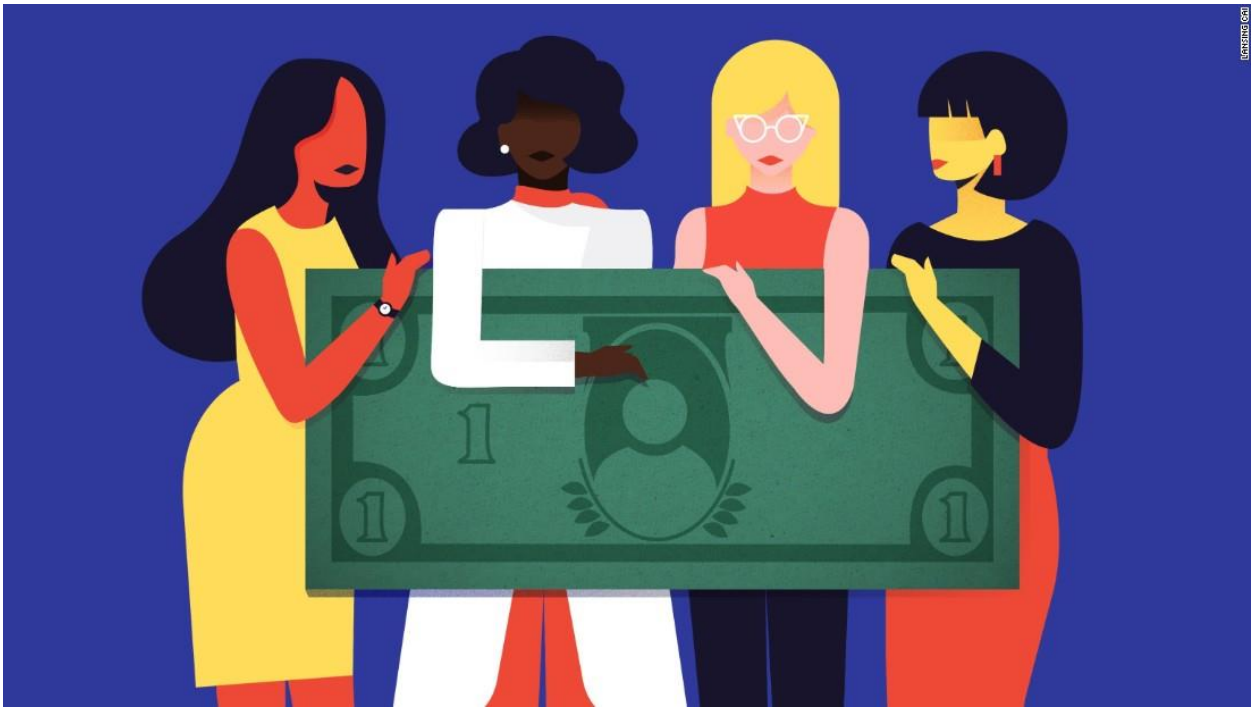
Bridging the Gap:

Pay Equity Aspirations and Audits



ANNE MILLIGAN

DEPUTY CITY ATTORNEY, CITY OF PORTLAND

IMLA 2022 MID-YEAR SEMINAR

Thanks to the incomparable Liset Bañuelos for creating this handout.

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STATE LAWS

Pay Transparency and Equal Pay Protections

State	Pay Transparency Laws Summary	Equal Pay Laws Summary
ALABAMA	Only federal protections apply. See federal law summary.	Clarke-Figures Equal Pay Act Protection: An employer may not pay any of its employees at wage rates less than the rates paid to employees of another sex for equal work within the same establishment on jobs the performance of which requires equal skill, effort, education, experience, and responsibility, and performance under similar working conditions. Ala. Code § 25-1-30(b). Coverage: Applies to any person employing 20 or more employees for each working day in each of 20 or more calendar weeks in the current or preceding calendar year, including any agent of that person. Ala. Code § 25-1-20(2). The Act also applies to the state or any of its political subdivisions, including public bodies. Ala. Code § 25-1-30(b). Remedies: Any employer who violates the Act is liable to the employee affected in an amount equal to the wages, and interest thereon, of which the employee is deprived by reason of the violation. Ala. Code § 25-1-30(d). Clarke-Figures Equal Pay Act Protection: An employer shall not refuse to interview, hire, promote, or employ an applicant for employment, or retaliate against an applicant for employment because the applicant does not provide wage history. Ala. Code § 25-1-30(c). Coverage: Applies to any person employing 20 or more employees for each working day in each of 20 or more calendar weeks in the current or preceding calendar year, including any agent of that person. Ala. Code § 25-1-20(2). The Act also applies to the state or any of its political subdivisions, including public bodies. Ala. Code § 25-1-30(b). Remedies: Any employer who violates the Act is liable to the employee affected in an amount equal to the wages, and interest thereon, of which the employee is deprived by reason of the violation. Ala. Code § 25-1-30(d).
ALASKA	Only federal protections apply. See federal law summary.	
ARIZONA	Only federal protections apply. See federal law summary.	
ARKANSAS	Only federal protections apply. See federal law summary.	Arkansas Wage Discrimination Law Protection: Every employer in the state shall pay employees equal compensation for equal services, and no employer shall discriminate against any employee in the matter of wages or compensation solely on the basis of sex of the employee. Ark. Code Ann. § 11-4-601(a). Coverage: Applies to all persons acting in the interest of an employer. Ark. Code Ann. § 11-4-607(2). The law does not protect persons engaged in domestic service in the home of the employer, in agricultural service, in temporary or seasonal employment, or employees of any social club, fraternal, charitable, educational, religious, scientific, or literary association. Ark. Code Ann. § 11-4-607(1)(B). Remedies: An employer who violates or fails to comply with the provisions of this section shall be guilty of a Class C misdemeanor, and each day that the violation or failure to comply continues shall be a separate offense. Ark. Code Ann. § 11-4-601(b). Additional Sex Discrimination Provision in the Wage Discrimination Law Protection: No employer shall discriminate in the payment of wages as between the sexes or shall pay any female in his or her employ salary or wage rates less than the rates paid to male employees for comparable work. Ark. Code Ann. § 11-4-610. Coverage: Applies to all persons acting in the interest of an employer. Ark. Code Ann. § 11-4-607(2). The law does not protect persons engaged in domestic service in the home of the employer, in agricultural service, in temporary or seasonal employment, or employees of any social club, fraternal, charitable, educational, religious, scientific, or literary association. Ark. Code Ann. § 11-4-607(1)(B). Remedies: An employer who violates this law shall be fined no more than $500 nor imprisoned more than 1 year, or both. Ark. Code Ann. § 11-4-608. An employer who violates this law is liable for paid wages; in addition to any wages recovered, the court shall allow an additional equal amount as liquidated damages plus a reasonable attorney§s fee and court costs. Ark. Code Ann § 11-4-611(a), (b)(1)(3). Arkansas Civil Rights Act of 1993 Protection: The right

State	Pay Transparency Laws Summary	Equal Pay Laws Summary
		of an otherwise qualified person to be free from discrimination because of gender is recognized as and declared to be a civil right; this right includes the right to obtain and hold employment without discrimination. Ark. Code Ann. § 16-123-107(a)(1). Arkansas courts have held that the Arkansas Civil Rights Act protects against pay discrimination. See Holt v. Deer-Mt. Judea Sch. Dist., 135 F. Supp. 3d 898 (W.D. Ark. 2015) (applying §paycheck rule§ to lawsuit brought under the Arkansas Civil Rights Act challenging pay discrimination on the basis of sex). Coverage: Applies to any employer who employs 9 or more employees. Ark. Code Ann. § 16-123-102(6). The statute does not apply to any individual employed by his or her parents, spouse, or child, to any individual participating in a specialized employment training program conducted by a nonprofit sheltered workshop or rehabilitation facility, or any individual employed outside of Arkansas. Ark. Code Ann. § 16-123-102(4)(A)-(C). Remedies: The court may issue an order prohibiting the discriminatory practices, provide affirmative relief, and award back pay, interest on back pay, and, in the discretion of the court, the cost of litigation and a reasonable attorney§s fee. Ark. Code Ann. § 16-123-107(c)(1)(A). Additionally, if an individual is injured by intentional discrimination, he is entitled to recover compensatory damages and punitive damages; these damages are capped between $15,000 and $300,000, depending on the number of employees the employer has. Ark. Code Ann. § 16-123-107(c)(2)(A).
CALIFORNIA	California Equal Pay Act Protection: An employer shall not prohibit an employee from disclosing the employee§s own wages, discussing the wages of others, or inquiring about another employee§s wages. Cal. Lab. Code § 1197.5(k)(1). Coverage: Applies to men, women, and minors employed in any occupation, trade, or industry, whether compensation is measured by time, piece, or otherwise, but does not include any individual employed as an outside salesman or any individual participating in a national service program using assistance provided under 42 U.S.C. § 12571. Cal. Lab. Code § 1171. Remedies: An aggrieved employee may recover in a civil action reinstatement and reimbursement for lost wages and work benefits, including interest thereon, as well as appropriate equitable relief. Cal. Lab. Code § 1197.5(k)(2). California Labor Code Protection: No employer may require, as a condition of employment, that an employee refrain from disclosing the amount of his or her wages, or that an employee sign a waiver or other document purporting to deny the employee the right to disclose the amount of his or her wages; additionally, an employer may not discharge, formally discipline, or otherwise discriminate against an employee who discloses the amount of his or her wages. Cal. Lab. Code § 232(a)-(c). Coverage: Applies to all employees. Cal. Lab. Code § 200. Remedies: An individual may bring a civil action without exhausting administrative remedies. Cal. Lab. Code § 244(a). If, within 10 years of a conviction for violation of this provision, it is alleged that an employer on a second occasion has been convicted of again violating this article, an employee may bring an action for temporary restraining order; the court may grant an order prohibiting the employer within 30 days from conducting any business within the state unless the employer deposits a bond of $25,000 or 25% of the weekly gross payroll, whichever is greater. Cal. Lab. Code § 243(a)-(b).	California Equal Pay Act Protection: An employer shall not pay any of its employees at wage rates less than the rates paid to employees of the opposite sex for substantially similar work when viewed as a composite of skill, effort, and responsibility, and performed under similar working conditions. Cal. Lab. Code § 1197.5(a). Prior salary shall not justify any disparity in compensation. Cal. Lab. Code § 1197.5(b)(4). Coverage: Applies to public and private employers. Cal. Lab. Code § 1197.5(1). Applies to men, women, and minors employed in any occupation, trade, or industry, whether compensation is measured by time, piece, or otherwise, but does not include any individual employed as an outside salesman or any individual participating in a national service program using assistance provided under 42 U.S.C. § 12571. Cal. Lab. Code § 1171. Remedies: Any employer who violates these provisions is liable to the employee affected in the amount of the wages, and interest thereon, of which the employee is deprived by reason of the violation, and an additional equal amount as liquidated damages. Cal. Lab. Code § 1197.5(c). The employee may also recover the costs of the suit and reasonable attorney§s fees. Cal. Lab. Code § 1197.5(h). California Fair Employment and Housing Act Protection: It is an unlawful employment practice, unless based upon a bona fide occupational qualification, or, except where based upon security regulations established by the United States or California, for an employer to discriminate against a person in compensation because of the person§s sex. Cal. Gov§t Code § 12940(a). Coverage: Applies to any employer regularly employing 5 or more persons, or any person acting as an agent of an employer, and the state but does not include a religious association or corporation not organized for profit. Cal. Gov§t Code § 12926(d). Remedies: A court may grant relief including a requirement that the employer conduct trainings for all employees, supervisors, and management; a court may assess against the defendant a civil penalty of up to $25,000. Cal. Gov§t Code § 12965(c).
COLORADO	Colorado Antidiscrimination Statute Protection: Unless otherwise permitted by federal law, it is an unfair employment practice for an	Equal Pay for Equal Work Act Protection: No employer shall make any discrimination in the amount or rate of wages or salary paid or to be paid his employees in any employment in this state solely on

State	Pay Transparency Laws Summary	Equal Pay Laws Summary
	employer to discharge, discipline, discriminate against, coerce, intimidate, threaten, or interfere with any employee or other person because the employee inquired about, disclosed, compared, or otherwise discussed the employee§s wages; additionally, it is an unfair practice for an employer to require an employee to sign a waiver or other document that purports to deny an employee the right to disclose his or her wage information. Colo. Rev. Stat. § 24-34-402(1)(i). Coverage: Applies to all employees except individuals in the domestic service of any person. Colo. Rev. Stat. § 24-34-401(2). Applies to all employers, including the state, that employ persons within the state, but does not apply to religious organizations or associations, except those supported in whole or in part by money raised by taxation or public borrowing. Colo. Rev. Stat. § 24-34-401(3). Remedies: If an employer has engaged or is engaging in any discriminatory or unfair practice, it shall be ordered to cease and desist from such practice. Colo. Rev. Stat. § 24-34-306(9). The court may also award affirmative relief, including reinstatement or hiring, with or without back pay, front pay, or any other equitable relief. Colo. Rev. Stat. § 24-34-405(2)(a)(I)-(III). If an employer is found to have engaged in an intentional discriminatory or unfair practice, the employee may recover compensatory and punitive damages. Colo. Rev. Stat. § 24-34-405(3)(a).	account of the sex thereof. Colo. Rev. Stat. § 8-5-102. Coverage: Applies to employers of the state or any political subdivision, commission, department, institution, or school district thereof, and every other person who employs a person in the state. Colo. Rev. Stat. § 8-5-101(5). Remedies: Employees may file a civil action for pay and/or file a charge with the Colorado Civil Rights Division. Colo. Rev. Stat. § 8-5-103. An employer who violates this law may be liable for legal and equitable relief, which may include employment, reinstatement, promotion, pay increase, payment of lost wages, and liquidated damages as well as the employee§s reasonable costs, including attorney fees. Colo. Rev. Stat. § 8-5-104. Colorado Antidiscrimination Statute Protection: It is a discriminatory employment practice for an employer to discriminate in matters of compensation against any person otherwise qualified because of sex. Colo. Rev. Stat. § 24-34-402(1)(a). Coverage: Applies to all employees except individuals in the domestic service of any person. Colo. Rev. Stat. § 24-34-401(2). Applies to all employers, including the state, that employ persons within the state, but does not apply to religious organizations or associations, except those supported in whole or in part by money raised by taxation or public borrowing. Colo. Rev. Stat. § 24-34-401(3). Remedies: If an employer has engaged in any discriminatory or unfair practice, it shall be ordered to cease and desist from such practice. Colo. Rev. Stat. § 24-34-306(9). The court may also award affirmative relief, including reinstatement or hiring, with or without back pay, front pay, or any other equitable relief. Colo. Rev. Stat. § 24-34-405(2)(a)(I)-(III). If an employer is found to have engaged in an intentional discriminatory or unfair practice, the employee may recover compensatory and punitive damages. Colo. Rev. Stat. § 24-34-405(3)(a).
CONNECTICUT	Connecticut Labor Statute Protection: No employer shall: prohibit an employee from disclosing or discussing the amount of his or her wages or the wages of another employee of such employer that have been disclosed voluntarily; prohibit an employee from inquiring about the wages of another employee; require an employee to sign a waiver or other document that denies the employee his or her right to disclose or discuss the amount of his or her wages or the wages of another employee that have been disclosed voluntarily; require an employee to sign a waiver or document that denies the employee his or her right to inquire about the wages of another employee; discharge, discipline, discriminate against, retaliate against, or otherwise penalize any employee who discloses or discusses the amount of his or her wages or the wages of another employee that have been disclosed voluntarily; or discharge, discipline, discriminate against, retaliate against, or otherwise penalize any employee who inquires about the wages of another employee. Conn. Gen. Stat. § 31-40z(b)(1)-(4), (6)-(7). Coverage: Applies to individual, corporation, limited liability company, firm, partnership, voluntary association, joint stock association, the state and any political subdivision thereof and any public corporation within the state using the services of one or more employees for pay. Conn. Gen. Stat. § 31-40z(a)(1). Remedies: An employer who violates this provision may be found liable for compensatory damages, attorney§s fees and costs, punitive damages, and such legal and equitable relief as the court deems just and proper. Conn. Gen. Stat. § 31-40z(d).	Connecticut Labor Statute Protection: No employer shall discriminate in the amount of compensation paid to any employee on the basis of sex. Conn. Gen. Stat. § 31-75(a). Coverage: Applies to all employers, including the state, and to all employees. Conn. Gen. Stat. § 31-71a(1)-(2). Remedies: Any employer who violates this statute is guilty of a Class D felony and shall be fined not less than $2,000 nor more than $5,000 for each offense if the total amount of all unpaid wages owed to an employee is more than $2,000. The employer may be fined not less than $1,000 nor more than $2,000 or imprisoned not more than 1 year, or both, for each offense if the total amount of all unpaid wages is more than $1,000 but less than $2,000. The employer may be fined not less than $500 nor more than $1,000 or imprisoned not more than 6 months, or both, for each offense if the total amount of all unpaid wages is more than $500 but less than $1,000. The employer may be fined not less than $200 nor more than $500 or imprisoned not more than 3 months, or both, for each offense if the total amount of all unpaid wages is more than $200 but less than $500. Conn. Gen. Stat. § 31-71g. Connecticut Human Rights Act Protection: It is a discriminatory practice for an employer, except in the cases of a bona fide occupational qualification or need, to discriminate against any individual in compensation because of the individual§s sex. Conn. Gen. Stat. § 46a-60(a)(1). Coverage: Applies to all employees except individuals employed by their parents, spouse, or child. Conn. Gen. Stat. § 46a-51(9). Applies to all employers, including the state, that employ 3 or more persons. Conn. Gen. Stat. § 46a-51(10). Remedies: Upon a finding of a discriminatory employment practice, the presiding officer shall order the employer to cease and desist from the discriminatory practice and may order the hiring or reinstatement of any individual, with or without back pay. Conn. Gen. Stat. § 46a-86(a)-(b). In addition, the presiding officer shall determine the damage suffered by the complainant and shall allow reasonable attorney§s fees and costs. Conn. Gen. Stat. § 46a-86(c). Connecticut Labor Statute Protection: No employer shall inquire or direct a third party to inquire about a prospective employee§s wage and salary history unless a prospective employee has voluntarily disclosed such information. Conn. Gen. Stat. § 31-40z(b)(5). Coverage: Applies to any individual, corporation, limited liability company, firm, partnership, voluntary association, joint stock association, the state and any political subdivision thereof and any public corporation within the state using the services of one or more employees for pay. Conn. Gen. Stat. § 31-40z(a)(1). Remedies: An

