Alsea School Board Meeting Work Session

Friday, December 16, 2022 3:00 PM
Alsea School Library, 301 South 3rd Street, Alsea, OR 97324

1. **Call to Order**
2. **Flag Salute**
3. **Approval of the Agenda**
4. **Discussion of HR Reset**

HR Reset Proposal
Alsea School District
December 8, 2022

Submitted by Sean Gallagher – Acting Superintendent

Memo to: Alsea School District Board of Directors
From: Sean Gallagher, Acting Superintendent
Re: Human Resources "Reset" Proposal V.2
Date: December 1, 2022

Background:
After taking the position as Acting Superintendent in Alsea SD March 2022, I reviewed processes, procedures, and systems in place. As a result of this review, I noted some anomalies, inconsistencies and missing systems within Human Resources (HR) that required additional review and ultimately, solutions. Subsequently, I contracted with the Coalition of Oregon School Administrators (COSA) for an HR Consultant who could perform reviews of existing systems in place, conduct salary comparisons, provide examples of missing systems, and support the development of processes, procedures, work agreements (not exhaustive) and other systems.
The salary comparison work has been limited to non-represented (Classified, Confidential, Supervisory/Exempt and Administrative) Staff and the District's legal counsel has reviewed documents and procedures as needed.

Specifically:
Classified/Confidential/Supervisory/Administrative Employees

1. Salary comparisons were performed using like-sized and nearby districts that Alsea potentially would compete with as an employer. Outlier "urban" Districts that typically have established higher salaries were used when a nearby district job position comparison was not available or in an attempt to match a current Alsea salary. Comparisons are not perfect–districts are unique–larger districts may have more specific "levels" within a specific job classification and in smaller districts employees may have a broader variety of job duties. In addition, we compared classified positions to the licensed teacher salary range which ranges from approximately $26 per hour (teaching license and Bachelor's degree) to $45 per hour (teaching license and 30 graduate credits beyond Master's degree). Classified positions do not require a Bachelor's degree nor an Associate's degree though some current positions require specialized training. Some classified job descriptions have been updated to include "preferred" degrees (Bachelor's or Associate's) or equivalent. These minimum qualifications are found in comparison districts and some comparison districts require degrees.
2. Job descriptions minimally exist as required by Board Policy Salary GAB. To date, 30 unique job descriptions have been re-developed with help from examples provided by other districts.
3. Insurance–it was noted that all employees, regardless of full time equivalent (FTE), received the full district paid insurance cap. Board policy GCBC/GDBC stipulates that a classified employee is eligible when "contracted for half-time or more per day". The policy only establishes eligibility and does not indicate any proration of benefits at half-time or more. Most comparison districts have similar half-time eligibility but vary in proration of the district paid insurance cap. I have made suggestions for the proration of the District cap according to FTE as follows:
    - 0.75-1.00 FTE = full benefit
    - 0.50-.74 FTE= prorated benefit, employee can purchase the difference
    - 0.00-0.49 FTE = no benefit unless employee purchases the benefit

We have also added a benefit for qualified/eligible employees who do not need insurance and opt out, the District will place 50% of their district contribution into a Health Reimbursement Account (HRA) in lieu of insurance.

4. Life Insurance–I suggest that we add this benefit for all employees. It is an affordable benefit that will provide much needed financial support in a family's time of intense need.
5. Salary schedules were not consistently in place and those in place varied by position in terms of step increases. I have provided proposed salary schedules for Classified (10 steps), Confidential/Supervisory/Administrative employees (8 steps) for 2022-2023 only..
6. "Salary and Benefits"--Salary and Benefits documents are being drafted and will be proposed for Board Adoption.
7. The Staff Handbook is still in the process of being completed utilizing a model provided by Oregon School Boards' Association (OSBA). As the Board is now experiencing, it required a deep dive into required Board policies which are currently being updated. It was during this process that the full understanding and weight of how outdated our Board policies were. Outdated policies puts the District at risk in that administrators and staff may not be following required processes defined in rule or statute. In turn, this puts students at increased risk.
8. We have contracted with OSBA to conduct a full scope policy review. The board will be experiencing an accelerated process with the help of the OSBA Policy Review team that utilizes a team of attorney's to monitor current state and federal laws. Their assistance is critical in helping the District come into legal compliance.

