarks / liquidated damages added to contract
 - Evaluate feasibility of different service model
 - 100% in house, multiple vendors vs. one, change in mix between in and out
 - Safe routes to school / elimination of some routes within what state deems walking distance
 - Collective Bargaining – potential for higher wages / benefits which may increase supply of available drivers though resulting cost increases need to be balanced against other priorities.

Improvements in Process / Routing

- Routing audits and increased scrutiny
- One additional staff devoted toward route automation and management
- Proper testing of routes before operational
- Working with staff on communication importance when running late.
- Long run:
 - Balancing bell times – in process
 - New routing software - starting process

Improvements in Process / Communication

- Consulting review of operations / office reorganization
- Fill internal office vacancies
- Separate general and special radio traffic via separate frequencies
- Software that allows parents to monitor bus arrival and departure times
- Use of School Messenger for parent communication vs. emails through school.
- Behavioral aides on certain routes
- Parent volunteers to help with navigation general student support.
- Field Trip Status Weekly Email
- Improvements to phone system
- One additional staff devoted toward parent and school communication



Board of Education Informational Report

MEMORANDUM

Date: December 2, 2016
To: Members of the Board of Education
From: Courtney Westling, Director of Government Relations
Subject: Draft 2017 Legislative Platform

On December 1, the Board Legislative Committee met to discuss and refine a draft legislative platform which they will bring to the full board on December 6.

The overall purpose of this platform document is to create a set of guiding principles that district staff and other internal advocates can use to inform the District's legislative advocacy efforts during the upcoming 2017 session. The platform is not meant to outline every issue that will be in front of the upcoming Legislature but rather provide a framework for the District's advocacy efforts. This platform, along with current board and district goals and priorities, will be used when taking positions on individual pieces of legislation and the advocacy effort put into them.

The top priority for the district's efforts in Salem will be school funding as we seek to stem the tide of declining funding for public education in Oregon.

Once approved, district staff will engage with stakeholders and share this platform with the PPS legislative delegation to begin advocacy efforts for the 2017 Legislative Session.



Portland Public Schools' first and foremost priority for the 2017 Legislative Session is adequate and stable financial support for advancing student achievement.

There is no better long-term investment in the state than ensuring a high quality public education for every child. For every dollar we invest in public education we avoid greater long-term costs in human services and public safety. **Education must be prioritized.**

Over the years K-12's share of the state general fund budget has steadily declined from a 2003-05 high of nearly 45% to a low in 2009-11 of 38.8%. While the past few biennial budgets have halted this decline, education funding has failed to keep pace at a time when the state General Fund/Lottery fund budget has increased by nearly 70%.

During the 2017 legislative session, Portland Public Schools will work vigorously with our education coalition partners to ensure that education is prioritized. At this time, the Quality Education Model (QEM) will continue to be the benchmark for determining adequate funding of education, and the legislature must make significant progress toward achieving that goal. Our children deserve this investment.

Legislative Priorities

Education Funding

- **Portland Public Schools' first and foremost priority for the 2017 Legislative Session is adequate and stable financial support for advancing student achievement in every school district in Oregon.**
- The state is projected to have as much as a \$1.7 billion budget shortfall in the 2017-19 biennium, which includes the impacts of Measure 98. PPS supports a broad investment in public education through an increased State School Fund appropriation. The state's Quality Education Commission (QEC) provides the benchmark for determining what level of investment is needed to meet QEM.
- According to the QEC's spring 2016 report, the total recommended funding level to reach the state's K-12 goals is estimated at **\$9.971 billion** in the 2017-19 biennium. That is nearly \$2 billion more than the estimated \$7.975 billion required to keep up with the current service level or CSL (salaries, insurance, PERS costs, etc), according to the Legislative Fiscal Office. The fundamental problem is that increased 2017-19 PERS and health care costs alone are estimated to account for most, if not all, of the estimated CSL increase. This does not include normal school market inflation and costs of mandates including the impending PE instructional hours requirement.
- According to data compiled by the Confederation of Oregon School Administrators, Oregon's school year is one of the shortest in the nation with students attending a year less school over grades 1 through 12 than the national average.

Legislative Priorities (cont.)

- PPS supports measures that would increase the revenues available to the state to increase the investment in education. PPS also supports measures that will enhance existing - or create new - local alternatives to state funding. By giving school districts tools, in the form of additional local option levy authority, broader taxing authority, etc., districts can make additional local investments that ensure higher graduation rates and better outcomes for students.
- PPS supports the existing K-12 State School Fund distribution formula and supports the final report of the 2014 State School Fund Task Force. The district views the formula as a distribution method and not as a mandate for local spending decisions. Any proposed changes to the formula must be research based, support the district's equity goals and not create unintended "loser" districts by merely shifting funds around inside a fixed system. To accomplish this, any proposed formula changes should be accompanied by an appropriation to the State School Fund to "pay" for the proposed change.

Student Achievement

- Portland Public Schools' primary goal is to increase student learning for every child. Racial equity is a critical component of our district's strategies and board policies for a basic and essential reason: To get better results in our schools, we need to close the persistent and unacceptable gap between white students and students of color. PPS has approved a racial equity policy to support increasing achievement by students of color, who comprise nearly 50% of the students in the district. PPS supports development of a comprehensive long-term vision and action plan towards racial equity by the Legislature and the Governor, one that includes firm timelines, policy commitments and accountability structures.
- PPS supports the efforts of the Governor, the Deputy Superintendent of Public Instruction and the Chief Education Officer to restore the focus of state education policy on student achievement. We will actively work as a partner in efforts to help shape education policy and reform that is supportive of the work being done in local districts. Such efforts must include institutional stakeholders and must be responsive to local needs and conditions. **Further any such reforms and efforts must not come at the expense of overall formula funding for K-12 education.**
- PPS is optimistic about increased college and career readiness opportunities provided by the recent passage of Measure 98 and is participating in an advisory group that will determine how resources are identified and distributed to best support increased access to and opportunities around Career & Technical Education (CTE) and access to higher education. The board wants to continue to understand how this will be implemented.