Pay Transparency and Equal Pay Protections

State	Pay Transparency Laws Summary	Equal Pay Laws Summary
		employer who violates this provision may be found liable for compensatory damages, attorney§s fees and costs, punitive damages, and such legal and equitable relief as the court deems just and proper. Conn. Gen. Stat. § 31-40z(d).
DELAWARE	Delaware Antidiscrimination Act Protection: It shall be an unlawful employment practice for an employer to: require as a condition of employment that an employee refrain from inquiring about, discussing, or disclosing his or her wages or the wages of another employee; require an employee to sign a waiver or other document purporting to deny an employee the right to disclose or discuss his or her wages; or discharge, formally discipline, or otherwise discriminate against an employee for inquiring about, discussing, or disclosing his or her wages or the wages of another employee. Del. Code Ann. tit. 19 § 711(i)(1)-(3). Coverage: Applies to all employee except those employed in agriculture or domestic service; those who reside in the personal residence of the employer; those employed by their parents, spouse, or child; or any individual elected to public office in the state. Del. Code Ann. tit. 19 § 710(6)(a)-(d). The Act also applies to any employer, including the state, employing 4 or more employees within the state but does not include religious corporations, associations, or societies whether supported, in whole or in part, by government appropriations, except where the duties of the employment pertain solely to activities of the organization that generate unrelated business taxable income subject to taxation under 26 U.S.C. § 511(a). Del. Code Ann. tit. 19 § 710(7). Remedies: The court shall have the authority to order the employer to cease and desist or modify its existing employment policies; order the employer to hire, reinstate, or promote the employee; order the payment of compensatory damages (including general and special damages) and punitive damages not to exceed the damage awards allowable under Title VII of the Civil Rights Act of 1964; and order the costs of litigation and reasonable attorney§s fees to the prevailing party. Del. Code Ann. tit. 19 § 715(1)(a)-(d).	Delaware Antidiscrimination Act Protection: It is an unlawful employment practice for an employer to discriminate against any individual with respect to compensation because of such individual§s sex, including pregnancy, or gender identity. Del. Code Ann. tit. 19 § 711(a)(1). Coverage: Applies to all employee except those employed in agriculture or domestic service; those who reside in the personal residence of the employer; those employed by their parents, spouse, or child; or any individual elected to public office in the state. Del. Code Ann. tit. 19 § 710(6)(a)-(d). The Act also applies to any employer, including the state, employing 4 or more employees within the state but does not include religious corporations, associations, or societies whether supported, in whole or in part, by government appropriations, except where the duties of the employment pertain solely to activities of the organization that generate unrelated business taxable income subject to taxation under 26 U.S.C. § 511(a). Del. Code Ann. tit. 19 § 710(7). Remedies: The court shall have the authority to order the employer to cease and desist or modify its existing employment policies; order the employer to hire, reinstate, or promote the employee; order the payment of compensatory damages (including general and special damages) and punitive damages not to exceed the damage awards allowable under Title VII of the Civil Rights Act of 1964; and order the costs of litigation and reasonable attorney§s fees to the prevailing party. Del. Code Ann. tit. 19 § 715(1)(a)-(d). Delaware Wage Payment and Collection Act Protection: No employees shall be paid a wage at a rate less than the rate at which an employee of the opposite sex is paid for equal work on a job the performance of which requires equal skill, effort, and responsibility, and which is performed under similar working conditions. Del. Code Ann. tit. 19 § 1107A(a). Coverage: Applies to any employee under a contract of employment made in Delaware or to be performed wholly or partly therein but does not apply to employees of the United States government or the state. Del. Code Ann. tit. 19 § 1101(a)(3). Remedies: Any employer who violates this chapter shall be subject to a civil penalty of not less than $1,000 nor more than $5,000 for each such violation. Del. Code Ann. tit. 19 § 1112(a). An employee may bring a civil action to recover unpaid wages and liquidated damages; any judgment entered for an employee in an action brought under this section shall include an award for the costs of the action, the necessary costs of prosecution, and reasonable attorney§s fees, all to be paid by the employer. Del. Code Ann. tit. 19 § 1113(a), (c). General Provisions of Delaware§s Labor Code Protection: It shall be an unlawful employment practice for an employer or an employer§s agent to: (1) screen applicants based on their compensation histories, including by requiring that an applicant§s prior compensation satisfy minimum or maximum criteria; (2) seek the compensation history of an applicant from the applicant or a current or former employer. Del. Code Ann. tit. 19 § 709B(b)(1)-(2). Coverage: Applies to any person or group of persons acting directly or indirectly in the interest of an employer in relation to an employee or applicant, including the state and any political subdivision, but excluding the United States government. Del. Code tit. 18 § 709A(a)(4). Remedies: Any employer who violates or fails to comply with requirement of this section shall be subject to a civil penalty of not less than $1,000 nor more than $5,000 for the first offense and not less than $5,000 nor more than $10,000 for each subsequent violation. Del. Code Ann. tit. 19 § 709B(h)(1). A civil penalty claim may be filed in any court of competent jurisdiction. Del. Code Ann. tit. 19 § 709B(h)(3).
DISTRICT OF COLUMBIA	D.C. Wage Transparency Law Protection: An employer shall not require, as a condition of employment, that an employee refrain from inquiring about, disclosing, comparing, or otherwise discussing the employee§s wages or the wages of another employee; or discharge, discipline, interfere with, or otherwise retaliate against an employee who inquires about, discloses, compares, or otherwise discusses the employee§s wages	D.C. Human Rights Act of 1977 Protection: It shall be an unlawful discriminatory practice to discriminate against any individual with respect to his compensation based upon his actual or perceived sex, or gender identity or expression. D.C. Code § 2-1402.11(a)(1). Coverage: Applies to all employers and their agents and to all employees, including unpaid interns, but does not apply to employers who employ a parent, spouse, children, or to domestic servants engaged in work in and about the employer§s household. D.C. Code § 2-1401.02(10). Remedies: If an employer has engaged in an unlawful

State	Pay Transparency Laws Summary	Equal Pay Laws Summary
	or the wages of another employee or is believed by the employer to have done so. D.C. Code. § 32-1452(1)-(2). Coverage: Applies to all employees and employers, but does not include the District or the federal government. D.C. Code § 32-1451(1)-(2). Remedies: If an employer violates this law, the Mayor shall assess a civil fine of $1,000 for the first violation, $5,000 for the second violation, and $20,000 for each subsequent violation; there is no private right of action. D.C. Code § 32-1455(a), (c).	discriminatory practice, the Commission shall order the employer to cease and desist and take affirmative action, including hiring or reinstatement, with or without back pay; payment of compensatory damages; payment of reasonable attorney fees; payment of civil penalties ranging from $10,000 to $50,000; and payment of hearing costs. D.C. Code § 2-1403.13(a)(1)(A),(D)-(F).
FLORIDA	Only federal protections apply. See federal law summary.	Florida Equal Pay Statute Protection: No employer shall discriminate between employees on the basis of sex by paying wages to employees at a rate less than the rate at which he or she pays wages to employees of the opposite sex for equal work on jobs the performance of which requires equal skill, effort, responsibility, and which are performed under similar working conditions. Fla. Stat. § 448.07(2)(a). Coverage: Applies to all employers who employ 2 or more employees, and also applies to the state. Fla. Stat. § 448.07(1)(a)-(b). However, this statute does not apply to employers subject to the Fair Labor Standards Act. Fla. Stat. § 448.07(4). Remedies: Any employer who violates these provisions is liable to the employee for the amount of the difference between the amount the employee was paid and the amount he or she should have been paid, but a claimant may not recover more than 1 year of unpaid wages; the court may also award to the prevailing party the costs of the action and a reasonable attorney§s fee. Fla. Stat. § 448.07(3). Florida Civil Rights Act Protection: It is an unlawful employment practice for an employer to discriminate against any individual with respect to compensation because of such individual§s sex or pregnancy. Fla. Stat. § 760.10(1)(a). Coverage: Applies to any employer employing 15 or more employees but does not include any religious corporation, association, educational institution, or society which conditions employment opportunities to members of that religious corporation, association, educational institution, or society or to persons who subscribe to its tenets or beliefs. Fla. Stat. § 760.10(7), (9). Remedies: In any civil action brought under this section, the court may issue an order prohibiting the discriminatory practice and providing affirmative relief, including back pay; the court may also award compensatory damages and punitive damages, but the judgment for the total amount of punitive damages shall not exceed $100,000. The court may also allow the prevailing party a reasonable attorney§s fee. Fla. Stat. § 760.11(5).
GEORGIA	Only federal protections apply. See federal law summary.	Georgia Pay Equity Act Protection: No employer shall discriminate between employees on the basis of sex by paying wages to employees at a rate less than the rate at which he pays wages to employees of the opposite sex for equal work in jobs which require equal skill, effort, and responsibility, and which are performed under similar working conditions. Ga. Code Ann. § 34-5-3(a). Coverage: Applies to all employees, including individuals employed by the state, but does not apply to except for domestic or agricultural employees; this also includes individuals employed by the state. Ga. Code Ann. § 34-5-2(3). The Act applies to any employer, and any agent of the employer, employing 10 or more employees who is engaged in intrastate commerce. Ga. Code Ann. § 34-5-2(4). Remedies: An employer who violates this Act shall be liable for the amount of the affected employee§s unpaid wages; the court shall also allow costs of the action and a reasonable attorney§s fee not to exceed 25% of the judgment to be paid by the employer. Ga. Code Ann. § 34-5-5(a). Georgia Fair Employment Practices Act Protection: It is an unlawful employment practice for an employer to discriminate against any individual with respect to the individual§s compensation because of such individual§s sex. Ga. Code Ann. § 45-19-29(1). Coverage: Applies to any department or agency of the states which employs 15 or more employees within the state. Ga. Code Ann. § 45-19-22(5). Remedies: If it is found that the employer has engaged in an unlawful practice, the employer shall be required to cease and desist from the unlawful practice and to take remedial action, including hiring, reinstatement, or upgrading of employees with or without back pay.

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State	Pay Transparency Laws Summary	Equal Pay Laws Summary
		Ga. Code Ann. § 45-19-38(b), (c)(1). Additionally, any monetary award ordered shall be for actual damages only. Ga. Code Ann. § 45-19-38(d).
HAWAII	Only federal protections apply. See federal law summary.	Hawaii Equal Pay Law Protection: No employer shall discriminate between employees because of sex by paying wages to employees at a rate less than the rate at which the employer pays wages to employees of the opposite sex for equal work on jobs the performance of which requires equal skill, effort, and responsibility, and that are performed under similar working conditions. Haw. Rev. Stat. § 378-2.3. Coverage: Applies to any employer or agent of the employer, including the state, having 1 or more employees, but does not include the United States. Haw. Rev. Stat. § 378-1. The law does not apply to individuals employed as domestic servants. Haw. Rev. Stat. § 378-1. Remedies: The commission may order appropriate affirmative action including hiring, reinstatement, or upgrading with or without back pay. Haw. Rev. Stat. § 378-5(a). In a civil action, if an employer is found to have engaged in any unlawful discriminatory practice, the court may enjoin he employer from engaging in such practice and order affirmative action including reinstatement, hiring, or upgrading with or without back pay. Haw. Rev. Stat. § 378-5(b). In addition to any judgment awarded to the plaintiff, the court shall allow costs of action including reasonable attorney§s fees. Haw. Rev. Stat. § 378-5(c). Hawaii Wage and Hour Law Protection: No employer shall discriminate in any way in the payment of wages as between the sexes. Haw. Rev. Stat. § 387-4. Coverage: Applies to all employers and their agents but does not apply to the state and or the United States. Haw. Rev. Stat. § 387-1. The law protects all employees, but does not include any individual employed, among other things: at a guaranteed compensation totaling $2,000 or more a month; in agriculture where the employer employs less than 20 employees for any workweek, or for any workweek in which the individual is harvesting coffee; in the home of the employer in domestic service; as a house parent in any home or shelter maintained for child welfare purposes; by the individual§s sibling, sibling-in-law, children, spouse, parent, or parent-in-law; in the catching, harvesting, or farming of any kind of aquatic forms of animal or vegetable life; or in any capacity where the employee is covered by the Fair labor Standards Act. Haw. Rev. Stat. § 387-1. Remedies: Any employer who willfully violates this law or pays or agrees to pay any employee compensation less than that which the employee is entitled to shall be guilty of a misdemeanor and, upon conviction, shall be punished by a fine of not less than $50 nor more than $500 or by imprisonment for a period not to exceed one year or by both. Haw. Rev. Stat. § 387-12(a)(2), (a)(4). Whenever it appears that any employer is engaged in any act which constitutes or will constitute a violation of this law, the director may bring an action to enjoin the act and to enforce compliance; upon a proper showing, a permanent or temporary injunction or restraining order shall be granted. Haw. Rev. Stat. § 387-12(d)(1).
IDAHO	Only federal protections apply. See federal law summary.	Idaho Equal Pay Law Protection: No employer shall discriminate between or among employees on the basis of sex by paying wages to any employee at a rate less than the rate at which he pays an employee of the opposite sex for comparable work on jobs which have comparable requirements relating to skill, effort, and responsibility. Idaho Code Ann. § 44-1702(1). Coverage: Applies to all employers and their agents, including the state, and to all employees. Idaho Code Ann. § 44-1701(1)-(2). Remedies: Any employer who violates the equal pay law is liable to the employee affected in the amount of unpaid wages, and in instances of willful violation, up to an additional equal amount as liquidated damages. Idaho Code Ann. § 44-1704(1). In cases of violation in addition to any judgment awarded to the plaintiff, the court shall allow a reasonable attorney§s fee and costs of the action to be paid. Idaho Code Ann. § 44-1704(2). Idaho Human Rights Law Protection: It is a prohibited act for an employer to discriminate against an individual with respect to compensation because of, or on the basis of, sex. Idaho Code Ann. § 67-5909(1). Coverage: Applies to an employer who hires 5 or more employees whose services are to be partially or wholly performed in the state, except for domestic servants hired to work in the person§s household. Idaho Code Ann. § 67-5902(6). The law also applies to a person who, as a contractor or subcontractor, is furnishing material or performing work for the state as well as to any agent of an

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		employer. Idaho Code Ann. § 67-5902(6)(a)-(c). Remedies: If the court finds that unlawful discrimination has occurred, its judgment shall specify an appropriate remedy which may include an order to cease and desist from the unlawful practice; an order to employ, reinstate, promote, or grant other employment benefits; an order for actual damages including lost wages and benefits; or an order for punitive damages, not to exceed $1,000 for each willful violation. Idaho Code Ann. § 67-5908(3)(a)-(e).
ILLINOIS	Illinois Equal Pay Act of 2003 Protection: It is unlawful for any employer to discharge or in any other manner discriminate against any individual for inquiring about, disclosing, comparing, or otherwise discussing the employee§s wages or the wages of any other employee. 820 Ill. Comp. Stat. 112/10(b). Coverage: Applies to all employees and employers, including the state. 820 Ill. Comp. Stat. 112/5. Remedies: Employers who violate any provision of the Act are subject to a civil penalty for each affected employee as follows: an employer with fewer than 4 employees § first offense, a fine not to exceed $500; second offense, a fine not to exceed $2,500; third or subsequent offense, a fine not to exceed $5,000; an employer with 4 or more employees § first offense, a fine not to exceed $2,500; second offense, a fine not to exceed $3,000; third or subsequent offense, a fine not to exceed $5,000. 820 Ill. Comp. Stat. 112/30(c)(1)-(2). Any employer who violates subsection (b) of Section 10 is subject to a civil penalty not to exceed $5,000 for each violation for reach employee affected. 820 Ill. Comp. Stat. 112/30(c).	Illinois Equal Pay Act of 2003 Protections: No employer may discriminate between employees on the basis of sex by paying wages to an employee at a rate less than the rate at which the employer pays wages to another employee of the opposite sex for the same or substantially similar work on jobs the performance of which requires equal skill, effort, and responsibility, and which are performed under similar working conditions. 820 Ill. Comp. Stat. 112/10(a). It is unlawful for an employer to (1) screen job applicants based on their current or prior wages or salary histories; (2) request or require a wage or salary history as a condition of being considered for employment, as a condition of being interviewed, as a condition of continuing to be considered for an offer of employment, as a condition of an offer of employment or an offer of compensation; or (3) request or require that an applicant disclose wage or salary history as a condition of employment. 820 Ill. Comp. Stat. 112/10(b-5). It is unlawful for an employer to seek the wage or salary history, including benefits or other compensation, of a job applicant from any current or former employer, unless the job applicant§s wage or salary history is a matter of public record or the job applicant is a current employee and is applying for a position with the same employer. 820 Ill. Comp. Stat. 112/10(b-10)(1)-(2). Coverage: Applies to all employees and employers, including the state. 820 Ill. Comp. Stat. 112/5. Remedies: If an employee is paid less than the wage to which he or she is entitled, the employee may recover in a civil action the entire amount of any underpayment together with interest, compensatory damages if the employee demonstrates that the employer acted with malice or reckless indifference, punitive damages as may be appropriate, injunctive relief as may be appropriate, and the costs and reasonable attorney§s fees as may be allowed by the court and as necessary to make the employee whole. 820 Ill. Comp. Stat. 112/30(a). If an employer violates subsection (b-5) or (b-10), the employee may recover in a civil action any damages incurred, special damages not to exceed $10,000, injunctive relief as may be appropriate, and costs and reasonable attorney§s fees as may be allowed by the court and as necessary to make the employee whole. 820 Ill. Comp. Stat. § 112/30(a-5). Employers who violate any provision of the Act are subject to a civil penalty for each affected employee as follows: an employer with fewer than 4 employees § first offense, a fine not to exceed $500; second offense, a fine not to exceed $2,500; third or subsequent offense, a fine not to exceed $5,000; an employer with 4 or more employees § first offense, a fine not to exceed $2,500; second offense, a fine not to exceed $3,000; third or subsequent offense, a fine not to exceed $5,000. 820 Ill. Comp. Stat. 112/30(c)(1)-(2). Illinois Equal Wage Act Protection: An employer engaged in the manufacture of any article shall not pay any person engaged in such manufacture an unequal wage for equal work, by time or piece work, than is being paid to any other person employed in such manufacture. 820 Ill. Comp. Stat. 110/1. Coverage: Applies to any employer of 6 or more persons in the state. 820 Ill. Comp. Stat. 110/1. Remedies: Any employer who violates this provision is guilty of a petty offense and shall be fined no less than $25 nor more than $100. 820 Ill. Comp. Stat. 110/1. Wages of Women and Minors Act Protection: It is against public policy for any employer to employ any woman or minor in an occupation at an oppressive and unreasonable wage. 820 Ill. Comp. Stat. 125/2. An §oppressive and unreasonable wage§ means a wage which is both less than the fair and reasonable value of the services rendered and less than sufficient to meet the minimum cost of living necessary for health. Coverage: No specific coverage provision. Remedies: Any employer who pays or agrees to pay a woman or minor less than the rates applicable under a mandatory minimum fair wage order shall be guilty of a Class B misdemeanor and each week in any day of which such employee is paid less than the rate applicable to

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		him or her under a mandatory minimum fair wage order and each employee so paid less shall constitute a separate offense. 820 Ill. Comp. Stat. 125/15(2). Illinois Human Rights Act Protection: It is a civil rights violation for any employer to act with respect to conditions of employment on the basis of unlawful discrimination. 775 Ill. Comp. Stat. 5/2-102(A). While the Act does not specifically mention compensation, federal courts and Illinois state courts have allowed plaintiffs to bring sex discrimination claims for unequal compensation under the Act. See, e.g., Northtown Ford v. Ill. Human Rights Comm§n, 525 N.E.2d 1215, 1221 (Ill. App. Ct. 1988) (§Generally, it is illegal for an employer to pay disparate wages or salaries for jobs held by persons of different sexes if the jobs require equal skill, effort, and responsibility, and are performed under similar circumstances.§); Sokn v. Fieldcrest Comm. Unit Sch. Dist. No. 8, 2011 WL 2533793, at *7 (C.D. Ill. June 27, 2011). Coverage: Applies to all employees and includes apprentices and applicants for any apprenticeship. 775 Ill. Comp. Stat. 5/2-101(A)(1)(a)-(c). The Act also applies to any employer employing 15 or more employees, the state, any party to a public contract, and any joint apprenticeship or training committee. 775 Ill. Comp. Stat. 5/2-101(B)(1)(a), (c)-(e). However, the Act does not apply to any religious corporation, association, educational institution, society, or non-profit nursing institution conducted by and for those who rely upon treatment by prayer through in accordance with the tents of a recognized church or religious denomination with respect to the employment of individuals of a particular religion to perform work connected with the carrying on by such corporation, association, educational institution, society, or non-profit nursing institution of its activities. 775 Ill. Comp. Stat. 5/2-101(B)(2). Remedies: Upon finding a civil rights violation, the Commission may provide for any relief or penalty by entering order directing the respondent to cease and desist; pay actual damages; hire, reinstate, or upgrade the complainant with or without back pay; pay the complainant all or a portion of the costs of maintain the action, including reasonable attorney fees and expert witness fees; and take such action as may be necessary to make the complainant whole, including awards of interest on complainant§s actual damages and back pay from the date of the civil rights violation. 775 Ill. Comp. Stat. 5/8A-104(A)-(C), (G), (J).
INDIANA	Only federal protections apply. See federal law summary.	Indiana Minimum Wage Law of 1965 Protection: No employer shall discriminate between employees on the basis of sex by paying to employees a rate less than the rate at which the employer pays wages to employees of the opposite sex for equal work on jobs the performance of which requires equal skill, effort, and responsibility and which are performed under similar working conditions. Ind. Code § 22-2-2-4(d). Coverage: Applies to all employers except those subject to the minimum wage provision of the Fair Labor Standards Act. Ind. Code § 22-2-2-3. The law also applies to all employees except, among other persons, persons less than 16 years of age; persons employed by their own parent, spouse, or child; persons performing services for any religious or charitable organization; students performing services for any school, college, or university in which they are enrolled; and persons engaged in agricultural labor; and persons employed in executive, administrative, or professional occupations. Ind. Code § 22-2-2-3. Remedies: Any employer who violates section 4 shall be liable to the employee affected in the amount of their unpaid minimum wages and in an equal additional amount as liquidated damages; in addition to any judgment awarded to the plaintiff, the court shall allow recovery of reasonable attorney§s fees and costs of the action. Ind. Code § 22-2-2-9. Any employer who knowingly or intentionally violations section 4 commits a Class A infraction. Ind. Code § 22-2-2-11(a)(3)(b). An employer who violations section 4, having a prior unrelated judgment for a violation of section 4, commits a Class B misdemeanor. Ind. Code § 22-2-2-11(a)(3)(c). Indiana Civil Rights Law Protection: It is a discriminatory practice to exclude a person from equal opportunities in employment because of sex; however, it is not an unlawful employment practice for an employer to classify an individual on the basis of sex in instances where sex is a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise. Ind. Code § 22-9-1-3(l)(1), (q)(2). Coverage: Applies to the state and any employer employing 6 or more persons within the state but does not apply to any nonprofit corporation