Supervisory and Confidential Employees

1. I recommend reclassification of the Transportation Supervisor and Asst. Transportation Supervisor into one "Transportation Supervisor" position. This position will be in the "exempt from overtime" classification. The Transportation Supervisor position will be required to perform annual evaluations of all employees under the direction of the Transportation Department Supervisor.
2. I recommend reclassification of Executive (hourly, non-exempt from overtime) Administrative Assistants under the direction of a Licensed District Administrator (e.g., Superintendent, Director of Special Education, or future Director level position).

Administrative Employees

1. I recommend increasing the salary of the Director of Special Education as it is a District level position and requires an advanced (Professional) administrative licensure.
2. I recommend a slight increase in principal salaries overall; however, assistant principals will begin at a lower salary rate than was in place. This, because currently administrative salaries were the same regardless of position and had zero steps attached to reflect administrative experience.
3. I recommend adding a District paid state educational professional association dues (COSA) and professional development reimbursement for Administrators–this is in alignment with other Districts.

Classified

1. Currently the district has two Instructional Assistants (IA) classifications: Tier I and Tier II. I found the differences between Tier I and Tier II general and special education IAs to be negligible or indistinguishable. The recommendation is to collapse Tier I and Tier II into one "Instructional Assistant I" job description. Furthermore, it was found that the salaries within Tier I and Tier II were not competitive and the recommendation is to increase the hourly rate. We are adding Instructional Assistant II for those employees managing, scheduling, coordinating various intervention groups. IA II positions will also track data, pull data, train other Instructional Assistants, etc. Instructional Assistant III will be for IAs who provide support for students with moderate to severe developmental physical or behavioral challenges.
2. Transportation–*to repeat, salary comparisons were performed using nearby and like-sized districts that Alsea potentially would compete with as an employer. Outlier "urban" Districts that typically have established higher salaries were used when a nearby district job position comparison was not available or in an attempt to match a current Alsea salary.* Transportation was one such example in that many nearby comparison districts contracted for this service. It appears that Alsea SD transportation drivers, mechanic, and trainer are receiving some of the highest salaries compared to comparison districts, including larger urban outlier districts. In addition, one contracted transportation service provider

starts its drivers at a lower rate of pay than what is proposed here. After a great deal of evaluation and based upon the rural location of Alsea and the large distances that drivers currently cover under sometimes inclement weather conditions, I am proposing that driver salaries remain the same. These salaries are beyond competitive, but are necessary to maintain a dedicated and engaged workforce. The drivers travel long route distances as a requirement of the district's charter status.

3. Transportation Incentives - In the exhaustive comparison search that was conducted as a part of this HR Reset project, it was noted that most transportation departments offer sign-on and longevity bonuses for certified drivers. I am recommending a $500 sign-on bonus and a $500 longevity bonus starting with the fifth year of service be implemented. I spoke with many Superintendents of other districts that were having to cancel routes due to a lack of drivers. Maintaining an adequate driver fleet is the bread and butter to a charter district such as Alsea. Canceling routes is not appropriate due to the distance from school to home that many of our students venture from (i.e. Walport, Junction City, Monroe, Albany, etc…)
4. "Specialized" positions–there were a number of specialized positions that were also paid at higher rates of pay as compared to comparison districts. I recommend adding these positions into more traditionally defined classified positions (e.g., Instructional Assistants, Office/Secretarial, and Executive Assistants to District Office).
5. Lunch Compensation - currently all classified employees are being paid for a 30 minute duty free lunch. This was agreed to by the district many years ago. This is not a common practice and not in compliance with current Oregon Bureau of Labor and Industries (BOLI) laws. I am recommending that this practice is eliminated to reflect current BOLI law which states:

"For each 8-hour work period you get these breaks free from work responsibilities:

a. Two 10 minute paid rest breaks
b. One 30 minute unpaid meal break"
c. BOLI : Meals and breaks : For Workers : State of Orego

6. Holiday Pay - currently in accordance with Board Policy GCBE/GDBE - Vacations and Holiday, only classified employees that are hired "on an annual or twelve months basis" are granted the following paid holidays:

a. Independence Day; 2. Labor Day; 3. Thanksgiving day and the day after; 4. Memorial Day; 5. Veterans Day; 6. Presidents' Day; 7. Christmas day, plus one and one-half days during Christmas vacation; 8. New Year's Day; 9. Spring break (one day during regular spring vacation – not more than two employees off on any one day).

As a part of the HR Policy Reset project, this will most likely be eliminated since benefits such as Holiday pay are outlined in HR Handbooks that are still in development. The common practice is to pay employees for holidays that fall within their work calendar. A classified employee following a standard student contact calendar would most likely be granted five paid holidays. I would recommend that holiday pay be defined in the handbooks, not in policy to align with standard operating procedures.

Evaluations

Evaluations–evaluation systems have not been fully developed for any employee group prior to my arrival March 2022.. This was a concern for all employees but specifically for licensed teachers and administrators as these are required by Oregon Law (requirements set forth in ESSA - federal law, and SB 290 - Oregon law) and the results of such evaluations must be reported to the Oregon Department of Education on an annual basis. This requirement has been in place for more than a decade. I am thrilled to let the Board know that Alsea is currently developing and implementing a legally compliant (separate) Teacher and Administrator evaluation system. The district has subscribed with TeachBoost that will integrate the new evaluation system into a streamlined electronic database system that will create much more efficiency and ease of use for all licensed staff and

supervising administrators. Collaboration with Alsea Education Association (AEA) including professional development training is still in process as required by law. In addition, evaluations are being developed for classified and confidential/exempt employees.

Stipends
Each district position currently receiving a stipend will be examined and a determination will be made as to whether the stipend will continue. At this time, some stipends are not reflected in the Licensed CBA "Extra Duty" salary schedule and it is unclear why some stipends are being paid and what additional duties are being performed. All stipends paid need to align with the CBA for employees covered by the CBA. Currently Alsea Education Association (AEA) & the district have agreed to open bargaining this year to address areas such as stipends.

Certified Salaries
This is a negotiated item with AEA, the district continues to place certified staff appropriately on the salary schedule. Unfortunately, there are many certified staff members that have been inappropriately placed in accordance to their level of education and experience. The district is working collaboratively with AEA to reassess certified membership salary placement in accordance with state negotiations laws.

Timeline & Retroactivity
I am recommending to the board that any salaries that are increased are retroactive to July 1, 2022. The rationale is that these people have been doing their jobs all year as assigned. I recommend that all salaries that are going to be decreased will not take effect until January 2023. I feel this is the correct way to treat people as they have made financial decisions to commit to the district either way. I have personally met with all identified employees that will potentially be negatively affected pending board approval. The board can choose to amend this timeline as they see fit.

Funding
I think we all wish that we could pay "business market" competitive salaries to our employees, but unfortunately the state and federal government does not fund schools at this level. After a great deal of analysis and comparisons, I am recommending that the board approve the salary schedules as presented. The HR Reset project is really a two year venture that the district is attempting to accomplish in 6-8 months.

Handbooks
These documents are still in development that outline HR procedures, benefits, etc… for board consideration at a later date.

District Cost
This is undetermined at this time until after the board approves the changes and I meet with all individual employees to assure placement on the adopted salary schedules. Initial estimates indicate that the adjustments recommended in the proposed salaries will actually save the district some money, although this was not the prioritized goal of the project. A more impactful goal is to balance the salary structure within the district to ensure employees are being compensated appropriately in accordance with skill level, experience, certifications, and education. It is important to remain competitive with surrounding public school districts that provide the main competition for valuable employee recruitment and retention.