Legislative Priorities (cont.)

School District Operations

- PPS supports direct state investment in school district capital needs as a way of tackling the problems facing an aging education infrastructure, including efforts to address environmental health and safety issues.
- In addition to greater investment, PPS supports efforts to bring greater control to mandated expenditures and unsustainable cost drivers thus allowing a more efficient leveraging of the current base investment.
- With the costs of non-salary compensation being a large reason for the increased current service level, PPS supports legislative efforts to rein in costs while still providing robust health insurance and a reasonable pension for employees.
- PPS supports the goals of the Minority Teacher Act and supports flexibility in recruitment and retention of teachers of color and bilingual teachers.
- PPS supports efforts to ensure that when any data is collected and stored about students that it is done reliably and securely and that such data is only used for legitimate educational purposes. Student data on achievement should never be used for marketing purposes and should primarily be used to inform instruction and support student achievement.

Other Areas of Legislative Interest

- PPS supports direct state investment in school district capital needs as a way of tackling the problems facing an aging education infrastructure. The district was pleased that during the 2015 Legislative Session, the Legislature made significant investments in school facilities, including the creation of an Office of School Facilities at the Department of Education, \$175 million dollars for seismic upgrade grants and \$125 million for matching grants for school districts who pass local bonds. PPS encourages the state to advocate at the federal level for additional investment in public education facilities.
- PPS supports targeted efforts that would benefit the district and other similarly situated school districts. These include specific areas of interest such as the cost of educating high-needs students, greater investment in school nutrition and farm-to-school programs, sustainable statewide funding for Outdoor School, and investments and incentives for sustainability in school operations.
- PPS supports the efforts of our statewide partners in advancing the cause of public education in Oregon and will work in coalition specifically where the interests of such organizations and the interests of PPS align. PPS supports the priorities of the Oregon School Boards Association and the Confederation of Oregon School Administrators and will work together to advance common goals and priorities.
- PPS supports the efforts of our local government partners and community allies where their interests align with the interests of PPS in advancing public education.

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

INDEX TO THE AGENDA

December 6, 2016

Board
Action
Number

Page

Other Matters Requiring Board Approval

5370	Implementation of Changes to Salary Schedules for Non-Represented Employees, Licensed Administrators and Senior Leadership.....	3
5371	2017 State Legislative Platform.....	4
5372	Minutes.....	4

Other Matters Requiring Board Approval

The Interim Superintendent RECOMMENDS adoption of the following items:

Resolutions 5370 through 5372

RESOLUTION No. 5370

Implementation of Changes to Salary Schedules for Non-Represented Employees,
Licensed Administrators and Senior Leadership

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 in place to guide the Superintendent in determining compensation for all employees and to review whether the processes and procedures are being followed.
- B. Talbot, Korvola, and Warwick (TKW) completed two phases of this compensation audit and presented them to the Audit Committee in February 2016 and July 2016.
- C. The salary schedules for licensed administrators, non-represented employees, and senior leadership were discussed in the Business and Operations Committee of the Board of Education in September 2016 and are now coming to the full board for approval.
- D. The salary schedules and implementation recommendations are as follows:
 - 1. Licensed Administrators Salary Schedule: will be adjusted as of January 1, 2017 at a cost of approximately \$600,000.
 - 2. Non-Represented Salary Schedule: will be retroactive to July 1, 2016 at a cost of approximately \$1.7 million.
 - 3. Senior Leadership Salary Schedule: maintain a 15% difference above Non-Represented Salary Schedule to avoid compression. Superintendent to make adjustments as necessary.

RESOLUTION

- 1. The Board of Education directs the Superintendent to implement the above recommendations for changes to the Non-Represented Employee, Licensed Administrators, and Senior Leadership salary schedules.

Y. Awwad

RESOLUTION No. 5371

2017 State Legislative Platform

RECITALS

- A. In February the Oregon Legislature will convene the 2017 Regular Legislative Session during which hundreds of bills affecting education will be introduced and debated.
- B. Additionally, the Legislature will approve a budget for the 2017-2019 biennium that will contain the State School Fund, the primary funding source for public education in Oregon and for Portland Public Schools.
- C. The Portland Public Schools' Board of Education recognizes that legislative advocacy is essential for the District and for our ability to affect education public policy in Oregon.
- D. Portland Public Schools' first and foremost priority for the 2017 Regular Legislative Session is for the legislature to provide adequate and stable financial support for advancing student achievement in every school district in Oregon. The district is calling on the legislature to reconnect to adequate funding for education as outlined by the Quality Education Commission.
- E. Portland Public Schools will actively seek ways to enhance state and local revenue collections as a way to bring about additional funding for education, including reforms to the state's property tax system.
- F. The district will also strongly support measures that enhance the ability of PPS to advance student achievement, close the achievement gap and enhance equity in the district and statewide.

RESOLUTION

The Board adopts the 2017 State Legislative Platform as the formal position of the Board of Education for the 2017 Regular Legislative Session focusing on priority areas of Student Achievement, Education Funding and School District Operations.

C. Westling

RESOLUTION No. 5372

Minutes

The following minutes are offered for adoption:

November 17 and 29, 2016