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		or association organized exclusively for fraternal purposes; any school, educational, or charitable religious institution owned or conducted by or affiliated with a church or religious institution; or any exclusively social club, corporation, or association that is not organized for profit. Ind. Code § 22-9-1-3(h)(1)-(3). Additionally, the law does not apply to individuals employed by their parents, spouse, or child or in the domestic service of any person. Ind. Code § 22-9-1-3(i)(1)-(2). Remedies: If the commission finds a person has engaged in an unlawful discriminatory practice shall serve an order to cease and desist from the practice and require the person to take further affirmative action including: to restore complainant§s losses incurred; to require the posting of notice setting forth the public policy of Indiana concerning civil rights; to require proof of compliance to be filed at periodic intervals. Ind. Code § 22-9-1-6(j)(1)-(3).
IOWA	Only federal protections apply. See federal law summary.	Iowa Equal Pay Law Protection: A state department or agency shall not discriminate in compensation for work of comparable worth between jobs held predominantly by women and jobs held predominantly by men; §comparable worth§ means the value of work as measured by the composite of the skill, effort, responsibility, and working conditions normally required in the performance of work. Iowa Code § 70A.18. Coverage: The provision applies to public officers and employees employed by a state department, board, commission, or agency. Iowa Code § 70A.18. Remedies: No specific provision of remedies for violation. Iowa Civil Rights Law Protection: It is an unfair or discriminatory practice for any employee to discriminate against any employee because of the sex or gender identity of such employee by paying wages to such employee at a rate less than the rate paid to other employees for equal work on jobs, the performance of which requires equal skill, effort, and responsibility, and which are performed under similar working conditions. Iowa Code § 216.6A(2)(a). Coverage: Does not apply to any employer who regularly employs less than 4 individuals, and individuals who are members of the employer§s family are not considered employees. Iowa Code § 216.6A(4). Remedies: If the commission determines that the employer has engaged in a discriminatory or unfair practice, the commission shall issue an order requiring the respondent to cease and desist from the practice and to take the necessary remedial action, which includes hiring, reinstatement, or upgrading of employees with or without pay; reporting as to the matter of compliance; posting notices; payment to the complainant of damages for injury caused by the practice which shall include actual damages, court costs, and reasonable attorney fees. Iowa Code § 216.15(9)(a)(1), (6)-(8). Damages shall also include either an equal amount to two times the wage differential paid to another employee or, in instances of willful violation, an amount equal to three times the wage differential paid to another employee. Iowa Code § 216.15(9)(a)(9)(a)-(b).
KANSAS	Only federal protections apply. See federal law summary.	Kansas Minimum Wage and Maximum Hours Law Protection: No employer having employees of both sexes shall discriminate between employees on the basis of sex by paying wages to employees at a rate less than the rate of wages paid to employees of the opposite sex for equal work on jobs, the performance of which requires equal skill, effort, and responsibility, and which are performed under similar working conditions. Kan. Stat. § 44-1205. Coverage: Applies to all employers and their agents, but does not apply to those subject to the Fair Labor Standards Act. Kan. Stat. § 44-1202(d). The law also applies to all employees except those who, among other things, are employed in agriculture; in domestic service; in a bona fide executive, administrative, or professional capacity; by the United States; any individual who volunteers for a nonprofit organization; or persons 18 years of age or less employed on an occasional or part-time basis. Kan. Stat. § 44-1202(e). Remedies: Any employer convicted of violating this law shall be fined not less than $250 nor more than $1,000. Kan. Stat. § 44-1210(a). Any employer who pays an employee less than the wages to which such employee is entitled shall be liable to the employee for the full amount of such wages and for costs and reasonable attorney fees as may be allowed by the court. Kan. Stat. § 44-1211(a). Kansas Act Against Discrimination Protection: It shall be an unlawful employment practice for an employer, because of the sex of any person, to discriminate against such person in compensation. Kan. Stat. § 44-1009(a)(1). Coverage: Applies to any employer or agent of the

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		employer in the state employing 4 or more persons but does not include nonprofit fraternal or social associations or corporation. Kan. Stat. § 44-1002(b). The Act does not protect any individual employed by such individual§s parents, spouse, or child or in the domestic service of any person. Kan. Stat. § 44-1002(c). Remedies: If an employer has engaged in an unlawful employment practice, the presiding officer shall render an order requiring the employer to cease and desist from such practice and to take affirmative action, including the hiring, reinstatement, or upgrade of employees, with or without back pay, and a report of compliance; the order may also include an award of damages for pain, suffering, and humiliation that shall not exceed $2,000. Kan. Stat. § 44-1005(k).
KENTUCKY	Only federal protections apply. See federal law summary.	Kentucky Equal Pay Law Protection: No employer shall discriminate between employees on the basis of sex by paying wages to any employee at a rate less than the rate at which he or she pays any employee of the opposite sex for comparable work on jobs which have comparable requirements relating to skill, effort, and responsibility. Ky. Rev. Stat. Ann. § 337.423(1). Coverage: Applies to any employer or agent of the employer, including the state, that has 2 or more employees within the state, but does not apply to any employer subject to the Fair Labor Standards Act. Ky. Rev. Stat. Ann. §§ 337.420(1)-(2), 337.423(1). Remedies: Any employer who violates the slaw shall be liable to the employee affected in the amount of his or her unpaid wages. Ky. Rev. Stat. Ann. § 337.427(1). Kentucky Civil Rights Act Protection: It is an unlawful practice for an employer to discriminate against an individual with respect to compensation because of the individual§s sex. Ky. Rev. Stat. Ann. § 344.040(1)(a). Coverage: Applies to any employer, and any agent of the employer, who has 8 or more employees, but does not apply to the United States or a bona fide private membership club that is exempt from taxation. Ky. Rev. Stat. Ann. § 344.030(2)(a)-(b). Additionally, the Act does not protect individuals employed by their parents, spouse, or child, or individuals employed to render domestic services in the home of the employer. Ky. Rev. Stat. Ann. § 344.030(5). Remedies: If the commission determines that the employer has engaged in an unlawful employment practice, the commission shall issue an order requiring the employer to cease and desist from the practice and take affirmative action including the hiring, reinstatement, or upgrading of employees with or without back pay; reporting as to the manner of compliance; posting notices; and payment to the complainant of damages for injury including humiliation and embarrassment. Ky. Rev. Stat. Ann. § 344.230(2)-(3)(a), (e)-(f), (h). Additionally, the commission may publish the names of persons who have been determined to have engaged in an unlawful practice. Ky. Rev. Stat. Ann. § 244.230(4).
LOUISIANA	Louisiana Equal Pay for Women Act Protection: It shall be unlawful for any employer to discriminate, retaliate, or take any adverse employment action against any employee for inquiring about, disclosing, comparing, or otherwise discussing the employee's wages or the wages of any other employee. La. Rev. Stat. Ann. § 23:644(D). Coverage: The Act applies to any female individual who is employed by an employer to work 40 or more hours a week. La. Rev. Stat. Ann. § 23:663(2). The Act also applies to any organizational unit of the state. La. Rev. Stat. Ann. § 23:663(3). Remedies: An employer who violates the provisions of this Act shall be liable to the affected employees in the amount of the employee's unpaid wages and reasonable attorney fees and costs. La. Rev. Stat. Ann. § 23:666(A).	Louisiana Equal Pay for Women Act Protection: No employer may discriminate against an employee on the basis of sex by paying wages to an employee at a rate less than that paid to another employee of a different sex for the same or substantially similar work on jobs in which the employee's performance requires equal skill, effort, education, and responsibility and that are performed under similar working conditions. La. Rev. Stat. Ann. § 23:664(A). Coverage: The Act applies to any female individual who is employed by an employer to work 40 or more hours a week. La. Rev. Stat. Ann. § 23:663(2). The Act also applies to any organizational unit of the state. La. Rev. Stat. Ann. § 23:663(3). Remedies: An employer who violates the provisions of this Act shall be liable to the affected employees in the amount of the employee's unpaid wages and reasonable attorney fees and costs. La. Rev. Stat. Ann. § 23:666(A). Louisiana Employment Discrimination Law (sex discrimination provisions) Protection: A. It shall be unlawful discrimination in employment for an employer to intentionally pay wages to an employee at a rate less than that of another employee of the opposite sex for equal work on jobs in which their performance requires equal skill, effort, and responsibility and which are performed under similar working conditions. La. Rev. Stat. Ann. § 23:332(A)(3). Coverage: Applies to any employer, including the state, that employs 20 or more employees within the state but does not apply to employment by a parent, spouse, or child; employment in the domestic service of the employer; or employment by a private educational or religious institution or any nonprofit corporation. La. Rev. Stat. Ann. §

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		23:302(2)(a)-(b). Remedies: A plaintiff who has a cause of action for a violation of this law may file a civil suit in a district court seeking compensatory damages, back pay, benefits, reinstatement, front pay, if appropriate, reasonable attorney fees, and court costs. La. Rev. Stat. Ann. § 23:303(A). Louisiana Employment Discrimination Law (pregnancy discrimination provisions) Protection: It shall be an unlawful employment practice for any employer, because of the pregnancy, childbirth, or related medical condition of any female employee to discriminate against her in compensation. La. Rev. Stat. Ann. § 23:342(1). Coverage: Applies to any employer, including the state, that employs 20 or more employees within the state but does not apply to employment by a parent, spouse, or child; employment in the domestic service of the employer; or employment by a private educational or religious institution or any nonprofit corporation. La. Rev. Stat. Ann. § 23:302(2)(a)-(b). Remedies: A plaintiff who has a cause of action for a violation of this law may file a civil suit in a district court seeking compensatory damages, back pay, benefits, reinstatement, front pay, if appropriate, reasonable attorney fees, and court costs. La. Rev. Stat. Ann. § 23:303(A).
MAINE	Maine Equal Pay Law Protection: An employer may not prohibit an employee from disclosing the employee's own wages or from inquiring about another employee's wages if the purpose of the disclosure or inquiry is to enforce the rights granted by this section. Me. Rev. Stat. tit. 26, § 628. Coverage: The law does not apply to family members. Me. Rev. Stat. tit. 26, § 623. Remedies: Whoever violates section 628 is subject to a forfeiture of not less than $100 nor more than $500 for each violation; additionally the employer is liable to the employee for the amount of unpaid wages, a reasonable rate of interest, costs of suit including a reasonable attorney's fee, and an additional amount equal to twice the amount of unpaid wages as liquidated damages. Me. Rev. Stat. tit. 26, § 626-A.	Maine Equal Pay Law Protection: An employer may not discriminate between employees on the basis of sex by paying wages to any employee at a rate less than the rate at which the employer pays any employee of the opposite sex for comparable work on jobs that have comparable requirements relating to skill, effort, and responsibility. Me. Rev. Stat. tit. 26, § 628. Evidence of unlawful employment discrimination under the Main Equal Pay Law or Maine Human Rights Act includes, but is not limited to, an employer§s inquiring, either directly or indirectly, about the compensation history of a prospective employee from the prospective employee or a current or former employer of the prospective employee or otherwise seeking the compensation history of a prospective employee. Me. Rev. Stat. tit. 5 § 4577. Coverage: The law does not apply to family members. Me. Rev. Stat. tit. 26, § 623. Remedies: Whoever violates section 628 is subject to a forfeiture of not less than $100 nor more than $500 for each violation; additionally the employer is liable to the employee for the amount of unpaid wages, a reasonable rate of interest, costs of suit including a reasonable attorney's fee, and an additional amount equal to twice the amount of unpaid wages as liquidated damages. Me. Rev. Stat. tit. 26, § 626-A. Maine Human Rights Act Protection: It is unlawful employment discrimination, except when based on a bona fide occupational qualification, for any employer to discriminate with respect to compensation because of sex. Me. Rev. Stat. tit. 5, § 4572(1)(A). The Act defines §sex§ to include pregnancy and medical conditions which result from pregnancy. Me. Rev. Stat. tit. 5, § 4572-A(1). Evidence of unlawful employment discrimination under the Main Equal Pay Law or Maine Human Rights Act includes, but is not limited to, an employer§s inquiring, either directly or indirectly, about the compensation history of a prospective employee from the prospective employee or a current or former employer of the prospective employee or otherwise seeking the compensation history of a prospective employee. Me. Rev. Stat. tit. 5 § 4577. Coverage: Applies to all employees, but does not apply to any individual employed by that individual's parents, spouse, or child. Me. Rev. Stat. tit. 5, § 4553(3). The Act also applies to any employer, as well as its agents, in the state employing any number of employees and any person outside the state employing any number of employees whose usual place of employment is in this state; however, the Act does not apply to a religious or fraternal corporation or association, not organized for private profit. Me. Rev. Stat. tit. 5, § 4553(4). Remedies: An employer that violates the Act may be required to cease and desist from its unlawful practices; reinstate the victim, with or without back pay; pay civil penalties ranging from $20,000 to $100,000 if the employer has fewer than 14 employees; and pay compensatory and punitive damages if the violation is intentional and the employer has more than 14 employees. Me. Rev. Stat. tit. 5, § 4613(2)(B)(1), (2), (7), and (8).
MARYLAND	Maryland Equal Pay for Equal Work Law Protection: An employer may not prohibit an employee from inquiring about, discussing, or disclosing the wages of the employee or another employee; or requesting that the	Maryland Equal Pay for Equal Work Law Protection: An employer may not discriminate between employees in any occupation by paying a wage to employees of one sex or gender identity at a rate less than the rate paid to employees of another sex or gender identity if both employees work in the same

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	employer provide a reason for why the employee's wages are a condition of employment. Md. Code Ann., Lab. & Empl. § 3-304.1(a)(1). An employer may not require an employee to sign a waiver or any other document that purports to deny the employee the right to disclose or discuss the employee's wages; or take any adverse employment action against an employee for inquiring about another employee's wages; disclosing the employee's own wages; discussing another employee's wages if those wages have been disclosed voluntarily; or asking the employer to provide a reason for the employee's wages. Md. Code Ann., Lab. & Empl. § 3-304.1(a)(2)-(3). Coverage: Applies to all employers and their agents, including the state. Md. Code Ann., Lab. & Empl. § 3-301(b)(1)-(2). Remedies: If an employer knew his or her action violates this provision, an affected employee may bring an action against the employer for injunctive relief and to recover actual damages and an additional equal amount as liquidated damages. Md. Code Ann., Lab. & Empl. § 3-307(a)(2). If a court determines the employee is entitled to judgment, the court shall allow against the employer reasonable counsel fees and other costs of the action, as well as prejudgment interest. Md. Code Ann., Lab. & Empl. § 3-307(e). If an employer is found to have violated the Equal Pay for Equal Work law two or more times within a 3-year period, the Commissioner or a court may require the employer to pay a civil penalty equal to 10% of the amount of damages owed by the employer. Md. Code Ann., Lab. & Empl. § 3-308(d)(2)(i).	establishment and perform work of comparable character or work on the same operation, in the same business, or of the same type. Md. Code Ann., Lab. & Empl. § 3-304(b)(1)(i). Coverage: Applies to all employers and their agents, including the state. Md. Code Ann., Lab. & Empl. § 3-301(b)(1)-(2). Remedies: If an employer knew that his or her action violates this provision, an affected employee may bring an action against the employer for injunctive relief and to recover the difference between the wages paid to employees of one sex or gender identity and the wages paid to employees of another sex or gender identity, as well as an additional equal amount as liquidated damages. Md. Code Ann., Lab. & Empl. § 3-307(a)(1). If a court determines the employee is entitled to judgment, the court shall allow against the employer reasonable counsel fees and other costs of the action, as well as prejudgment interest. Md. Code Ann., Lab. & Empl. § 3-307(e). If an employer is found to have violated the Equal Pay for Equal Work law two or more times within a 3-year period, the Commissioner or a court may require the employer to pay a civil penalty equal to 10% of the amount of damages owed by the employer. Md. Code Ann., Lab. & Empl. § 3-308(d)(2)(i). Maryland Anti-Discrimination Law Protection: An employer may not discriminate against any individual with respect to the individual§s compensation because of the individual§s sex. Md. Code Ann., State Gov§t § 20-505(a)(1)(i). Coverage: Applies to all employees, but not to an individual elected to public office; an individual chosen by an elected officer to be on the officer's personal staff; an appointee on the policy making level; or an immediate adviser with respect to the exercise of the constitutional or legal powers of an elected office. Md. Code Ann., State Gov§t § 20-601(c)(1)-(2). The law also applies to any employer, or agent of the employer, that has 15 or more employees; it also applies to the state, but does not apply to a bona fide private membership club that is exempt from taxation. Md. Code Ann., State Gov§t § 20-601(d)(1)-(3). This law does not apply to an employer with respect to the employment of aliens outside the state or to a religious corporation, association, educational institution or society with respect to the employment of individuals of a particular religion, sexual orientation, or gender identity to perform work connected with the activities of the religious entity. Md. Code Ann., State Gov§t § 20-604. Remedies: If the administrative law judges finds that the employer has engaged in a discriminatory act, the judge shall serve on the employer an order requiring the employer to cease and desist from engaging the act and take affirmative action. Md. Code Ann. § 20-1009(a)(2)(i)-(ii). The remedy may include: enjoining the employer from engaging in the discriminatory act; ordering reinstatement with or without back pay; or awarding compensatory damages ranging from $50,000 to $300,000, depending on the number of employees the employer employs.
MASSACHUSETTS	Massachusetts Equal Pay Law Protection: It shall be an unlawful employment practice for an employer to require, as a condition of employment, that an employee refrain from inquiring about, discussing or disclosing information about either the employee§s own wages, or about any other employee§s wages. Mass. Gen. Laws ch. 149 § 105A(c)(1). Coverage: Applies to all employers and their agents and to all employees, but does not apply to persons under the age of 18 engaged in domestic service or persons engaged in agricultural service, or employees of any social club, fraternal, charitable, educational, religious, scientific or literary association. Mass. Gen. Laws ch. 149, § 1. Remedies: Any employer who violates this section shall be liable to the employee affected in the amount of their unpaid wages, and in an additional equal amount of liquidated damages; in addition to any judgment awarded to the plaintiff, the court shall also allow a reasonable attorney's fee, as well as the costs of the action, to be paid by the defendant. Mass. Gen. Laws ch. 149, § 105A. Any employer who violates this section shall, upon	Massachusetts Equal Pay Law Protection: No employer shall discriminate in any way in the payment of wages as between the sexes, or pay any person in his employ salary or wage rates less than the rates paid to employees of the opposite sex for work of like or comparable character or work on like or comparable operations. Mass. Gen. Laws ch. 149, § 105A. Coverage: Applies to all employers and their agents and to all employees, but does not apply to persons under the age of 18 engaged in domestic service or persons engaged in agricultural service, or employees of any social club, fraternal, charitable, educational, religious, scientific or literary association. Mass. Gen. Laws ch. 149, § 1. Remedies: Any employer who violates this section shall be liable to the employee affected in the amount of their unpaid wages, and in an additional equal amount of liquidated damages; in addition to any judgment awarded to the plaintiff, the court shall also allow a reasonable attorney's fee, as well as the costs of the action, to be paid by the defendant. Mass. Gen. Laws ch. 149, § 105A. Any employer who violates this section shall, upon conviction, be punished by a fine of not more than $100. Mass. Gen. Laws ch. 149, § 105B. Massachusetts Anti-Discrimination Law Protection: It shall be an unlawful practice for an employer, because of the sex or gender identity of an individual, to discriminate against such individual in compensation. Mass. Gen. Laws ch. 151B, § 4(1). Coverage: The law does not apply to a club exclusively social, or a fraternal association or corporation, not organized for profit, nor does it apply to