Once the board approves the salary schedules, the next steps are:

- Meet with AEA officials and all AEA membership employees that we suspect were not placed appropriately on the negotiated salary schedule;
- Meet with all support staff to properly evaluate placement on the newly approved salary schedules. Most personnel files do not have current resumes and/or documentation that I could use to determine salary placement and will need to be provided by the employees.

Summary

A HR Reset project is important to complete to provide both the district and the employee groups with:

1. Balanced salary and compensation packages
2. Competitive compensation with other “like” and “regionally competitive” districts
3. Fair compensation packages
4. Fiscal accountability to the public tax payers
5. Uphold pay equity legal requirements

I would like to thank the Confederation of Oregon School Administrators (COSA) for providing to the district the HR resources to be able to conduct the scope of this work with an aggressive timeline.

	Alsea School District Administrative Proposed Salary Schedule						
2022-2023 Salary Schedule							
Administrator/Licensed	**Days**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	Comparisons
Building Principal	220	$88,771.42	$91,434.56	$94,177.60	$97,002.93	$99,913.02	$87K-$120K
Building Assistant Principal	220	$83,676.00	$86,186.28	$88,771.87	$91,435.03	$94,178.08	
District Administrator							
Special Education Director	240	$98,841.55	$101,806.80	$104,861.00	$108,006.83	$111,247.03	$88k-$126K
Business Manager	260	$79,883.00	$83,078.32	$87,232.24	$91,593.85	$97,089.48	$79K - $120K
12/1/2022	Note: large comparison ranges dependent upon days, # of students, and levels						

	Alsea School District Exempt/Confidential Proposed Salary Schedule									
Exempt/Confidential										
2022-2023 Salary Schedule										
Position										Comparisons
Confidential/Exempt	**Days**	**Step 1**	**Step 2**	**Step 3**	**Step 4**	**Step 5**	**Step 6**	**Step 7**	**Step 8**	
Executive (Board/Superintendent) Assistant	260	$58,240.00	$59,987.20	$61,786.82	$63,640.42	$65,549.63	$67,516.12	$69,541.60	$71,627.85	$38k-$70k
Technology Coordinator	240	$67,276.80	$69,295.10	$71,373.95	$73,515.17	$75,720.63	$77,992.25	$80,332.02	$82,741.98	$70k-$110k
Maintenance Supervisor	260	$72,883.20	$75,069.70	$77,321.79	$79,641.44	$82,030.68	$84,491.60	$87,026.35	$89,637.14	$70k-$110k
Transportation Supervisor	240	$65,549.00	$67,515.47	$69,540.93	$71,627.16	$73,775.97	$75,989.25	$78,268.93	$80,617.00	$65k-102K
Confidential/Hourly										
Administrative Assistant to District Office	220-260	$25.50	$26.27	$27.06	$27.87	$28.71	$29.57	$30.46	$31.37	$19-$35
Administrative Assistant to SpEd Director	220-260	$25.50	$26.27	$27.06	$27.87	$28.71	$29.57	$30.46	$31.37	$19-$35
12/1/2022										