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	conviction, be punished by a fine of not more than $100. Mass. Gen. Laws ch. 149, § 105B.	any employer with fewer than 6 employees or to any individual employed by his parents, spouse, or child; however, the law shall apply to an employer of domestic workers and the commonwealth. Mass. Gen. Laws ch. 151B, § 1(5)-(6). Remedies: If the commission finds that an employer has engaged in any unlawful practice, the commission shall issue an order requiring the employer to cease and desist from such unlawful practice and to take such affirmative action, including hiring, reinstatement, or upgrading of employees, with or without back pay, and a requirement for report of the manner of compliance. Mass. Gen. Laws. ch. 151B, § 5. In addition to any relief, the commission shall award reasonable attorney's fees and costs to any prevailing complainant. Mass. Gen. Laws ch 151B, § 5. The commission may also assess a civil penalty against the respondent ranging from $10,000 to $50,000. Mass. Gen. Laws ch. 151B, § 5.
MICHIGAN	Michigan Pay Transparency Law Protection: An employer shall not: require as a condition of employment nondisclosure by an employee of his or her wages; require an employee to sign a waiver or other document which purports to deny an employee the right to disclose his or her wages; or discharge, formally discipline, or otherwise discriminate against for job advancement an employee who discloses his or her wages. Mich. Comp. Laws § 408.483a(1)(a)-(c). Coverage: Applies to all employees and to any employer or agent of the employer, including the state, who employs 1 or more individuals. §Employee§ means an individual employed by an employer. Mich. Comp. Laws § 408.471(c)-(d). Remedies: An employee who believes his or her employer has violated this law may file a written complaint with the department. Mich. Comp. Laws § 408.481(1). An employer who violates this law is guilty of a misdemeanor. Mich. Comp. Laws § 408.484.	Michigan Equal Pay Law Protection: No employer shall discriminate in any way in the payment of wages as between sexes who are similarly employed. Mich. Comp. Laws § 750.556. Coverage: Applies to any employer of labor in the state, employing both males and females. Mich. Comp. Laws § 750.556. Remedies: Any employer who discriminates in payment of wages between the sexes is guilty of a misdemeanor. Mich. Comp. Laws § 750.556. Michigan Civil Rights Act Protection: No employer shall discriminate against an individual with respect to compensation because of sex. Mich. Comp. Laws § 37.2202(1)(a). Coverage: Applies to any employer, and to any agent of the employer, with 1 or more employees. Mich. Comp. Laws § 37.2201(a). Individuals employed by their parents, spouse, or child are not protected. Mich. Comp. Laws § 37.2202(3). Remedies: If the commission determines that an employer has violated this act it shall issue an order requiring the employer to cease and desist from the discriminatory practice and to take such other action as it deems necessary, including hiring, reinstatement, or upgrading of employees with or without back pay; reporting as to the manner of compliance; requiring the posting of notices; payment to the complainant of damages for injury caused by a violation, including a reasonable attorney's fee; and payment of a civil fine ranging from $10,000 to $50,000. Mich. Comp. Laws § 37.2605(1)-(2)(a), (f), (g), (i), (k)(i)-(iii). Executive Directive No. 2019-10 Protection: State departments and autonomous agencies shall not (a) inquire about a job applicant§s current or previous salaries unless and until the department or agency first makes a condition offer of employment, including an explanation of proposed compensation; (b) make inquiry of a current or prior employer or search public records databases to ascertain an applicant§s current or previous salary. Executive Directive No. 2019-10(1)(a)-(b). Information unintentionally discovered relating to an applicant§s salary history must not be used by the department or agency in an employment decision. Executive Directive No. 2019-10(2). Coverage: Applies to state departments and autonomous agencies subject to supervision by the Governor. Executive Directive No. 2019-10(1). Remedies: The Equity and Inclusion Officer for a department or agency shall receive complaints regarding noncompliance with the requirements of this directive and recommend measures to remedy the noncompliance to the department director or agency head. Executive Directive No. 2019-10(7).
MINNESOTA	Minnesota Pay Transparency Law Protection: An employer shall not require nondisclosure by an employee of his or her wages as a condition of employment; require an employee to sign a waiver or other document which purports to deny an employee the right to disclose the employee's wages; or take any adverse employment action against an employee for disclosing the employee's own wages or discussing another employee's wages which have been disclosed voluntarily. Minn. Stat. § 181.172(a)(1)-(3). Coverage: No specific coverage provision. Remedies: An employee may bring a civil action against an employer for a violation of this law; if a court finds that an employer has violated the law, the	Minnesota Equal Pay for Equal Work Law Protection: No employer shall discriminate between employees on the basis of sex by paying wages to employees at a rate less than the rate the employer pays to employees of the opposite sex for equal work on jobs the performance of which requires equal skill, effort, and responsibility, and which are performed under similar working conditions. Minn. Stat. § 181.67(1). Coverage: Applies to any employer employing 1 or more employees, but does not include the state or the federal government. Minn. Stat. § 181.66(2). The law also applies to all employees; however, where services are rendered only partly in this state, an individual is not an employee unless a contract of employment has been entered into, or payments thereunder are ordinarily made or to be made within the state. Minn. Stat. § 181.66(3). Remedies: Any employee whose compensation is at a rate that is in violation of § 181.67 may recover against an employer the amount of the unpaid wages for the 1 year

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	court may order reinstatement, back pay, and the expungement of any related adverse records of an employee who was the subject of the violation. Minn. Stat. § 181.172(e).	period preceding the commencement of the action, and an equivalent amount as exemplary damages. Minn. Stat. § 181.68(1). In addition to any judgment awarded to the plaintiff, the court shall allow reasonable attorney. Minn. Stat. § 181.68(2). A violation of § 181.67 is a misdemeanor. Minn. Stat. § 181.70. Minnesota Human Rights Act Protection: Except when based on a bona fide occupational qualification, it is an unfair employment practice for an employer, because of sex to discriminate against a person with respect compensation. Minn. Stat. § 363A.08(2)(3). Coverage: Applies to all employees, but does not include domestic servants or individuals employed by their parent, grandparent, spouse, child, or grandchild. Minn. Stat. § 363A.03(15); Minn. Stat. § 363A.20(1). The Act also applies to any employer who has 1 or more employees. Minn. Stat. § 363A.03(16). Remedies: If the administrative law judge finds that the employer has engaged in an unfair discriminatory practice, the judge shall issue an order directing the employer to cease and desist from the practice and to take affirmative action. Minn. Stat. § 363A.29(3). The judge shall order any employer found to be in violation this law to pay a civil penalty to the state in addition to compensatory and punitive damages; the judge may also order the employer to pay damages for mental anguish or suffering and reasonable attorney's fees, in addition to punitive damages in an amount not more than $25,000. Minn. Stat. § 363A.29(4)(a).
MISSISSIPPI	Only federal protections apply. See federal law summary.	Only federal protections apply. See federal law summary.
MISSOURI	Only federal protections apply. See federal law summary.	Missouri Equal Pay Law Protection: No employer shall pay any female in his employ at wage rates less than the wage rates paid to male employees in the same establishment for the same quantity and quality of the same classification of work. Mo. Rev. Stat. § 290.410. Coverage: Applies to every woman, 18 years or older, in receipt of or entitled to compensation for labor performed for any employer. Mo. Rev. Stat. § 290.400(2), (4). Remedies: Any employer who violates section 290.410 is liable to the female employee affected in the amount of the wages of which the female employee is deprived, and any female employee receiving less than the wage to which she is entitled may recover in a civil action the balance of the wages, together with the costs of suit. Mo. Rev. Stat. § 290.440.1-2 Missouri Human Rights Law Protection: It is an unlawful employment practice for an employer to discriminate with respect to any individual§s compensation because of such individual§s sex. Mo. Rev. Stat. § 213.055.1(1)(a). Coverage: Applies to the state and any employer or agent of the employer employing 6 or more persons within the state but does not include corporations and associations owned and operated by religious or sectarian groups. Mo. Rev. Stat. § 213.010(7). Remedies: If the commission finds that an employer has engaged in an unlawful discriminatory practice, it shall issue an order requiring the employer to cease and desist from the practice and require the employer to take affirmative action, including payment of back pay; hiring; payment of actual damages; and the submission of a report of the manner of compliance. Mo. Rev. Stat. § 213.075.11(1). If, the commission does not act on an employee§s complaint within 180 days, the employee may bring a civil action and the court may award actual and punitive damages, and may award court costs and reasonable attorney fees. Mo. Rev. Stat. § 213.111.1-2.
MONTANA	Only federal protections apply. See federal law summary.	Montana Equal Pay Law Protection: It is unlawful for an employer to employ women in any occupation within the state for compensation less than that paid to men for equivalent service or for the same amount or class of work or labor in the same industry, school, establishment, office, or place of employment. Mont. Code Ann. § 39-3-104(1). Coverage: Applies to the state as well as any school district, public or private corporation, person, or firm. Mont. Code Ann. § 39-3-104(1). Remedies: If the state or any county, municipal entity, school district, public or private corporation, person, or firm violates subsection (1), it is guilty of a misdemeanor and upon conviction thereof shall be fined not less than $25 or more than $500 for each offense. Mont. Code Ann. § 39-3-104(2). Montana Human Rights Law Protection: It is an unlawful discriminatory practice for an employer to discriminate against a person in compensation because of sex when the reasonable demands of the position do not require sex distinction. Mont. Code Ann. § 49-2-303(1)(a). Coverage: Applies to all employees and to any employer employing 1 or more

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		persons, as well as any agent of the employer, but does not apply to a fraternal, charitable, or religious association or corporation. Mont. Code Ann. § 49-2-101(10)(a), (11). Remedies: Upon finding that an employer has engaged in an unlawful discriminatory practice, the Department may prescribe conditions on the employer's future conduct and require the employer to take any reasonable measure to correct the discriminatory practice; rectify any harm, pecuniary or otherwise, to the person discriminated against; and file reports on the manner of its compliance. Mont. Code Ann. § 49-2-506(1)(a)-(c). Additionally, an employer who willfully engages in an unlawful discriminatory practice is guilty of a misdemeanor punishable by a fine of not more than $500, imprisonment for not more than 6 months, or both. Mont. Code Ann. § 49-2-601.
NEBRASKA	Nebraska Fair Employment Practice Act Protection: It shall be an unlawful employment practice for an employer to discriminate against any employees or applicants for employment because he or she has inquired about, discussed, or disclosed information regarding employee wages, benefits, or other compensation. Neb. Rev. Stat. § 48-1114(1)(d). Coverage: Applies to any employer engaged in an industry who has 15 or more employees, as well as to any agent of the employer, and to any party whose business is financed in whole or in part under the Nebraska Investment Finance Authority Act regardless of the number of employees and shall include the state; it does not apply to the United States, a corporation wholly owned by the government of the United States, or an Indian tribe or to a bona fide private membership exempt from taxation. Neb. Rev. Stat. § 48-1102(2). The Act also does not apply to a religious corporation; to the employment of any individual by his or her parent, grandparent, spouse, child, or grandchild; to employment in the domestic service of any person. Neb. Rev. Stat. § 48-1103(1)-(2). Remedies: No remedies specific to violations of this provision.	Nebraska Wages Law Protection: No employer shall discriminate between employees on the basis of sex, by paying wages to any employee at a wage rate less than the rate at which the employer pays any employee of the opposite sex for equal work on jobs which require equal skill, effort, and responsibility under similar working conditions. Neb. Rev. Stat. § 48-1221(1). Coverage: Applies to any employer engaged in an industry who has 2 or more employees, as well as to any agent of the employer, and to any party whose business is financed in whole or in part under the Nebraska Investment Finance Authority Act, and also applies to the state regardless of the number of employees; however, it does not apply to the United States, a corporation wholly owned by the government of the United States, or an Indian tribe. Neb. Rev. Stat. § 48-1220(2). Remedies: Any employer who violates the provisions of section 48-1221 shall be liable to the employee in the amount of his or her unpaid wages, and, in instances of willful violation up to an additional equal amount as liquidated damage; the court in such action shall also allow a reasonable attorney's fee to be paid by the defendant, and costs of the action. Neb. Rev. Stat. § 48-1223(1)-(2). Additionally, a court may order other affirmative action as appropriate. Neb. Rev. Stat. § 48-1223(5). Nebraska Fair Employment Practice Act Protection: It is an unlawful employment practice for an employer to discriminate against any individual with respect to compensation because of such individual's sex. Neb. Rev. Stat. § 48-1104(1). Coverage: Applies to any employer engaged in an industry who has 15 or more employees, as well as to any agent of the employer, and to any party whose business is financed in whole or in part under the Nebraska Investment Finance Authority Act regardless of the number of employees and shall include the state; it does not apply to the United States, a corporation wholly owned by the government of the United States, or an Indian tribe or to a bona fide private membership exempt from taxation. Neb. Rev. Stat. § 48-1102(2). The Act also does not apply to a religious corporation; to the employment of any individual by his or her parent, grandparent, spouse, child, or grandchild; to employment in the domestic service of any person. Neb. Rev. Stat. § 48-1103(1)-(2). Remedies: A complainant who has suffered physical, emotional, or financial harm as a result of a violation of section 48-1104 may file an action directly in the district court; any successful complainant shall be entitled to appropriate relief, including temporary or permanent injunctive relief, general and special damages, reasonable attorney's fees, and costs. Neb. Rev. Stat. § 48-1119(4).
NEVADA	Nevada General Anti-Discrimination Law Protection: It is an unlawful employment practice for an employer to discriminate against any employee because the employee has inquired about, discussed, or voluntarily disclosed his or her wages or the wages of another employee. Nev. Rev. Stat. § 613.330(1)(c). Coverage: Applies to any employer who has 15 or more employees but does not include the United State or any corporation wholly owned by the United States, any Indian tribe, or any private membership club exempt from taxation. Nev. Rev. Stat. § 613.310(2)(a)-(c). Additionally, the law does not apply to employment outside the state or any religious corporation, association, or society. Nev. Rev. Stat. § 613.320(1)(a)-(b). Remedies: Persons injured by unlawful	Nevada Equal Pay Law Protection: It is unlawful for any employer to discriminate between employees on the basis of sex by paying lower wages to one employee than the wages paid to an employee of the opposite sex who performs equal work, which requires equal skill, effort and responsibility and which is performed under similar working conditions. Nev. Rev. Stat. § 608.17(1). Coverage: Applies to all employer and all employees. Nev. Rev. Stat. §§ 608.010, 608.011 Remedies: An employer who violates the Equal Pay Law is guilty of a misdemeanor subject to an administrative penalty of not more than $5,000 for each such violation; however, the law does not provide for a private right of action for employees. Nev. Rev. Stat. §§ 608.180, 608.195(2). Nevada General Anti-Discrimination Law Protection: It is an unlawful employment practice for an employer to discriminate against any person with respect to the person's compensation because of his or her sex, gender identity, or gender expression. Nev. Rev. Stat. § 613.330(1)(a). Coverage: Applies to any employer who has 15 or more

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	employment practices may file complaints with the Nevada Equal Rights Commission; if the Commission does not conclude an unfair employment practice has occurred, an employee may apply to the district court for an order grating or restoring the rights to which that employee is entitled. Nev. Rev. Stat. §§ 613.405, 613.420. The law does not provide for specific remedies or penalties for unlawful employment practices. See Nev. Rev. Stat. §§ 613.310-613.435.	employees but does not include the United State or any corporation wholly owned by the United States, any Indian tribe, or any private membership club exempt from taxation. Nev. Rev. Stat. § 613.310(2)(a)-(c). Additionally, the law does not apply to employment outside the state or any religious corporation, association, or society. Nev. Rev. Stat. § 613.320(1)(a)-(b). Remedies: Persons injured by unlawful employment practices may file complaints with the Nevada Equal Rights Commission; if the Commission does not conclude an unfair employment practice has occurred, an employee may apply to the district court for an order grating or restoring the rights to which that employee is entitled. Nev. Rev. Stat. §§ 613.405, 613.420. The law does not provide for specific remedies or penalties for unlawful employment practices. See Nev. Rev. Stat. §§ 613.310-613.435.
NEW HAMPSHIRE	New Hampshire Equal Pay Law Protection: No employer shall discharge or in any other manner discriminate against any employee because the employee has inquired about, discussed, or disclosed his or her wages or those of another employee. N.H. Rev. Stat. Ann. § 275:38-a(I)(b). No employer may require, as a condition of employment, that an employee refrain from disclosing the amount of his or her wages or sign a waiver that purports to deny the employee the right to disclose the amount of his or her compensation; additionally, no employer may discharge, formally discipline, or otherwise discriminate against an employee because he or she discloses the amount of his or her compensation. N.H. Rev. Stat. Ann. § 275:41-b(I)-(II). Coverage: Applies to all employers, except for employers of domestic servants, agricultural, temporary, and seasonal employers, and nonprofit social, fraternal, charitable, educational, religious, scientific, and literary associations. N.H. Rev. Stat. Ann. § 275:36. Remedies: No remedies specific to violations of this provision.	New Hampshire Equal Pay Law Protection: No employer shall discriminate between employees on the basis of sex by paying employees of one sex at a rate less than the rate paid to employees of the other sex for equal work that requires equal skill, effort, and responsibility and is performed under similar working conditions. N.H. Rev. Stat. Ann. § 275:37(I). Coverage: Applies to all employers and their agents, except for employers of domestic servants, agricultural, temporary, and seasonal employers, and nonprofit social, fraternal, charitable, educational, religious, scientific, and literary associations. N.H. Rev. Stat. Ann. § 275:36. Remedies: An employer in violation shall be liable to the employee or employees affected in the amount of their unpaid wages, and an additional equal amount of liquidated damages. N.H. Rev. Stat. Ann. § 275:39. Additionally, any employer who violates this provision shall be guilty of a violation if an individual or guilty of a misdemeanor if a corporation or other association and subject to a fine of not more than $2,500. N.H. Rev. Stat. Ann. § 275:40. New Hampshire General Anti-Discrimination Law Protection: It is an unlawful discriminatory practice for an employer, because of the sex (including pregnancy) of any individual, to discriminate against such individual in compensation, unless based upon a bona fide occupational qualification. N.H. Rev. Stat. Ann. §§ 354-A:7(I), 345-A:7(VI)(a). Coverage: Applies to the state as well as employers with 6 or more employees, but does not apply to nonprofit social clubs, fraternal or religious organizations, individuals employed by a parent, spouse, or child, or individual employed in the domestic service of any person. N.H. Rev. Stat. Ann. § 354-A:2(VI)-(VII). Remedies: An employer that is found to have engaged in an unlawful discriminatory practice may be ordered to cease and desist from such practice; pay compensatory damages to the victim of discrimination; and pay administrative fines to the state not to exceed $10,000 for its first violation, $25,000 if it has committed another violation in the previous five years, and $50,000 if it has committed two other violations within the previous seven years. N.H. Rev. Stat. Ann. § 354-A:21(II)(d).
NEW JERSEY	New Jersey Law Against Discrimination Protection: It is an unlawful employment practice for any employer to take reprisals against any employee for requesting from, discussing with, or disclosing to any other employee or former employee of the employer, a lawyer from whom the employee seeks legal advice, or any government agency information regarding rate of compensation, including benefits, of any employee or former employee of the employer or to require, as a condition of employment, any employee or prospective employee to sign a waiver, or otherwise require an employee or prospective employee to agree, not to make those requests or disclosures. N.J. Stat. Ann. § 10:5-12(r). Coverage: Applies to all employers, as well as the state, but does not apply to any individual employed in the domestic service of any person. N.J. Rev. Stat. Ann. § 10:5-5(e)-(f). Remedies: Any person who violates	Diane B. Allen Equal Pay Act Protection: No employer shall discriminate in any way in the rate or method of payment of wages to any employee because of his or her sex. N.J. Stat. Ann. § 34:11-56.2. Coverage: Applies to all employers and their agents, except nonprofit hospital associations or corporations, but does not apply to persons performing volunteer service for nonprofit organizations or corporations nor persons employed on a farm, or in domestic service in a private home, or in a hotel. N.J. Stat. Ann. § 34:11-56.1(a)-(b). Remedies: An employee may recover in a civil action the full amount of the salary or wages due from the employer plus an additional equal amount as liquidated damages, together with costs and such reasonable attorney's fees as may be allowed by the court. N.J. Stat. Ann. § 34:11-56.8. Any person who willfully violates any provision of the act shall be guilty of a misdemeanor and, upon conviction thereof, be punished by a fine of not less than $50, nor more than $200, or by imprisonment for not less than 10 days nor more than 90 days, or by both fine and imprisonment. N.J. Stat. Ann. § 34:11-56.6. New Jersey Law Against Discrimination Protection: It is an unlawful employment practice for an employer, because of sex, pregnancy, or gender identity or expression to

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	any provision shall, in addition to any other relief or affirmative action provided by law, be liable for: an amount not exceeding $10,000 if the respondent has not been adjudged to have committed any prior violation within the 5 year period ending on the date of the filing of the charge; an amount not exceeding $25,000 if the respondent has been adjudged to have committed one other violation within the 5 year period ending on the date of the filing of the charge; or an amount not exceeding $50,000 if the respondent has been adjudged to have committed 2 or more violations within the 7 year period ending on the date of the filing of the charge. N.J. Stat. Ann. § 10:5-14.1a(a)-(c).	discriminate against an individual in compensation. N.J. Stat. Ann. § 10:5-12(a). Coverage: Applies to all employers, as well as the state, but does not apply to any individual employed in the domestic service of any person. N.J. Stat. Ann. § 10:5-5(e)-(f). Remedies: Any person who violates any provision shall, in addition to any other relief or affirmative action provided by law, be liable for: an amount not exceeding $10,000 if the respondent has not been adjudged to have committed any prior violation within the 5 year period ending on the date of the filing of the charge; an amount not exceeding $25,000 if the respondent has been adjudged to have committed one other violation within the 5 year period ending on the date of the filing of the charge; or an amount not exceeding $50,000 if the respondent has been adjudged to have committed 2 or more violations within the 7 year period ending on the date of the filing of the charge. N.J. Stat. Ann. § 10:5-14.1a(a)-(c).
NEW MEXICO	Only federal protections apply. See federal law summary.	New Mexico Fair Pay for Women Act Protection: No employer shall discriminate between employees on the basis of sex by paying wages to employees at a rate less than the rate that the employer pays wages to employees of the opposite sex for equal work on jobs the performance of which requires equal skill, effort and responsibility and that are performed under similar working conditions. N.M. Stat. Ann. § 28-23-3(A). Coverage: Applies to all employees as well as any employer, or agent of the employer, employing 4 or more employees and any person acting for an employer. N.M. Stat. Ann. § 28-23-2(D)-(E). Remedies: A person claiming to be aggrieved by an unlawful discriminatory practice in violation of this act may maintain an action to establish liability and recover damages and injunctive relief. N.M. Stat. Ann. § 28-23-4(A)(1). The court shall allow costs of the action and any reasonable attorney fees to be paid by defendant. N.M. Stat. Ann. § 28-23-4(B). An employer who violates a provision of this act shall be liable to the affected employee for damages and equitable relief, including employment, reinstatement, and promotion; damages shall be calculated on the basis of the affected employee's unpaid wages and the damages from retaliation; all other actual damages; and treble damages. N.M. Stat. Ann. § 28-23-6(A)(1)-(3). Additionally, the employer may also be liable to the employee for punitive damages. N.M. Stat. Ann. § 28-23-6(C). New Mexico Human Rights Act Protection: It is an unlawful discriminatory practice for an employer to discriminate in matters of compensation against any person because of sex. N.M. Stat. Ann. § 28-1-7(A). Coverage: Applies to all employees and to any employer or agent of the employer, including the state, employing 4 or more persons. N.M. Stat. Ann. § 28-1-2(B), (E). Remedies: If the commission finds that the respondent has engaged in a discriminatory practice, the commission may require the respondent to pay actual damages to the complainant and to pay reasonable attorneys' fees; the commission may also require the respondent to take affirmative action, including a requirement for reports of the manner of compliance. N.M. Stat. Ann. § 28-1-11(E)
NEW YORK	New York Equal Pay Law Protection: No employer shall prohibit an employee from inquiring about, discussing, or disclosing the wages of such employee or another employee; however, an employer may reasonable workplace and workday limitations on the time, place and manner for inquiries about, discussion of, or the disclosure of wages. N.Y. Lab. Law § 194(4)(a)-(b). Coverage: Applies to any person, corporation, limited liability company, or association employing any individual in any occupation, industry, trade, business, or service, but does not apply to governmental agencies. N.Y. Lab. Law § 190(3). Remedies: No specific remedies provision.	New York Equal Pay Law Protection: No employee with status within one or more protected class or classes shall be paid a wage at a rate less than the rate at which an employee without status within the same protected class or classes is paid for: (a) equal work on a job the performance of which requires equal skill, effort, and responsibility, and which is performed under similar working conditions, or (b) substantially similar work, when viewed as a composite of skill, effort, and responsibility, and performed under similar working conditions. N.Y. Lab. Law § 194(1). Coverage: Applies to all employers but does not apply to governmental agencies. N.Y. Lab. Law § 190(3). Remedies: Any employer who fails to pay the wages of his employees or shall differentiate in rate of pay because of sex, as provided in this article, shall forfeit to the people of the state the sum of $500 for each such failure, to be recovered by the commissioner in any legal action necessary. N.Y. Lab. Law § 197. In any action instituted by an employee or the commissioner in which the employee prevails, the court shall allow such employee to recover the full amount of any underpayment, all reasonable attorney's fees, prejudgment interest, and an additional amount as liquidated damages equal to 100% of the total amount of the wages found to be due, except such liquidated damages may be up to 300% of the total amount of the wages found to be due for a willful violation of this law. N.Y. Lab. Law § 198(1-a). Any employer who does not pay the

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		wages of his employees in accordance with this law shall be guilty of a misdemeanor for the first offense and shall be fined not less than $500 nor more than $20,000 or imprisoned for not more than 1 year, and, in the event that any second or subsequent offense occurs within 6 years of the date of conviction for a prior offense, shall be guilty of a felony for the second or subsequent offense, and shall be fined not less than $500 nor more than $20,000 or imprisoned for not more than 1 year plus one day, or punished by both such fine and imprisonment, for each such offense. N.Y. Lab. Law § 198-a(1). New York Human Rights Law Protection: It is an unlawful discriminatory practice for an employer, because of an individual's sex, to discriminate against such individual in compensation. N.Y. Exec. Law § 296(1)(a). Coverage: Does not apply to any employer with fewer than 4 persons in his or her employ or to any individual employed by his or her parents, spouse, or child, or in the domestic service of any person. N.Y. Exec. Law § 292(5)-(6). Remedies: If the commissioner finds that an employer has engaged in any unlawful discriminatory practice, the commissioner shall issue an order requiring the employer to cease and desist from the unlawful practice and requiring the employer to take affirmative action, including hiring or reinstatement with or without back pay; awarding compensatory damages to the employee; and assessing civil fines and penalties, in an amount not to exceed $50,000, to be paid to the state by the employer, or not to exceed $100,000 if the act is found to be willful, wanton, or malicious. N.Y. Exec. Law § 297(4)(c)(i)-(ii), (vi).
NORTH CAROLINA	Only federal protections apply. See federal law summary.	North Carolina Equal Employment Practices Act Protection: It is the public policy of North Carolina to protect and safeguard the right and opportunity of all persons to hold employment without discrimination on account of biological sex. N.C. Gen. Stat. § 143-422.2. Plaintiffs claiming sex-based pay discrimination bring their claims under the federal Equal Pay Act in addition to this statute. Coverage: Applies to employers that regularly employer 15 or more employees. N.C. Gen. Stat. § 143-422.2. Remedies: No specific remedies provision. Executive Order No. 93 Protection: State agencies are prohibited from requesting salary history from applicants. State agencies may not rely upon previously obtained prior salary information in determining an applicant's salary. Executive Order No. 93(3)(a). Coverage: Applies to the Office of the Governor and state agencies for which the Governor has oversight authority. Executive Order No. 93(2). Remedies: The Executive Order does not create a private right of action. Executive Order No. 93(5)(a).
NORTH DAKOTA	Only federal protections apply. See federal law summary.	North Dakota Equal Pay Law Protection: An employer may not discriminate between employees on the basis of gender by paying wages to any employee at a rate less than the rate at which the employer pays any employee of the opposite gender for comparable work on jobs that have comparable requirements relating to skill, effort, and responsibility. N.D. Cent. Code § 34-06.1-03(1). Coverage: Applies to all employees and employers, as well as agents of employers, and includes the state. N.D. Cent. Code § 34-06.1-02(2)-(3). Remedies: An employer that violates this law is liable to the employee affected in the amount of his or her unpaid wages, and in instances of willful violation, up to an additional equal amount as liquidated damages. N.D. Cent. Code § 34-06.1-05(1). The court shall also allow a reasonable attorney's fee to be paid by the employer as well as costs of the action. N.D. Cent. Code § 34-06.1-05(2). Any employer who violates any provision of this law is guilty of a class B misdemeanor. N.D. Cent. Code § 34-06.1-09. North Dakota Human Rights Law Protection: It is a discriminatory practice for an employer to accord adverse or unequal treatment to an individual or employee with respect to compensation because of sex. N.D. Cent. Code § 14-02.4-03(1). Coverage: Applies to any employer within the state, including the state, which employs 1 or more employees whose services are to be partially or wholly performed in the state, but does not apply to a person elected to public office or a person chosen by the officer to be on the officer's political staff. N.D. Cent. Code § 14-02.4-02(7)-(8), (13). Remedies: If the department or court determines that the employer has engaged in a discriminatory

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		practice, the department or the court may enjoin the employer from engaging in the unlawful practice and order temporary or permanent injunctions, equitable relief, and back pay; neither the department nor an administrative hearing officer may order compensatory or punitive damages, but the court may grant the prevailing party a reasonable attorney's fee as part of the costs. N.D. Cent. Code § 14-02.4-20.
OHIO	Only federal protections apply. See federal law summary.	Ohio Minimum Fair Wage Standards Law Protection: No employer shall discriminate in the payment of wages on the basis of sex by paying wages to any employee at a rate less than the rate at which the employer pays wages to another employee for equal work on jobs the performance of which requires equal skill, effort, and responsibility, and which are performed under similar conditions. Ohio Rev. Code Ann. § 4111.17(A). Coverage: The terms §employer§ and §employee§ have the same meanings as in the Fair Labor Standards Act, which applies to all employers, including government agencies, with respect to any of their employees who are engaged in commerce or employed in an enterprise engaged in commerce. Ohio Rev. Code Ann. § 4111.14(B). Employees who are involved in interstate commerce include those who: produce goods, make telephone calls to persons located in other states, handle records of interstate transactions, travel to other states on their jobs, and do janitorial work in buildings where goods are produced for shipment outside the State. Fact Sheet #14: Coverage Under the Fair Labor Standards Act (FLSA), U.S. Department of Labor Wage and Hour Division, http://www.dol.gov/whd/regs/compliance/whdfs14.pdf (last visited March 22, 2017). An enterprise is engaged in commerce if it has at least two employees and either (1) has an annual dollar volume of sales or business done of at least $500,000, or (2) is a hospital, business providing medical or nursing care for residents, school, or government agency. See 29 U.S.C. § 203(s)(1). Remedies: Any employee discriminated against in violation of this section may sue in any court to recover two times the amount of the difference between the wages actually received and the wages received by a person performing equal work for the employer, and for costs, including attorney fees. Ohio Rev. Code Ann. § 4111.17(D). Ohio General Anti-Discrimination Law Protection: It is an unlawful discriminatory practice for any employer, because of sex, including pregnancy, to discriminate against that person with respect to any matter directly or indirectly related to employment. Ohio Rev. Code Ann. §§ 4112.02(A), 4112.01(B). Coverage: Applies to any employer and any agent of the employer, including the state, employing 4 or more persons within the state, but does not apply to any individual employed in the domestic service of any person. Ohio Rev. Code Ann. § 4112.01(A)(2)-(3). Remedies: An employer that violates this chapter is subject to a civil action for damages, injunctive relief, or any other appropriate relief. Ohio Rev. Code Ann. § 4112.99.
OKLAHOMA	Only federal protections apply. See federal law summary.	Oklahoma Equal Pay Law Protection: It shall be unlawful for any employer within the state to willfully pay wages to women employees at a rate less than the rate at which he pays any employee of the opposite sex for comparable work on jobs which have comparable requirements relating to skill, effort, and responsibility. Okla. Stat. tit. 40, § 198.1. Coverage: Applies to any employer within the state. Okla. Stat. tit. 40, § 198.1. Remedies: Any employer who violates this law is guilty of a misdemeanor and shall be punished by a fine of not less than $25.00 nor more than $100.00. Okla. Stat. tit. 40, § 198.2. Oklahoma General Anti-Discrimination Law Protection: It is a discriminatory practice for an employer to discriminate against an individual with respect to compensation because of sex, including pregnancy. Okla. Stat. tit. 25, §§ 1302(A)(1), 1301(6). Coverage: Applies to any organization that pays 1 or more individuals a salary or wages or that contracts or subcontracts with a governmental entity to furnish material or perform work. Okla. Stat. tit. 25, § 1301(1)(a)-(b). However, this law does not apply to Native American tribes or bona fide membership clubs that are exempt from taxation; to the employment of an individual by his or her parents, spouse, or child; to employment to perform domestic services; or to religious corporations, associations, or societies. Okla. Stat. tit. 25, §§ 1302(B), 1307. Remedies: Upon a finding that an employer has engaged in an unlawful discriminatory practice, a court may enjoin the employer from engaging in such conduct and order affirmative action including back pay, an

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		additional amount in liquidated damages, and a reasonable attorney's fee. Okla. Stat. tit. 25 § 1350(G)-(H).
OREGON	Oregon General Anti-Discrimination Law Protection: It is an unlawful employment practice for an employer to discharge, demote suspend, discriminate, or retaliate against an employee because the employee has inquired about, discussed or disclosed in any manner the wages of the employee or of another employee. Or. Rev. Stat. § 659A.355(1)(a). Coverage: Applies to any person or agent in the state who employs at least 1 person in the state; however, it does not apply to any individual employed by the individual§s parents, spouse, or child, or any individual in the domestic service of any person. Or. Rev. Stat. § 659A.001(3)-(4)(a). Remedies: Upon a finding that an employer engaged in an unlawful practice, the court may order injunctive relief and any other equitable relief that may be appropriate; back pay for the two-year period immediately preceding the filing of a complaint; and costs and reasonable attorney fees. Or. Rev. Stat. § 659A.885(1).	Oregon Equal Pay Law Protection: It is an unlawful employment practice for an employer to: (a) in any manner discriminate between employees on the basis of a protected class in the payment of wages or other compensation for work of comparable character; (b) pay wages or other compensation to any employee at a rate greater than that at which the employer pays wages or other compensation to employees of a protected class for work of comparable character; (c) screen job applicants based on current or past compensation; (d) determine compensation for a position based on current or past compensation of a prospective employee. Or. Rev. Stat. § 652.220(1)(a)-(d). Coverage: Applies to any employer with at least 1 employee who provides services within the state, including the state itself, but not including the federal government. Or. Rev. Stat. § 652.210(1)-(2). Although the law covers persons who perform services both entirely within the state and partially within the state, an individual who renders services only partly in this state is not a covered employee unless the contract of employment has been entered into, or payments thereunder are ordinarily made, within the state. Or. Rev. Stat. § 652.210(1). Remedies: Any employee whose compensation is at a rate that is in violation of this section shall have a right of action against the employer for the recovery of the amount of the unpaid wages to which the employee is entitled for the one year period preceding the commencement of the action; an additional equal amount as liquidated damages; and reasonable attorney fees. Or. Rev. Stat. § 652.230(1)-(2). Oregon General Anti-Discrimination Law Protection: It is an unlawful employment practice for an employer, because of an individual's sex, including pregnancy, to discriminate against the individual in compensation. Or. Rev. Stat. §§ 659 A.029, 659A.030(1)(b). Coverage: Applies to any person or agent in the state who employs at least 1 person in the state; however, it does not apply to any individual employed by the individual's parents, spouse, or child, or any individual in the domestic service of any person. Or. Rev. Stat. § 659A.001(3)-(4)(a). Remedies: Upon a finding that an employer engaged in an unlawful practice, the court may order injunctive relief and any other equitable relief that may be appropriate; back pay for the two-year period immediately preceding the filing of a complaint; and costs and reasonable attorney fees. Or. Rev. Stat. § 659A.885(1).
PENNSYLVANIA	Only federal protections apply. See federal law summary.	Pennsylvania Equal Pay Law Protection: No employer shall discriminate between employees on the basis of sex by paying wages to employees in such establishment at a rate less than the rate at which he pays wages to employees of the opposite sex in such establishment for equal work on jobs, the performance of which, requires equal skill, effort, and responsibility, and which are performed under similar working conditions. 43 Pa. Cons. Stat. § 336.3(a). Coverage: Applies to all employers but excludes from coverage employees who are subject to Section 6 (the minimum wage provision) of the Federal Fair Labor Standards Act. 43 Pa. Cons. Stat. § 336.2(a)-(b). Remedies: An employer who willfully and knowingly violates this law shall be liable to the employee affected in the amount of his or her unpaid wages and in addition, an equal amount as liquidated damages; additionally, the court shall allow a reasonable attorney's fee and costs of the action to the employee. 43 Pa. Cons. Stat. § 336.5(a). Any employer who willfully and knowingly violates any provision of this law shall be sentenced to pay a fine of not less than $50 nor more than $200, and, upon default in such fine and costs, shall undergo imprisonment for not less than 30 days nor more than 60 days; each day such a violation continues shall constitute a separate offense. 43 Pa. Cons. Stat. § 336.8(a). Pennsylvania Human Relations Act Protection: It shall be an unlawful discriminatory practice, unless based upon a bona fide occupational qualification, for any employer, because of the sex of any individual, to discriminate against such individual with respect to compensation if the individual is the best able and most competent to perform the services required. 43 Pa. Cons. Stat. § 955(a). Coverage: Applies to employers with 5 or more

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		employees in the Commonwealth, as well as the Commonwealth itself, but does not apply to individuals employed in agriculture or in the domestic service of any person; individuals who, as a part of their employment, reside in the personal residence of the employer; or individuals employed by said individuals§ parents, spouse, or child. 43 Pa. Cons. Stat. § 954(b)-(c). Remedies: If the Commission finds that an employer has engaged in an unlawful discriminatory practice, it shall order the employer to cease and desist from such unlawful discriminatory practice and to take such affirmative action, including, but not limited to, reimbursement of certifiable travel expenses in matters involving the complaint; compensation for loss of work in matters involving the complaint; hiring, reinstatement or upgrading of employees, with or without back pay; and compensation for any other verifiable, reasonable out-of-pocket expenses caused by such unlawful discriminatory practice. 43 Pa. Cons. Stat. § 959(f)(1). An employee unlawful may also maintain a civil action in court for reinstatement, back pay, and any other appropriate relief if the Commission dismisses his or her complaint or has not entered into a conciliation agreement with the employer within 1 year of the employee's complaint. 43 Pa. Cons. Stat. § 962(c)(1).
RHODE ISLAND	Only federal protections apply. See federal law summary.	Rhode Island Equal Pay Law Protection: No employer shall discriminate in the payment of wages as between the sexes or shall pay any female in his or her employ salary or wage rates less than the rates paid to male employees for equal work or work on the same operations. 28 R.I. Gen. Laws § 28-6-18(a). Coverage: Applies to all employers but excludes from coverage employees engaged in domestic service in the home of the employer and employees of any nonprofit social club, fraternal, charitable, educational, religious, scientific, or literary association. 28 R.I. Gen. Laws § 28-6-17(b)-(c). Remedies: An employer in violation shall be liable to the employee or employees affected in the amount of their unpaid wages, and in an additional equal amount of liquidated damages. 28 R.I. Gen. Laws § 28-6-20. Additionally, any employer in violation shall be punished by a fine of not more than $200 or by imprisonment for not more than 6 months, or by both fine and imprisonment. 28 R.I. Gen. Laws § 28-6-21. Rhode Island Fair Employment Practices Act Protection: It is unlawful for any employer, because of an employee's sex (including pregnancy), gender identity, or gender expression, to discriminate against him or her with respect to hire, compensation. 28 R.I. Gen. Laws §§ 28-5-6(2), 28-5-7(1)(ii). Coverage: Applies to the state and any employer employing 4 or more individuals, but does not apply to religious organizations; individuals employed by a parent, spouse, or child; or individuals in the domestic service of any person. 28 R.I. Gen. Laws § 28-5-6(7)-(8). Remedies: Upon a finding by the Commission that an employer has engaged in an unlawful employment practice, the Commission shall order the employer to cease and desist from the unlawful practice and to take affirmative action including hiring, reinstatement, or upgrading of employees with or without back pay; in appropriate circumstances, attorney's fees may be granted for the employee. 28 R.I. Gen. Laws § 28-5-24(a)(1), (3). If the Commission finds that the employer has engaged in intentional discrimination in violation of this Act, the Commission may award compensatory damages. 28 R.I. Gen. Laws § 28-5-24(b). In addition to the remedies that the Commission may order, a court may award punitive damages where the challenged conduct is shown to be motivated by malice or ill will or when the action involves reckless or callous indifference to the statutorily protected rights of others. 28 R.I. Gen. Laws § 28-5-29.1.
SOUTH CAROLINA	Only federal protections apply. See federal law summary.	South Carolina Human Affairs Law Protection: It is an unlawful employment practice for an employer to discriminate against an individual with respect to the individual's compensation because of the individual's sex. S.C. Code Ann. § 1-13-80(A)(1). Coverage: Applies to all employers and their agents, including the state, that have 15 or more employees but does not include an Indian tribe or a bona fide private membership club. S.C. Code Ann. § 1-13-30(d)-(e). Additionally, the law does not apply to any person elected to public office in the state, or any person chosen by such officer to be on such offers personal staff. S.C. Code Ann. § 1-13-30(h). Remedies: If the court finds that the employer has intentionally engaged in an unlawful employment practice, the court may enjoin the employer from

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		engaging in such unlawful employment practice and order such affirmative action as may be appropriate, which may include reinstatement or hiring of employee(s), with or without back pay payable by the employer. S.C. Code Ann. § 1-13-90(d)(9).
SOUTH DAKOTA	Only federal protections apply. See federal law summary.	South Dakota Equal Pay for Equal Work Law Protection: No employer may discriminate between employees on the basis of sex, by paying wages to any employee at a rate less than the rate at which the employer pays any employee of the opposite sex for comparable work on jobs which have comparable requirements relating to skill, effort, and responsibility, but not to physical strength. S.D. Codified Laws § 60-12-15. Coverage: No specific coverage provision. Remedies: Any employer who violates the provisions of this law is liable to an employee affected in the amount of the employee's unpaid wages; the court may also allow a reasonable attorney fee to be paid by the employer and costs. S.D. Codified Laws § 60-12-18. South Dakota Human Relations Act of 1972 Protection: It is an unfair or discriminatory practice for any person, because of sex, to accord adverse or unequal treatment to any person or employee with respect to compensation. S.D. Codified Laws § 20-13-10. Coverage: Applies to any employer, including the state, who hires or employs any employee, or any person, wherever situated, who hires or employs any employee whose services are to be partially or wholly performed in the state. S.D. Codified Laws § 20-13-1(7), (11). Remedies: If the commission finds that an employer has engaged in any discriminatory or unfair practice, the commission shall issue an order requiring the employer to cease and desist from such discriminatory practice and take affirmative action, including hiring, reinstatement, or upgrading of employees, with or without back pay, and any other appropriate relief. S.D. Codified Laws § 20-13-42.
TENNESSEE	Only federal protections apply. See federal law summary.	Tennessee Equal Pay Law Protection: No employer shall discriminate between employees on the basis of sex by paying any employee salary or wage rates less than the rates the employer pays to any employee of the opposite sex for comparable work on jobs the performance of which require comparable skill, effort, and responsibility, and that are performed under similar working conditions. Tenn. Code Ann. § 50-2-202(a). Coverage: Applies to any person acting in the interest of any employer, directly or indirectly, and includes the state, but not its political subdivisions; does not apply to any individual who is entitled to the equal pay provisions of the Fair Labor Standards Act. Tenn. Code Ann. § 50-2-201(3)-(4). Remedies: Any employer in violation shall be liable to the employee(s) affected in the amount of their unpaid wages, and in instances of willful violation, up to an additional amount of unpaid wages as liquidated damages. Tenn. Code Ann. § 50-2-204(a)(1). For a second violation, the employer shall be liable to the employee(s) affected in the amount of their unpaid wages, and in instances of willful violation, up to an additional two times the amount of unpaid wage as liquidated damages. Tenn. Code Ann. § 50-2-204(a)(2). For a third violation, the employer shall be liable to the employee(s) affected in the amount of their unpaid wages, and in instances of willful violation, up to an additional three times the amount of unpaid wages as liquidated damages. Tenn. Code Ann. § 50-2-204(a)(3). The court shall, in addition to any judgment awarded to the employee(s), allow a reasonable attorney's fee and cost of the action to be paid by the employer. Tenn. Code Ann. § 50-2-204(b). Any employer who violates this law commits a Class A misdemeanor. Tenn. Code Ann. § 50-2-206. Tennessee Human Rights Law Protection: It is a discriminatory practice for an employer to discriminate against an individual with respect to compensation because of such individual's sex. Tenn. Code Ann. § 4-21-401(a)(1). Coverage: Applies to any employer or agent of the employer, including the state, who employs 8 or more persons within the state, but does not apply to religious corporations, associations, educational institutions, or societies with respect to employment connected with the carrying on of religious activities. Tenn. Code Ann. §§ 4-21-102(5), 4-21-405. Remedies: If the commission determines the employer has engaged in a discriminatory practice, the commission shall issue an order requiring the employer to cease and desist from the discriminatory practice and to take affirmative action. Tenn. Code Ann. § 4-21-305(b). Affirmative action may include hiring or reinstatement with or without back pay and payment to the