Alsea School District Classified Proposed Salary Schedule

Classified Positions — **2022-23 Only**

Transportation	Days	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Comparison ranges Step 1
Bus Driver-Regular	163	$25.00	$26.25	$27.56	$28.66	$29.81	$31.00	$31.93	$32.89	$33.55	$34.22	$17-$19
Bus Monitor	163	$15.00	$15.45	$15.91	$16.39	$16.88	$17.39	$17.91	$18.45	$19.00	$19.57	$15.50-$15.83
Bus Driver Trainer	N/A	$26.00	$26.78	$27.58	$28.41	$29.26	$30.14	$31.04	$31.97	$32.93	$33.92	$18.5-$26
Mechanic	N/A	$26.00	$26.78	$27.58	$28.41	$29.26	$30.14	$31.04	$31.97	$32.93	$33.92	$21-$24
Dispatcher	163	$22.50	$23.18	$23.88	$24.60	$25.34	$26.10	$26.88	$27.69	$28.52	$29.38	$18-$21
Type 10 Driver	N/A	$16.00										
Instructional Assistants												
Instructional Asst. I	163	$15.00	$15.45	$15.91	$16.39	$16.88	$17.39	$17.91	$18.45	$19.00	$19.57	$14-$17
Instructional Assistant II - Title/Intervention	200	$16.50	$17.00	$17.51	$18.04	$18.58	$19.14	$19.71	$20.30	$20.91	$21.54	$14-$21
Instructional Assistant III	163	$17.00	$17.51	$18.04	$18.58	$19.14	$19.71	$20.30	$20.91	$21.54	$22.19	$13.60-$18.20
Transitions/School to Work*	163	$17.00	$17.51	$18.04	$18.58	$19.14	$19.71	$20.30	$20.91	$21.54	$22.19	$16-$19.44
Family/Community												
Family Outreach I*	163	$17.25	$17.77	$18.30	$18.85	$19.42	$20.00	$20.60	$21.22	$21.86	$22.52	$13.55-$20
Family Outreach II (AA or equiv in SW/HHS Related field required)*	163	$18.50	$19.06	$19.63	$20.22	$20.83	$21.45	$22.09	$22.75	$23.43	$24.13	none avail
Maintenance/Grounds												
Custodian I	260	$15.00	$15.45	$15.91	$16.39	$16.88	$17.39	$17.91	$18.45	$19.00	$19.57	$14-$20

Secretarial/Office												
Secretary I/Clerical (new)	163	$15.50	$15.97	$16.45	$16.94	$17.45	$17.97	$18.51	$19.07	$19.64	$20.23	$14-$17
Secretary II (Head Secretary)	220-240	$20.00	$20.60	$21.22	$21.86	$22.52	$23.20	$23.90	$24.62	$25.36	$26.12	$14-$22
Business												
Payroll	260	$24.00	$24.72	$25.46	$26.22	$27.01	$27.82	$28.65	$29.51	$30.40	$31.31	$21-$25
Accounts Payable	260	$21.00	$21.63	$22.28	$22.95	$23.64	$24.35	$25.08	$25.83	$26.60	$27.40	$18-$28
HR Assist/Benefits	260	$20.00	$20.60	$21.22	$21.86	$22.52	$23.20	$23.90	$24.62	$25.36	$26.12	$19-$25
Food Service												
Food Service Coordinator	174	$17.00	$17.51	$18.04	$18.58	$19.14	$19.71	$20.30	$20.91	$21.54	$22.19	$15-$27
Food Service Worker	163	$14.50	$14.94	$15.39	$15.85	$16.33	$16.82	$17.32	$17.84	$18.38	$18.93	$13.44-$15.45
Additional days may be added upon approval of the Superintendent for training, provide services, etc.												
****These positions generally will have additional days during summer months with approval of the Superintendent***												
12/1/2022												

Alsea School District 2022-2023	
Classified Positions	
Proposed Substitute Rates	
Transportation	**Step 1**
Bus Driver-Regular	$25.00
Bus Monitor	$15.00
Bus Driver Trainer	$26.00
Mechanic	$26.00
Dispatcher	$22.50
Type 10 Driver	$16.00
Instructional Assistants	
Instructional Asst. I	$15.00
Instructional Assistant II - Lead Title/Intervention	$16.50
Instructional Assistant III	$17.00
Transitions/School to Work*	$17.00
Family/Community	
Family Outreach I*	$17.25
Family Outreach II (AA or equiv in SW/HHS Related field required)*	$18.50
Maintenance/Grounds	

Custodian I	$15.00
Secretarial/Office	
Secretary I/Clerical (new)	$15.50
Secretary II (Head Secretary)	$20.00
Food Service	
Food Service Coordinator	$17.00
Food Service Worker	$14.50
12/1/2022	

5. **Adjorn:**
6. **Important Dates:**

Friday, December 16th through January 2, 2023 Christmas Break

Tuesday, December 20th, Fireside Chat

Friday, January 6, 2023, School in Session

Thursday, January 12, 2023, Regular School Board Meeting