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		employee of damages for an injury, including humiliation and embarrassment, caused by the discriminatory practice, and costs, including a reasonable attorney's fee. Tenn. Code Ann. § 4-21-306(a)(1), (7). There is a cap on the sum of the amount of compensatory damages ranging from $25,000 to $300,000 for each complaining party, depending on the number of employees the employer has; however, these limitations do not apply to back pay, interest on back pay, or any equitable relief. Tenn. Code Ann. § 4-21-313(a)(1)-(6), (b).
TEXAS	Only federal protections apply. See federal law summary.	Texas Equal Work, Equal Pay Law Protection: A woman who performs public service for this state is entitled to be paid the same compensation for her service as is paid to a man who performs the same kind, grade, and quantity of service, and a distinction in compensation may not be made because of sex. Tex. Govt Code Ann. § 659.001. Coverage: No specific coverage provision. Remedies: No specific remedies provision. Texas General Anti-Discrimination Law Protection: An employer commits an unlawful employment practice if because of sex the employer discriminates against an individual in connection with compensation. Tex. Lab. Code Ann. § 21.051(1). Coverage: Applies to any employer, and any agent of the employer, engaged in an industry affecting commerce that has 15 or more employees, as well as to a state agency or state instrumentality, regardless of the number of individuals employed. Tex. Lab. Code § 21.002(8)(A), (D). Individuals elected to public office may be considered employers, but are not considered employees. Tex. Lab. Code § 21.002(7), (8)(C). Remedies: On finding that an employer has engaged in an unlawful employment practice, a court may enjoin the employer from engaging in an unlawful employment practice, and order additional equitable relief as may be appropriate, including hiring or reinstating with or without back pay, reporting on the manner of compliance, and paying court costs. Tex. Lab. Code Ann. § 21.258(a)(1)-(2), (b)(1), (5)-(6). On a finding that an employer engaged in an unlawful intentional employment practice, a court may award compensatory damages and punitive damages; a complainant may not recover punitive damages against a governmental entity, and compensatory damages may not include back pay or interest on back pay. Tex. Lab. Code Ann. § 21.2585(a)(1)-(2), (b)-(c). Compensatory damages are capped ranging from $50,000 to $300,000, depending on the number of employees the employer has. Tex. Lab. Code Ann. § 21.2585(d)(1)-(4).
UTAH	Only federal protections apply. See federal law summary.	Utah Antidiscrimination Act Protection: An employer may not discriminate in matters of compensation against a person otherwise qualified because of sex or gender identity. Utah Code Ann. § 34A-5-106(1)(a)(i)(C), (J). Coverage: Applies to any employer employing 15 or more employees within the state, and to the state regardless of the number of employees; this Act does not apply to a religious organization, any corporation or association of any religious organization, a religious leader when acting in the capacity of a religious leader, or the Boy Scouts of America. Utah Code Ann. § 34A-5-102(i)(i)(A), (D), (ii)(A)-(C). Remedies: If the presiding officer finds that an employer has engaged in a discriminatory or prohibited employment practice, the presiding officer shall issue an order requiring the employer to cease any discriminatory practice and provide relief to the complaining party, including back pay and benefits, attorney's fees, and costs. Utah Code Ann. § 34A-5-107(9)(a), (b)(i)-(iv). If the discriminatory practice includes discrimination in matters of compensation, the presiding officer may provide to the complaining party, an additional equal amount of back pay. Utah Code. Ann. § 34A-5-107(10). The commencement of an action under federal law for relief based upon a prohibited act bars the commencement or continuation of an adjudicative proceeding in connection with the same claim. Utah Code Ann. § 34A-5-107(17)(a). Utah State Personnel Management Act Protection: The state, its officers, and employees shall be governed by the provisions of Section 34A-5-106 of the Utah Antidiscrimination Act concerning discriminatory or prohibited employment practices. Utah Code Ann. § 67-19-4. Coverage: Applies to the state with respect to its employees, except for those employees exempt from classification under § 67-19-12. See Utah Code Ann. § 67-19-3(3), (5), (10). Exempt employees include, among others, members of the legislature and legislative employees; members of the

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		judiciary and judicial employees; and employees in the Office of the Attorney General. See Utah Code Ann. 67-19-12(a), (b), (g). Remedies: Any person who knowingly violates a provision of this chapter is guilty of a class A misdemeanor. Utah Code Ann. § 67-19-29.
VERMONT	Vermont Fair Employment Practices Law Protection: No employer may require, as a condition of employment, that an employee refrain from disclosing the amount of his or her wages or from inquiring about or discussing the wages of other employees, or require an employee to sign a waiver or other document that purports to deny the employee the right to disclose the amount of his or her wages or to inquire about or discuss the wages of other employees. Vt. Stat. Ann. tit. 21, § 495(a)(7)(B)(i)(I)-(II). An employer shall not discharge or in any other manner discriminate against any employee because the employee has disclosed his or her wages or has inquired about or discussed the wages of other employees. Vt. Stat. Ann. § 495(a)(8)(D). Coverage: Applies to any employer, agent of the employer, or governmental body that has one or more individuals performing services for it within the state. Vt. Stat. Ann. tit. 21, § 495d(1). Remedies: Any person aggrieved by a violation of the provisions of this law may bring an action in superior court seeking compensatory and punitive damages or equitable relief, including restraint of prohibited acts, restitution of wages or other benefits, reinstatement, costs, reasonable attorney's fees and other appropriate relief. Vt. Stat. Ann. § 495b(b).	Vermont Fair Employment Practices Law Protection: It is an unlawful employment practice for any employer to discriminate between employees on the basis of sex or gender identity by paying wages to employees of one sex at a rate less than the rate paid to employees of the other sex for equal work that requires equal skill, effort, and, responsibility and is performed under similar working conditions. Vt. Stat. Ann. tit. 21, § 495(a)(7). Coverage: Applies to any employer, agent of the employer, or governmental body that has one or more individuals performing services for it within the state. Vt. Stat. Ann. tit. 21, § 495d(1). Remedies: Any person aggrieved by a violation of the provisions of this law may bring an action in superior court seeking compensatory and punitive damages or equitable relief, including restraint of prohibited acts, restitution of wages or other benefits, reinstatement, costs, reasonable attorney's fees and other appropriate relief. Vt. Stat. Ann. § 495b(b). Any employer who violates the provisions of subdivision 495(a)(7) shall be liable to any affected employee in the amount of the underpaid wages and an equal amount as liquidated damages, in addition to any other remedies. Vt. Stat. Ann. § 495b(c).
VIRGINIA	Only federal protections apply. See federal law summary.	Virginia Equal Pay Law Protection: No employer shall discriminate between employees on the basis of sex by paying wages to employees at a rate less than the rate at which he pays wages to employees of the opposite sex for equal work on jobs the performance of which requires equal skill, effort, and responsibility, and which are performed under similar working conditions. Va. Code Ann. § 40.1-28.6. Coverage: Does not apply to employers covered by the Fair Labor Standards Act. Va. Code Ann. § 40.1-28.6. The Fair Labor Standards Act covers all employers, including government agencies, with respect to their employees who are engaged in commerce or employed in an enterprise engaged in commerce; employees who are involved in interstate commerce include those who: produce goods, make telephone calls to persons located in other states, handle records of interstate transactions, travel to other states on their jobs, and do janitorial work in buildings where goods are produced for shipment outside the State. Fact Sheet #14: Coverage Under the Fair Labor Standards Act (FLSA), U.S. Department of Labor Wage and Hour Division, http://www.dol.gov/whd/regs/compliance/whdfs14.pdf (last visited March 22, 2017). An enterprise is engaged in commerce if it has at least two employees and either (1) has an annual dollar volume of sales or business done of at least $500,000, or (2) is a hospital, business providing medical or nursing care for residents, school, or government agency. See 29 U.S.C. § 203(s)(1). Remedies: Employees whose wages have been wrongfully withheld in violation of this section shall have a right of action therefore to recover damages to the extent of two times the amount of wages so withheld. Va. Code Ann. § 40.1-28.6.
WASHINGTON	Washington Equal Pay Law Protection: An employer may not: (a) require nondisclosure by an employee of his or her wages as a condition of employment; or (b) require an employee to sign a waiver or other document that prevents the employee from disclosing the amount of the employee's wages. Wash. Rev. Code Ann. § 49.58.040(1)(a)-(b). An employer may not discharge or in any other manner retaliate against an employee for: (a) inquiring about, disclosing, or otherwise discussing the	Washington Equal Pay Law Protection: Any employer in the state who discriminates in any way in providing compensation based on gender between similarly employed employees is guilty of a misdemeanor. Wash. Rev. Code § 49.58.020(1). An employer may not seek the wage or salary history of an applicant for employment from the applicant or a former employer; or require that an applicant's prior wage or salary history meet certain criteria. Wash. Rev. Code Ann. § 49.58.100(1)(a)-(b). Coverage: Applies to all employers, including the state, and all employees. Wash. Rev. Code Ann. § 49.58.010(4)-(5). Remedies: If any employee receives less compensation because of discrimination on account of

State	Pay Transparency Laws Summary	Equal Pay Laws Summary
	employee's wages or the wages of any other employee. Wash. Rev. Code Ann. § 49.58.040(2)(a). Coverage: Applies to any employer, including the state. Wash. Rev. Code Ann. § 49.58.010(5). Remedies: An employee may bring a civil action against an employer for violation of this provision for actual damages; statutory damages equal to the actual damages or five thousand dollars, whichever is greater; interest of one percent per month on all compensation owed; and costs and reasonable attorneys§ fees. Wash. Rev. Code Ann. § 49.58.070(1).	gender, that employee is entitled to remedies, which may include an order the employer pay actual damages; statutory damages equal to the actual damages or five thousand dollars, whichever is greater; interest of one percent per month on all compensation owed; and costs and reasonable attorneys§ fees. Wash. Rev. Code §§ 49.58.020(1), 49.58.060(2)(a), 49.58.070(1). Washington Law Against Discrimination Protection: It is an unfair employment practice for any employer to discriminate against any person in compensation or in other terms or conditions of employment because of sex. Wash. Rev. Code § 49.60.180(3). Coverage: Applies to all employers, as well as their agents, with 8 or more employees, except for religious or sectarian organizations not organized for profit, and all employees except for individuals employed by their parents, spouse, or child, or in the domestic service of any person. Wash. Rev. Code § 49.60.040(10)-(11). Remedies: Upon a finding that an employer has engaged in an unfair employment practice, the administrative law judge may order the employer to cease and desist from such unfair practice and to take affirmative action, including hiring, reinstatement, or upgrading with or without back pay; a report of the matter on compliance; and damages (not to exceed $20,000) for humiliation and mental suffering. Wash. Rev. Code Ann. § 49.60.250(5).
WEST VIRGINIA	Only federal protections apply. See federal law summary.	West Virginia Equal Pay for Equal Work Law Protection: No employer shall in any manner discriminate between the sexes in the payment of wages for work of comparable character, the performance of which requires comparable skills or pay wages to any employee at a rate less than that at which he pays wages to his employees of the opposite sex for work of comparable character, the performance of which requires comparable skills. W. Va. Code § 21-5B-3(1)(a)-(b). Coverage: Applies to employers with at least 1 employee in the state, with the exception of the state and any employer whose operations are subject to any federal act relating to equal wages for equal work, regardless of sex. W. Va. Code § 21-5B-1(1). Additionally, where an individual renders services only partly in the state, the individual is not an employee unless his or her contract of employed has been entered into, or payments there under are made, within the state. W. Va. Code. § 21-5B-1(2). Remedies: Any employee whose compensation is at a rate that is in violation of § 21-5B-3 shall have a right of action against his employer for the recovery of the amount of the unpaid wages to which the employee is entitled for the one-year period preceding the commencement of the action; an additional equal amount as liquidated damages; and reasonable attorney's fees. W. Va. Code. § 21-5B-4(1)-(2). Additionally, any employer who violates this law shall be guilty of a misdemeanor and shall be fined not less than $25 nor more than $100. W. Va. Code § 21-5B-5. West Virginia Equal Pay for Equal Work for State Employees Law Protection: No employer shall in any manner discriminate between the sexes in the payment of wages for work of comparable character, the performance of which requires comparable skills or pay wages to any employee at a rate less than the rate other employees of the opposite sex are paid for work of comparable character, the performance of which requires comparable skills. W. Va. Code § 21-5E-3(a)(1)-(2). Coverage: Applies to any person hired for permanent employment or temporary employment for more than 6 consecutive months by any department, commission, agency or board of the state, except for any employee of the University of West Virginia, the state college system, and the state police; certain employees of constitutional officers; and any employee of the legislature. W. Va. Code, § 21-5E-1(1)-(2). Remedies: Any employee whose compensation is at a rate that is in violation of § 21-5E-3 may file a grievance. W. Va. Code. § 21-5E-4(a). West Virginia Human Rights Act Protection: It is an unlawful discriminatory practice for any employer to discriminate against an individual because of the individual's sex with respect to compensation if the individual is able and competent to perform the services required. W. Va. Code §§ 5-11-3(h); 5-11-9(1). Although sex as a protected basis is not specifically included within the provision prohibiting discrimination, courts have construed the two provisions cited above as prohibiting discrimination with respect to compensation on the basis of sex. See, e.g., Rotriga v. AZZ, Inc., No. 5:12CV120, 2013 WL 524648, at *2 (N.D. W. Va. Feb. 11, 2013). Coverage: Applies to the state and any employer employing 12 or more persons within the state; however, the Act does not apply to private

Pay Transparency and Equal Pay Protections

State	Pay Transparency Laws Summary	Equal Pay Laws Summary
		clubs or any individual employed by his or her parents, spouse, or child. W. Va. Code § 5-11-3(d)-(e). Remedies: If the commission finds that an employer has engaged in any unlawful discriminatory practice, the commission shall issue an order to cease and desist from such unlawful discriminatory practice and to take affirmative action, including hiring, reinstatement, or upgrading of employees with or without back pay. W. Va. Code § 5-11-10. In an action before the court, if the court finds that the employer has engaged in an unlawful discriminatory practice, the court shall enjoin the employer from engaging in such unlawful discriminatory practice and order affirmative action which may include back pay, or any other legal or equitable relief, and the costs of litigation, including reasonable attorney fees and witness fees. W. Va. Code Ann. § 5-11-13(b)-(c).
WISCONSIN	Only federal protections apply. See federal law summary.	Wisconsin Equal Pay Law Protection: It is an act of employment discrimination to discriminate against any individual in compensation on the basis of sex, including pregnancy. Wis. Stat. §§ 111.321, 111.32(1), 111.36. Coverage: Applies to all employers with at least 1 employee, including the state and its agencies but does not apply to a social club or fraternal society or to any individual employed by his or her parents, spouse, or child. Wis. Stat. § 111.32(5)-(6)(a)-(b). Remedies: Upon a finding of discrimination, the Wisconsin Department of Workforce Development may order such action by the employer as will effectuate the purpose of the law, with or without back pay. Wis. Stat. § 111.39(c).
WYOMING	Only federal protections apply. See federal law summary.	Wyoming Equal Pay Law Protection: No employer shall discriminate between employees on the basis of gender by paying wages to employees at a rate less than the rate at which the employer pays wages to employees of the opposite gender for equal work on jobs the performance of which requires equal skill, effort, and responsibility and which are performed under similar working conditions. Wyo. Stat. Ann. § 27-4-302(a). Coverage: Applies to all employees and employers, including agents of employers. Wyo. Stat. Ann. § 27-4-301(a)-(b), (f). Remedies: An employer in violation shall be liable to the employee or employees affected in the amount of their unpaid wages, and in an additional equal amount as liquidated damages. Wyo. Stat. Ann. § 27-4-303(a). Any employer who willfully violates any provision of this law shall be punished by a fine of not more than $500, by imprisonment for not more than 6 months, or both. Wyo. Stat. Ann. § 27-4-304. Wyoming Fair Employment Practices Act of 1965 Protection: It is a discriminatory or unfair employment practice for an employer to discriminate in matters of compensation or the terms, conditions or privileges of employment, against any person otherwise qualified because of sex or pregnancy. Wyo. Stat. Ann. § 27-9-105(a)(i). Coverage: Applies to the state and any other person employing 2 or more employees within the state, but does not apply to religious organizations or associations. Wyo. Stat. Ann. § 27-9-102(b). Remedies: Upon a finding by the Department that an employer has engaged in any discriminatory or unfair employment practice, the Department of Workforce Services may require the employer to cease and desist from the discriminatory or unfair practice; take remedial action which may include upgrading of employees; post notices; report as to the manner of compliance; pay back pay or front pay; and provide any other relief necessary and appropriate to make the complainant whole. Wyo. Stat. Ann. § 27-9-103(n)(i)-(iv).
UNITED STATES	OFCCP Rule Implementing Executive Order 13665, Non-Retaliation for Disclosure of Compensation Information Protection: Federal contractors and subcontractors agree to refrain from discharging or otherwise discriminating against employees or applicants who inquire about, discuss, or disclose their compensation or the compensation of other employees or applicants. 41 C.F.R. § 60-1.4(a)(3). Coverage: Applies to contractors and subcontractors who hold a federal contract worth more than $10,000, hold Government bills of lading, serve as a depository of Federal funds, or serve as issuing and paying agencies for U.S. savings bonds; however, the regulation does not apply to contractors and subcontractors that are religious corporations, associations, educational	Equal Pay Act Protection: No employer shall discriminate between employees on the basis of sex by paying wages to employees at a rate less than the rate at which he pays wages to employees of the opposite sex for equal work on jobs the performance of which requires equal skill, effort, and responsibility, and which are performed under similar working conditions. 29 U.S.C. § 206(d)(1). Coverage: Applies to government agencies and all other employers with respect to any of their employees who are engaged in commerce or employed in an enterprise engaged in commerce. See 29 U.S.C. §§ 203(d), 206(a), 262(a). Employees who are involved in interstate commerce include those who: produce goods, make telephone calls to persons located in other states, handle records of interstate transactions, travel to other states on their jobs, and do janitorial work in buildings where goods are produced for shipment outside the State. Fact Sheet #14: Coverage Under the Fair Labor Standards Act (FLSA), U.S. Department of Labor Wage and Hour Division,

State	Pay Transparency Laws Summary	Equal Pay Laws Summary
	institutions, or societies, with respect to the employment of individuals performing work connected with the carrying on by such corporation, association, educational institution, or society of its activities. 41 C.F.R. §§ 60-1.3, 60-1.5(a)(1), (5). The Deputy Assistant Secretary for Federal Contract Compliance and the heads of federal agencies may exempt contractors and subcontractors from complying with this provision if they deem that special circumstances so require. 41 C.F.R. § 60-1.5(b)(1), (c). Remedies: OFCCP may seek back pay and other make whole relief for victims of discrimination and may also refer matters to the Solicitor of Labor, who may initiate administrative enforcement proceeding to enjoin violations, seek appropriate relief, and impose appropriate sanctions, including debarment. 41 C.F.R. §§ 60-1.26(a)(2), (b)(1); 60-1.27.	http://www.dol.gov/whd/regs/compliance/whdfs14.pdf (last visited March 22, 2017). An enterprise is engaged in commerce if it has at least two employees and either (1) has an annual dollar volume of sales or business done of at least $500,000, or (2) is a hospital, business providing medical or nursing care for residents, school, or government agency. See 29 U.S.C. § 203(s)(1). Remedies: Any person who knowingly transports, offers for transportation, ships, delivers, or sells in commerce any goods in the production of which any employee was employed in violation of section 206 shall be subject to a fine of not more than $10,000, or to imprisonment for not more than 6 months, or both. 29 U.S.C. § 216(a). An employee who was been aggrieved by a violation of Section 206 may maintain a civil action in court for unpaid wages and an additional equal amount as liquidated damages; in addition to any judgment awarded to the employee, the court shall allow a reasonable attorney's fee to be paid by the defendant, and costs of the action. 29 U.S.C. § 216(b). Title VII of the Civil Rights Act Protection: It is an unlawful employment practice for an employer to discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual's sex. 42 U.S.C. § 2000e-2(a)(1). Coverage: Applies to employees who work for an employer engaged in an industry affecting commerce and having at least 15 employees, including state and local governments but does not include the United States, a corporation wholly owned by the United States, an Indian tribe, any department of the District of Columbia subject to procedures of competitive service, or a bona fide private membership club exempt from taxation. 42 U.S.C. § 2000e(b). Remedies: An individual aggrieved by violations of Title VII may file a charge with the Equal Employment Opportunity Commission, which may bring a civil action against a respondent employer; if a court finds that the respondent has intentionally engaged in an unlawful employment practice, the court may enjoin the respondent from engaging in such unlawful employment practice and order affirmative action, which may include reinstatement or hiring of employees, with or without back pay, or any other equitable relief. 42 U.S.C. § 2000e-5(e)(1), (f)(1), (g)(1).

Salary history bans

A running list of states and localities that have outlawed pay history questions

State and local governments are increasingly adopting laws and regulations that prohibit employers from requesting salary history information from job applicants.

- **State-wide Bans:21**
- **Local Bans:21**

Salary history ban enacted = red
Salary history bans prohibited = gray



State-wide
Effective Date: Sept. 1, 2019
Employers Affected: All employers

Employers may not refuse to hire, interview, promote or employ a job applicant based on the applicant's decision not to provide pay history.

View the law



State-wide
Effective Date: Jan. 1, 2018
Employers Affected: All employers, including state and local government employers and the legislature

California's ban prohibits private and public employers from seeking a candidate's pay history. Even if an employer already has that information or an applicant volunteers it, it still can't be used in determining a new hire's pay. The law also requires employers to give applicants pay scale information if they request it.

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

View the law
View amendments
Related Stories
California bans the box, outlaws salary history questions

San Francisco

Effective Date: July 1, 2018
Employers Affected: All employers, including city contractors and subcontractors

A city ordinance in San Francisco prohibits employers from both asking and considering a job applicants' current or prior compensation in setting pay. It also bars them from disclosing a current or former employee's salary information without their consent.

View the law
Related Stories
Joining a national trend, San Francisco bans salary-history questions



State-wide
Effective Date: Jan. 1, 2021
Employers Affected: All employers, including the state and any political subdivision, commission, department, institution or school district thereof.

Employers may not ask about an applicant's pay history, nor can they rely on pay history to determine wages. Employers may not discriminate or retaliate against a prospective employee for failing to disclose their pay history.

View the law



State-wide
Effective Date: Jan. 1, 2019
Employers Affected: Any individual, corporation, limited liability company, firm, partnership, voluntary association, joint stock association, the state and any political subdivision thereof and any public corporation within the state

Employers may not ask about an applicant's pay history, unless it was voluntarily disclosed.

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

View the law



State-wide
Effective Date: Dec. 14, 2017
Employers Affected: All employers, or an employer's agent

Employers are prohibited from screening applicants based on past compensation and from asking about salary history. They may, however, confirm that information after an offer is extended.

View the law



District-wide
Effective Date: Nov. 17, 2017
Employers Affected: Agencies of the D.C. Government

District government agencies are prohibited from asking candidates for their salary history unless it is brought up by a candidate after an offer of employment is extended.

View the directive



Atlanta
Effective Date: Feb. 18, 2019
Employers Affected: City agencies

Atlanta will not ask for salary history on its employment applications, in verbal interviews or in employment screenings.

View the announcement

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022



State-wide

Effective Date: Jan. 1, 2019
Employers Affected: All employers, employment agencies and employees or agents thereof

Employers are prohibited from asking about applicants' salary histories, and they cannot rely on that information unless volunteered by the applicant. The law does not apply to internal applicants.

View the law



State-wide

Effective Date: Jan. 15, 2019
Employers Affected: State agencies

Illinois' governor said the state will no longer ask prospective employees questions about salary history.

View the announcement
Effective Date: Sept. 29, 2019
Employers Affected: All employers

Employers may not seek pay history including benefits or other compensation. Employers may, however, discuss applicants' pay expectations.

View the law

Chicago

Effective Date: April 10, 2018
Employers Affected: City departments

City departments may not ask for applicants' salary histories.

View the order

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022



Louisville

Effective Date: May 17, 2018
Employers Affected: The Louisville/Jefferson County Metro Government or any department, agency or office thereof unless specifically excluded in the law

City agencies may not ask for applicants' salary histories.

View the law



New Orleans

Effective Date: Jan. 25, 2017
Employers Affected: City departments

City agencies may not ask for applicants' salary histories.

View the order

Effective Date: Oct. 1, 2019
Employers Affected: The city

The city will not seek pay history, nor will it screen applicants based on their current or prior pay, compensation or other benefits. The city will not rely on pay history in the determination of wages nor in determining whether to offer employment to an applicant. Once an offer of employment is made, an applicant may offer pay history to negotiate a higher salary.

View the law



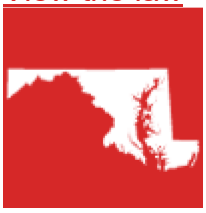
State-wide

Effective Date: Sept. 17, 2019
Employers Affected: All employers.

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

An employer may not seek information about a prospective employee's pay history until after a job offer has been negotiated.

View the law



State-wide

Effective Date: Oct. 1, 2020
Employers Affected: All employers

Employers may not seek pay history, but they may confirm wage history voluntarily provided by an applicant after an initial offer of employment, including an offer of compensation, is made. Upon request, employers must provide an applicant the wage range of the position for which the applicant applied.

View the law

Montgomery County

Effective Date: Aug. 14, 2019
Employers Affected: The Montgomery County government

The county will neither seek nor rely on an applicant's salary history as a factor in determining whether to hire the applicant or when setting pay. The county must not retaliate or refuse to hire an applicant for the applicant's refusal to disclose their salary history. The county may rely on salary history voluntarily disclosed by an applicant to offer the applicant a higher wage than initially offered if this does not result in unequal pay for equal work based on gender.

View the law



State-wide

Effective Date: July 1, 2018
Employers Affected: All employers, including state and municipal employers.

Employers cannot request salary history information. They can, however, confirm prior history if volunteered by the applicant or if an offer has been extended. If known, previous pay cannot be a defense to a pay discrimination claim.

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

View the law



State-wide

Effective Date: June 24, 2018
Employers Affected: None

Michigan has prohibited salary history bans in the state. Local governments may not regulate the information that employers must request, require, or exclude on an application for employment or during the interview process.

View the law

Related Stories
Swimming against the tide, Michigan forbids salary history bans statewide

Effective Date: Jan. 8, 2019
Employers Affected: State departments and certain autonomous agencies

Departments may not ask about a job applicant's salary history until a conditional offer of employment is extended. They also may not ask a current or prior employer or search public records databases to ascertain an applicant's current or previous salary. Information already known or inadvertently discovered may not be considered.

View the directive



Jackson

Effective Date: June 13, 2019
Employers Affected: The city

Applications for employment with the city shall not inquire about salary history.

View the law



https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

Kansas City

Effective Date: July 26, 2018
Employers Affected: The city

The city may not ask applicants for their pay history until they have been hired at an agreed-upon salary.

View the law
Effective Date: Oct. 31, 2019
Employers Affected: All employers employing six or more employees

Employers may not ask for nor rely on job applicants' salary history when deciding to offer employment, or in determining salary, benefits or other compensation during the hiring process. Employers may ask about the applicant's expectations around salary, benefits and compensation. The law's prohibitions don't apply to voluntary and unprompted disclosures of salary history information by an applicant.

View the law

St. Louis

Effective Date: March 11, 2020
Employers Affected: The city

Offices, departments and other divisions of the city may not inquire about an applicant's salary history, nor can they refuse to hire or otherwise retaliate against applicants for refusing to disclose salary history. The law's prohibitions do not apply to applicants for internal transfer, promotion or certain previously employed applicants.

View the law



State-wide

Effective Date: October 1, 2021
Employers Affected: All employers

Employers may not seek pay history, nor may they refuse to hire, interview, promote or employ applicants who do not provide pay history. Employers must provide a wage or salary range to applicants who have completed interviews for positions, and they must provide the wage or salary range or rate in certain cases of a promotion or transfer. Employers may ask applicants about their pay expectations.

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

View the law



State-wide
Effective Date: Feb. 1, 2018
Employers Affected: State entities

New Jersey agencies and offices are prohibited from asking job applicants for their compensation history, or investigating the prior salaries of applicants.

View the order
Related Stories
NJ bans salary history inquiries for state employees
Effective Date: Jan. 1, 2020
Employers Affected: All employers

Employers may not screen applicants based on their pay history. Employers may not require that an applicant's prior wages, salaries or benefits meet minimum or maximum criteria. If an applicant voluntarily, without employer prompting or coercion, discloses pay history, an employer may verify the applicant's pay history and may also consider pay history in determining the applicant's salary, benefits and other compensation. After an offer of employment that includes an explanation of the overall compensation package has been made to the applicant, an employer may request the applicant provide the employer a written authorization to confirm pay history.

View the law



State-wide
Effective Date: Jan. 9, 2017
Employers Affected: All agencies and departments over which the governor has executive authority, and all public benefit corporations, public authorities, boards and commission for which the governor appoints the chair, the chief executive or the majority of board members, except for the Port Authority of New York and New Jersey

State agencies and departments may not request salary history from applicants until after an offer of employment is extended. If an applicant's prior compensation is already known, that information may not be relied upon in determining such applicant's salary, unless required by law or collective bargaining agreement.

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

View the law
Effective Date: Jan. 6, 2020
Employers Affected: All employers

Employers may not seek pay history. An employer may only confirm pay history if, at the time an offer of employment is made, applicants or current employees respond to the offer by providing pay history to support a wage or salary higher than that offered by the employer.

View the law

New York City

Effective Date: Oct. 31, 2017
Employers Affected: All employers, employment agencies or employees or agents thereof

Employers in New York City are prohibited from requesting information about job applicants' previous pay or benefits. If an employer already has that information, it is prohibited from using that information to set pay.

View the law
Related Stories
NYC salary history question ban takes effectNYC bans queries about job candidates' wage history

Albany County

Effective Date: Dec. 17, 2017
Employers Affected: All employers and employment agencies

Employers are barred from requesting information about past compensation and benefits until after a job offer is made.

View the law

Suffolk County

Effective Date: June 30, 2019
Employers Affected: Employers and employment agencies

Employers may not ask, whether on an application or otherwise, about a job applicant's wage or salary history, including compensation and benefits. Employers also may not conduct searches of publicly available records. Finally, employers may not rely on known salary history information in setting pay.

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

View the law

Westchester County

Effective Date: July 9, 2018
Employers Affected: Employers, labor organizations, employment agencies or licensing agencies, or an employee or agent thereof

Employers may not request information about previous wages. Only under limited circumstances may they confirm prior pay and rely on that information in setting pay.

View the law



State-wide

Effective Date: April 2, 2019
Employers Affected: State agencies

State agencies may not request pay history information from applicants and may not rely upon previously obtained prior salary information in setting pay.

View the order



Cincinnati

Effective Date: March 2020 (estimated)
Employers Affected: Employers with 15 or more employees located within the city, including job placement and referral agencies. State and local governments are excluded, with the exception of the City of Cincinnati.

Employers may not ask applicants about their salary history and may not rely on known salary histories. Employers also must, upon reasonable request, provide a pay scale for a position for which an applicant has been provided a conditional offer of employment.

View the law

Toledo

Effective Date: June 25, 2020
Employers Affected: All employers located within the city that employ 15 or more employees, including referral and employment agencies, as well as the city.

Employers may not ask for nor screen job applicants based on their pay history. They may not require that an applicant's pay history, benefits or other compensation satisfy minimum or maximum criteria. Employers may, however, discuss applicants' pay expectations.

View the law



State-wide

Effective Date: Oct. 6, 2017
Employers Affected: Any person employing one or more employees, including the state or any political subdivision thereof or any county, city, district, authority, public corporation or entity and any of their instrumentalities organized and existing under law or charter

Employers may not ask about an applicants' pay history until after an offer of employment is extended. Employers also are prohibited from using prior compensation to set pay, except for current employees moving to a new position with the same employer.

View the law

Related Stories

Oregon is the latest state to sign pay equity into law



State-wide

Effective Date: Sept. 4, 2018 (estimated)
Employers Affected: State agencies

State agencies may not ask about a job applicant's current compensation or compensation history at any stage during the hiring process. All job postings must clearly disclose a position's pay scale and pay range.

View the law

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

Philadelphia

Effective Date: Sept. 1, 2020
Employers Affected: Any person who does business in the city through employees or who employs one or more employees exclusive of parents, spouse or children, including any public agency or authority; any agency, authority or instrumentality of the state; and the city, its department, boards and commissions

On Feb. 6, 2020, the 3rd U.S. Circuit Court of Appeals ruled that Philadelphia may enforce its pay history ban, vacating a lower court's injunction. The City of Philadelphia announced Aug. 6 that its Commission on Human Relations (PCHR) will begin enforcing the salary history ban on Sept. 1, 2020.

View the ordinance

View the regulations
Related Stories
Philly salary history ban enforcement to begin Sept. 1Philadelphia's salary history ban violates First Amendment, judge saysJudge throws out lawsuit against Philadelphia pay equity lawPhiladelphia puts wage equity bill on hold following suitPhiladelphia becomes first US city to ban pay history questions

Pittsburgh

Effective Date: Jan. 30, 2017
Employers Affected: The city or any division, department, agency or office thereof, unless specifically excluded in the law

The city's agencies and offices may not ask about an applicant's prior pay and, if they discover it, are prohibited from relying on that information unless the applicant has volunteered it.

View the law



Commonwealth-wide
Effective Date: March 8, 2017
Employers Affected: All employers

Employers may not request applicants' pay history, but the law makes some exceptions for applicants' voluntary salary disclosures and pay corroboration that take place after a job offer has been made, according to a translation from Littler Mendelson.

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

View the law



State-wide

Effective Date: Jan. 1, 2023
Employers Affected: All employers

Employers may not seek pay history, nor can they rely on pay history when considering an applicant for employment or determining pay. They may, however, confirm and rely on pay history after an employment offer is made to support a higher wage than initially offered. Employers also must provide a wage range for a given position.

View the law



Columbia

Effective Date: Aug. 6, 2019
Employers Affected: The city

The city will not seek pay history, nor will it rely on pay history in the determination of wages unless an applicant knowingly and willingly discloses pay history. The city will encourage vendors who do business with the city to adopt similar standards, and it may factor in vendors' pay history standards in the process of determining whether to award city contracts.

View the ordinance

Richland County

Effective Date: May 23, 2019
Employers Affected: The county

Richland County will remove the salary history question from employment applications, verbal interviews and employment screenings.

View document

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022



Salt Lake City
Effective Date: March 1, 2018
Employers Affected: Salt Lake City Corporation

Individuals participating in a city hiring process are prohibited from asking an applicant about their salary history. If an applicant voluntarily discloses salary information, the city cannot rely on such information.

View the law



State-wide
Effective Date: July 1, 2018
Employers Affected: All employers

Employers may not request applicants' pay history. If that information is volunteered, employers may only confirm it after a job offer has been made.

View the law



State-wide
Effective Date: July 1, 2019
Employers Affected: State agencies

Beginning July 1, the Virginia Department of Human Resource Management will introduce an updated application for state jobs that eliminates the salary history field, according to a June 20 announcement by Gov. Ralph Northam.

View the statement

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022



State-wide
Effective Date: July 28, 2019
Employers Affected: All employers

Employers may not seek pay history. They may, however, confirm that information if the applicant voluntarily discloses it or if an offer has been extended.

Employers with 15 or more employees, upon request of the applicant and after extending an offer to the applicant, must provide information about the minimum salary for the position for which the applicant is applying.

View the law



State-wide
Effective Date: April 18, 2018
Employers Affected: None

Local governments may not prohibit employers from soliciting the salary history of prospective employees.

View the law

https://www.hrdive.com/news/salary-history-ban-states-list/516662/
Last accessed 3/2/2022

Data Gathering

Recommended Demographic Items

1. **What is your gender identity?**
   Response options: Woman; Man; Gender Nonconforming or Genderqueer; Transgender Woman; Transgender Man; Non-binary; A gender identity not listed, please specify _____

2. **What is your sexual orientation? Select any that apply.**
   Response options: Straight/Heterosexual; Bisexual; Gay; Lesbian; Queer; Questioning; Asexual; Pansexual; A sexual orientation not listed, please specify _____

3. **How do you identify? Select any that apply.**
   Response options: Arab or Arab American; Asian or Asian American; Black or African American; Caucasian or White; Hispanic or Latino/a/x; Middle Eastern; Native American and/or Alaska Native; Native Hawaiian and/or Pacific Islander; Another group not listed, please specify _____

4. **Do you have a religious or cultural affiliation with any of the following? Select any that apply.**
   Response options: No affiliation; Buddhism; Catholicism; Christianity; Hinduism; Islam; Judaism; Nonreligious (secular/agnostic/atheist); An affiliation not listed, please specify _____

5. **Have you been diagnosed with a disability?**
   Response options: Yes, No

   a) **Please select your diagnosed disability/condition from the list below. Select any that apply.**
      Response options: Attention deficit or hyperactivity; Autism spectrum (including Asperger's Syndrome); Long-term health or medical condition; Learning impairment (e.g., dyslexia); Mental or emotional disability (e.g., anxiety or depression); Physical disability; Post traumatic stress disorder; Sensory disability (e.g., visual or hearing impairment); A disability not listed, please specify _____

6. **Are you a veteran?**
   Response options: Yes, No

STAFFING PAY EQUITY

8.04 COMPENSATION

Compensation Policy

The City shall establish compensation rates for classifications taking into account internal equity, complexity, accountability, impact, and/or working conditions. It is the goal of the City of Portland to attract and retain qualified employees and encourage high levels of performance. Additionally, the City uses valid and consistent methodology for evaluating jobs. It is the City's policy that:

- direct and indirect compensation (wages, premiums, health benefits, holidays, vacation and other leaves, pensions, etc.) are all to be considered in determining appropriate levels of compensation for employees;
- wage and benefits packages are considered "externally competitive" if they approximate the average of the direct and indirect compensation offered for similar work in applicable labor markets as determined by the Director of Human Resources;
- other factors such as compression between classifications and incentives linked to performance may also be considered in establishing wages and benefits;
- annual adjustments to the compensation rates may be made based upon a formula that considers the consumer price index. Other adjustments may also result from a classification study or compensation review.

The City recognizes the legitimate role of collective bargaining in determining compensation for represented employees.

The Council shall fix the salaries of all employees of the City.

Pay Equity Policy

The City shall endeavor to similarly pay all employees who perform work of a comparable character as defined in ORS 652.210 *et seq*, including substantially similar knowledge, skill, effort, responsibility, and working conditions.

The City of Portland has an internal complaint procedure designed to address and resolve complaints of discrimination, including pay inequity. See the Administrative Rule 2.02 on Prohibition Against Workplace Harassment, Discrimination and Retaliation. The City will take appropriate action to prevent discrimination, including retaliation and harassment, and to ensure that the rights of employees who file complaints are respected, whether the complaint is filed through the internal complaint procedure, a grievance, or with a local, state, or federal agency, or court.

Compensation Plan

During the regular budgetary process, pay grades and compensation ranges for all classifications shall be set for the upcoming fiscal year and shall be published in a Compensation Plan.

The City Compensation Plan shall be revised in conjunction with the annual budgetary process and/or as a result of a classification/compensation study. The Director of Human Resources shall recommend appropriate pay ranges for each classification in accordance with the compensation policy.

Adjustments to assigned ranges for individual classifications, and presentation to Council of new classifications and ranges, shall be done in conjunction with the annual budgetary process or as the result of a classification/compensation study, except where the Director of Human Resources determines that:

1. a substantial change in the duties and responsibilities of the classification necessitates a salary adjustment; or
2. an inordinate amount of turnover within the classification is attributed to an inadequate salary level, thereby necessitating an immediate salary review; or
3. difficulty in recruitment of qualified candidates for a classification is attributed to an inadequate salary level, thereby necessitating an immediate salary adjustment; or
4. a new classification is needed at a time outside of the annual budgetary process.

Link to City's Compensation Plan

Double Pay Prohibited

The salaries provided for under this rule and in the various collective bargaining agreements are intended to be full compensation for services rendered to the City. An employee shall return to the City any compensation received for wages or benefits that were already paid for by the City. See, City Charter, Section 2-608.

Direct Deposit and Itemized Wage Statements

As part of the City's goal to reduce paper and create sustainable policies, and unless otherwise prohibited by a collective bargaining agreement, all newly hired City employees will receive their compensation through direct deposit to their designated financial institution and their itemized wage statements (remittance statements) will be available electronically through PortlandOregon.gov. Employees may request to receive paper checks in lieu of direct deposit or receive paper remittance statements.

Salary Ranges

1. Non-Represented Classifications

Each non-represented classification is assigned an open pay range with a minimum, midpoint, and maximum salary rated. Non-represented employees may be paid at any rate within the assigned range and in accordance with this rule.

2. Represented Classifications

Each represented classification shall be assigned a pay range with a minimum and maximum salary range and identified steps in between the minimum and maximum rates. Represented employees must be paid within that range and on an assigned step to that range except as provided in the Administrative Rule 8.05 on Classification.

3. All Employees

An employee's rate of pay shall not be less than the entry pay rate or more than the top pay rate for the classification except as noted below.

The Director of Human Resources may approve retaining an employee's salary at their current rate even if higher than the top rate for their classification (red-circling) where the employee would otherwise suffer a reduction in pay under the following circumstances:

- The reduction in pay is due to a settlement agreement; or
- The reduction in pay is as a result of a reclassification that occurs as part of the implementation of a classification/compensation study; or
- The reduction is part of the implementation of the Employee Transition Services Program; or
- The reduction in pay is a result of a position being reclassified downwards, but the reclassification is not part of a classification/compensation study. For this exception to apply the reduction in pay must be no more than twenty-five percent (25%), the position at issue is determined critical by the director of the bureau and the Director of Human Resources approves red-circling as in the best interests of the City.

Employees whose pay is red-circled are not eligible for pay increases, including cost of living increases, until their pay rate is within the pay grade of their assigned classification.

Progression Through a Pay Range

1. Non-Represented Employees
Non-Represented Regular, Limited Term, and Job-Share employees shall progress through their assigned salary range based on the City's Performance Management System and in accordance with the Compensation Policy. See the Administrative Rule 9.02 on Performance Management.

2. Represented Employees
Progression to steps in the salary range shall be as prescribed in the compensation plan and their respective bargaining agreement.

Compensation for Elected Officials

The salary rates for the Mayor, Commissioners, and Auditor shall not be assigned to a salary schedule and shall be established separately by the Council. City-paid parking is available to the Mayor and to each Commissioner.

Compensation for Council Member Secretary and Administrative Staff, City Attorney and non-represented employees of the City Attorney's Office

The administrative staff of each Council Member, the City Attorney, and all non-represented staff in the City Attorney's Office shall be compensated in an open range in the non-represented salary schedule in the pay range assigned to their classification. The Elected Official for their staff, or City Attorney for their non-represented employees, may designate or change the employee's salary, within the pay range, at any time. All compensation must be consistent with the City's Pay Equity Policy.

Employment Agreement and Compensation for Bureau Directors

Upon hire and as a condition of employment, bureau directors will be subject to the terms of an employment agreement the content of which has been approved by the Commissioner-in-Charge and the Director of Human Resources. Such agreement shall be for a term of 36 months and in the event of a termination without cause during the term of the agreement, shall provide for a severance payment, the amount to be determined at the time of hire. There will be no severance payment if the termination is for cause as defined in the employment agreement.

The Elected Official-in-charge may adjust the salary of any bureau director at any time provided the pay adjustment is within the pay range, is upward only, and is in recognition of exemplary performance as documented in a performance review submitted to the Bureau of Human Resources.

Initial Appointments to Other Positions Exempt from Chapter 4 of the City Charter

The initial appointment to other positions exempt from Chapter 4 of the City Charter may be made at a rate above the entry point if approved by the Director of Human Resources and the Elected Official in charge.

Assignment of a Claim for Salary or Wages Prohibited

It is unlawful for any person or employee rendering services to the City and having a salary or wage claim against the City to make an assignment of the claim for salary or wages, whether earned or unearned, except as provided in Section 5.12.030 of the City Code.

Initial Appointment to Non-Represented Classifications

All initial full-time and part-time regular, limited duration and job-share appointments to non-represented classifications shall be to the entry rate of the pay range for the classification except as follows:

1. Initial appointments above entry rate may be made only with the approval of the Director of Human Resources or designee.
2. All appointments must be consistent with the City's Pay Equity Policy.

Other Adjustments Within the Pay Range for Non-Represented Classifications

The pay rate for a non-represented employee may be adjusted within the pay range at a time other than initial appointment or anniversary date. Such adjustments may be made only for the following reasons and must be approved in writing by the Director of Human Resources:

1. due to a substantial increase and expansion of the job responsibilities within the classification of the employee; or
2. to increase the compensation of existing employees, when due to market considerations a new employee doing work of comparable character, is initially appointed to a higher level within the range; or
3. the scope of work expected of an employee in a newly created position is broader than originally anticipated at the time the position was created.

Initial Appointments to Represented Classifications

The initial appointment for a represented classification shall be the minimum rate for the salary range. The requirements for appointment above the minimum rate are

contained in the applicable collective bargaining contract and/or in the Compensation Plan. or as required under the City's Pay Equity Policy.

Appointment of Temporary Employees

Initial appointment for full-time and part-time non-represented temporary employees shall be set in the same manner as regular non-represented employees while factoring in pay equity considerations. Temporary employees in represented classifications are appointed and progress through the pay range in accordance with the applicable collective bargaining agreement.

Casual Employees

The Council shall establish a salary schedule for casual classifications designated by the Director of Human Resources to meet seasonal work needs of the City. Unless set by a collective bargaining agreement the Director of Human Resources or designee may appoint and change the pay rates of casual employees to any pay rate within the classifications pay range designated in the compensation plan. Casual employees can only be placed in casual classifications.

Transfers

1. Non-Represented Employees

When a regular non-represented employee transfers to a position in a different classification with the same pay range or to a different position in the same classification, they maintain their current pay rate and anniversary date. With written approval by the Director of Human Resources or designee, movement along the range may be approved when there has been a substantial increase and expansion of the job responsibilities, so long as the new rate is consistent with the City's Pay Equity Policy.

2. Represented Employees

When a regular represented employee is either temporarily or permanently appointed to a position within the same or a different classification with the same maximum rate of pay, the employee's pay rate shall be the step within the range, which is closest to, but no lower than the employee's regular rate of pay in the former classification.

Promotion

1. Non-Represented Employees

When a regular or limited duration employee is appointed to a classification with a higher maximum pay range, the bureau director may appoint the employee:

a. At the entry rate for the higher pay range, or at a pay rate in the higher pay range which gives them a five percent (5.0%) pay increase (not to exceed the maximum of the salary range) whichever is higher, so long as the promotional rate is consistent with the City's Pay Equity Policy. If the rate determined under this Administrative Rule is not consistent with the City's Pay Equity Policy, then the pay shall be set at a rate that is consistent with the City's Pay Equity Policy.

A regular employee's salary shall not be reduced due to an appointment to a position in a classification with a higher maximum pay range.

2. Represented Employees

When an employee is either temporarily or permanently appointed to a classification with a higher maximum rate of pay, the employee's pay rate shall be the step within the higher classification range which represents at least a three percent (3.0%) increase over the employee's regular rate in their former classification, provided that in no event shall the new rate of pay exceeds the maximum rate for the higher classification. Provided that the promotional rate is consistent with the City's Pay Equity Policy. If the rate determined under this Administrative Rule is not consistent with the City's Pay Equity Policy, then the pay shall be set at a rate that is consistent with the City's Pay Equity Policy.

Demotion

1. Non-Represented Employees

If a permanently appointed employee voluntarily demotes to a lower paying classification they shall retain their anniversary date and their salary shall be at the rate in the new pay range, which affords the least reduction in pay, so long as the new rate is consistent with the City's Pay Equity Policy. Provided that the promotional rate is consistent with the City's Pay Equity Policy. If the rate determined under this Administrative Rule is not consistent with the City's Pay Equity Policy, then the pay shall be set at a rate that is consistent with the City's Pay Equity Policy. In no event shall an employee receive an increase in pay upon demotion.

2. Represented Employees

Except as provided in the Administrative Rule 8.05 on Classification, when an employee is either temporarily or permanently appointed to a classification with a lower maximum rate of pay, the employee shall retain their anniversary date and their rate of pay shall be the step in the lower classification pay range which represents the least or no reduction in pay for the employee. So long as the new rate is consistent with the City's Pay Equity Policy. If the rate determined under this Administrative Rule is not consistent with the City's Pay Equity Policy, then it shall be set at a rate that is consistent with the City's Pay Equity Policy. In no event shall an employee receive an increase in pay upon demotion.

Employees demoted for disciplinary reasons shall receive the rate of pay in the lower salary range of the new classification specified as part of the disciplinary action. In no case shall the employee's rate of pay be below the first step of the new classification.

Reinstatement or Reappointment from a Layoff List or Return from Leave of Absence

When an employee is reinstated under the reinstatement rules, reappointed from a layoff list or returned from leave of absence, their salary rate shall be at the same position in the pay range as when the employee last served in that classification.

If a current employee is recalled from layoff and the current salary for the classification the employee is serving in exceeds their salary at the time of layoff, the rules on promotion will apply to the salary in effect at the time of layoff.

Reappointment after Return from Leave of Absence

See Administrative Rule 7.07 on Reinstatement

Anniversary Date and the Impact of Leaves and Prior Service

Except as provided below, the anniversary date of an employee is the date of initial appointment to the classification. Thereafter, an anniversary date for pay purposes shall be adjusted to exclude time spent on layoff or officially approved leaves of absence of more than 30 days in duration, unless otherwise required by federal or state law.

When an employee is regularly appointed to a classification with previous time served:

1. The anniversary date shall be adjusted to reflect credit for time in classification per applicable Administrative Rules or contractual languages; or
2. At the discretion of the Director of Human Resources, the employee shall be granted additional compensation per "initial appointment to the Non-Represented Classification" rule and the anniversary shall be reset to the date of appointment.

An officially approved absence from duty without pay because of military leave, Family Medical Leave, or injury in line of duty shall not change an employee's anniversary date.

If as a result of layoff an employee bumps to a lower classification in which they previously held status, the employee's anniversary date in the lower classification will be adjusted for pay purposes to include all time served in the lower classification.

Impact of Appointments to Other Classifications

If a regular employee accepts a temporary appointment in a classification in the same pay range and is later reappointed to the former classification, the employee shall retain their current salary rate and anniversary date.

If a regular employee accepts a temporary appointment in a classification in a higher pay range and is later reappointed to the former classification the employee's anniversary date and salary rate shall be reset as if they had continued in the original classification.

Shift Differentials

Emergency Communication Operations Supervisors I and other non-represented employees assigned to work a full swing shift or full graveyard shift as their regular shift shall receive a shift differential as follows:

Swing shift – $.84 cents per hour.
Graveyard shift – $1.16 per hour.

As used in this Section, a "swing shift" is any work shift that begins between 12:00 noon and 6:59 p.m., inclusive, and ends no later than 5:00 a.m. and a "graveyard shift" is any work shift that begins between 7:00 p.m. and 11:00 p.m., inclusive and ends no later than 9:00 am.

The hourly premium authorized by this section does not apply during hours on vacation, sick leave, or any other paid leave of absence.

Supervisors I and II in the Bureau of Parks and Recreation are not eligible for shift differentials.

Residency Premium

All Police Captains, Commanders, Assistant Chiefs, the Deputy Chief and the Chief of Police are eligible for a five percent (5%) premium if they reside within City of Portland city limits.

Special Assignment Pay

Upon request by a bureau, special assignment pay differentials may be reviewed and approved by the Director of Human Resources for the incumbents of positions who are assigned to supervise the work of one or more employees whose base salaries are in the same or higher salary range as the supervisor.

The amount of the pay differential may be up to ten percent (10%) above the top of the pay range for the incumbent's classification for such assignment. So long as it complies with the City's Pay Equity Policy. If the rate determined under this Administrative Rule is not consistent with the City's Pay Equity Policy, then it shall be set at a rate that is consistent with the City's Pay Equity Policy. Such special assignment pay differential shall remain in effect for the duration of the assignment only, unless rescinded sooner by the bureau or the Director of Human Resources.

Compensation for Controlled Classes

Under exceptional circumstances and provided it complies with the City's Pay Equity Policy, a classification may be identified as a "controlled class" and pay may be established at levels necessary to accomplish compelling City purposes. Such actions shall be based on a review and approval by the Director of Human Resources and shall be established for a specific period of time no greater than one (1) year.

Exceptional circumstances may include:

1. exceptional personnel shortages that require a short-term departure from the normal salary range assignment for a classification; or
2. a temporary organizational need that cannot be accommodated within current salary schedule assignments.

The classification shall return to the original salary range at the end of the time period designated for the higher salary range, unless the Director of Human Resources approves an extension.

An employee who is in a "controlled class" and receiving a higher salary range may only receive COLA increases, not merit adjustments within the new range. Upon returning the classification to its original salary range assignment, affected employees will only continue at their current rate of pay providing that rate is not higher than the maximum of the range. Provided it complies with the City's Pay Equity Policy, the Director of Human Resources may consider red-circling the pay of such employees in cases where the controlled class has been established for the maximum period of time.

The process for approving a higher rate for a "controlled class" shall be as follows:

1. A bureau may make a request and provide an initial basis for consideration by the Director of Human Resources.
2. The Director of Human Resources shall confirm or further research the need for the use of a controlled class.

	Upon the completion of such review, the Director of Human Resources shall approve or deny the request for adjustment of compensation for the classification. Such pay range designated or established by the Director of Human Resources shall not be more than ten percent (10%) over the current pay range and shall be limited to a period of not more than one (1) year, unless extended by the Director of Human Resources based on additional review at the end of the one-year period.
Pay Status	An employee is in paid status when working, when on paid leave, or when on worker's compensation leave. An employee is not in paid status after the last day of work when separated because of resignation, dismissal, death, retirement, or layoff.
Payment to Separated Employees	Employees who separate from City service shall be paid in accordance with applicable law.
Boards and Commissions	No member of any board or commission shall receive any salary or other compensation for their services on such board or commission.
Overtime	See the Administrative Rules regarding Hours of Work and Overtime: 8.02 Hours of Work and Overtime Compensation: FLSA Covered Employees and 8.03 Hours of Work, Overtime Compensation & Management Leave: FLSA Exempt Employees.
Administrative Rule History	Adopted by Council March 6, 2002, Ord. No. 176302, Effective April 5, 2002 Revised October 15, 2002 Revised August 13, 2003 Revised October 24, 2003 Revised July 1, 2004 Revised December 22, 2004 Revised September 16, 2005 Revised July 9, 2007 Revised April 17, 2009 Revised October 19, 2010 Amended by Ord. No. 184958, effective November 25, 2011 Revised December 4, 2013 Revised April 25, 2016 Revised February 15, 2018 Adopted by Council Revised February 13, 2019 Adopted by Council March 4, 2020, Ordinance No. 189873 Effective January 1, 2020

8.05 CLASSIFICATION

Classified Service

The classified service of the City of Portland includes all positions in City service, which are not specifically exempted by the City Charter. Positions exempted by the Charter are:

1. All officers chosen by popular election or by appointment by the Council
2. Members of all boards and commissions
3. The City Attorney and Deputies of the City Attorney
4. Chief Deputy City Auditor
5. Secretary and administrative staff of each Council member
6. Chief of Police
7. All bureau directors hired after December 31, 2000
8. At the recommendation of the Director of Human Resources and with the approval of City Council by ordinance, employees may be excluded from the classified service if they are in a classification where a critical element is exercising independent judgment in the formulation of policies that have citywide impact or importance. A listing of Classifications exempt from the Classified Service is located in the Classification & Compensation section of the Bureau of Human Resources website.

Classification Plan

The Classification Plan shall contain:

1. a foundation for establishing and maintaining a Compensation Plan;
2. all positions which are substantially similar with respect to the kind, difficulty and responsibility of duties are allocated to the same classification; and,
3. appropriate selection methods to be used in filling all positions within the same classification

The Director of Human Resources, in consultation with bureau managers, shall be responsible for the administration, maintenance, and periodic review of the classification plan to ensure that it reflects the duties performed by employees in the City service and the classification to which each position is allocated.

The classification plan groups all positions in the classified service into classifications based upon their duties, authority and responsibilities. The classification plan consists of an index of positions arranged by broad categories or families, occupational groups within categories, and series within occupational groups.

Each classification shall have an official title which is descriptive, brief and consistent with other titles in the plan and which can be used in all official documentation. The use of unofficial job titles is allowed and shall have no bearing upon the official classification of any position or employee.

The Director of Human Resources shall amend the classification plan as necessary including the addition of required new classifications, combination and/ or revision of existing classifications, and delete obsolete classifications.

The Director of Human Resources shall analyze the duties and responsibilities to be assigned to incumbents of proposed new positions and using such appraisal as a basis, assign the position to the appropriate classification within the classification plan. Consideration shall be given to the specific duties and responsibilities, knowledge and skills, and the relationship to other classifications in the Classification Plan.

A new classification specification or new specialty designation within an existing classification specification shall be prepared to cover each additional position which is created and for which the classification plan does not provide a satisfactory description of the position.

Reallocations of positions under the provisions of this section shall be the responsibility of the Director of Human Resources.

The classification plan will be based on an analysis of job-related factors, and shall be utilized for decision making on compensation, selection, employee development, career advancement, upward mobility, and other personnel program activities. In determining the classification to which a position should be allocated, only the duties and responsibilities assigned to the position and actually performed shall be considered. The capabilities and performance of an incumbent shall not be a classification factor.

A position is presumed to be allocated to the appropriate classification.

Classification Specification

Each classification shall be described in a written classification specification which shall include:

1. classification title and classification code number;
2. a definition of the job describing the level and type of work as well as distinguishing characteristics;
3. a description of typical examples of duties involved in the class;
4. a description of the knowledge, skills and abilities necessary to perform the work of the position;
5. any special requirements, physical characteristics, licenses or certificates required to do the work;
6. the date of adoption or revision by the Director of Human Resources.

Specifications are intended to indicate the kinds of positions allocated to the various classifications as determined by their duties, responsibilities and minimum qualifications, and should be interpreted as a whole and in relation to others in the classification plan. A classification specification shall be liberally construed as a general description of the work characteristics of similar positions properly allocated to that classification.

Classification specifications are descriptive and not restrictive and do not prescribe each and every specific duty of any position, nor do they limit the authority of management in assigning work. Particular phrases or examples shall not be isolated and treated as a full definition of the classification.

Manager Responsibility

Bureau managers and supervisors are responsible for ensuring employees' positions are properly classified. Except as permitted for overfill/underfill and Working out of Classification, employees will not be allowed to work in a classification other than that of their individual position's classification. Exception: regular employees accepting a limited term position may work in a different classification.

Request for Reclassification

If the duties of an existing position change permanently and sufficiently so that the current classification is no longer appropriate, a request for a classification review shall be submitted to the Director of Human Resources or designee.

To request a classification review, a Classification Request Form must be submitted to the Bureau of Human Resources including all requested supporting documentation required for the Director of Human Resources or designee, to make a decision regarding position allocation.

A request for a classification review made by supervisors and/or management may request reclassification of the position only or the position and the incumbent. Incumbents may request a classification review of their position only. A request for review of the same position or group of positions or classification series may be submitted only once in a twelve-month period. The Director of Human Resources may initiate a classification review at any time.

The Director of Human Resources or designee shall act on a request for reclassification without unnecessary or undue delay and shall give notice to management and the affected employee(s) of the final classification disposition.

Effective Date of Reclassification

The effective date of the reclassification action with respect to the employee's tenure, seniority, and status shall be the date the written request for reclassification and all required supporting documentation were filed with the Director of Human Resources unless another date is established by the Director of Human Resources.

Reclassification and Probationary Period

An employee promoted to a new classification via a reclassification request shall not serve a probationary period in accordance with the Administrative Rule on Probation, unless required by a collective bargaining agreement.

Effect of Classification Actions Upon Incumbents

An employee occupying a position which has been reclassified may be granted status in the new classification under the following conditions:

1. If Bureau management requests the employee be granted status in the new classification as part of the reclassification process; and
2. If the employee meets the minimum qualifications of the position, including possession of any required licenses or certifications.

Salary and Reclassification of Incumbents

If a reclassification is to a classification which has a lower maximum salary, the incumbent may, with the approval of the Director of Human Resources:

1. be transferred to a vacant position having the same classification as that in which the employee holds status; or
2. be granted status in the lower classification without further examination and with no loss of pay provided that the incumbent's current compensation is within the compensation range of the lower classification, so long as the pay rate is consistent with the City's Pay Equity Policy.

If the incumbent's compensation is higher than the maximum allowed for the lower class, the incumbent's salary shall be at the highest maximum rate for the lower classification and the incumbent shall be placed on a recall list for the former classification. Alternatively, if the reduction in pay is less than twenty-five percent (25%) and the position at issue is determined critical by the director of the bureau, the Director of Human Resources may approve red-circling the incumbent's rate of pay at a level higher than the compensation range of the lower classification as in the best interests of the City. Employees whose pay is red-circled are not eligible for pay increases, including cost of living increases, until their pay rate is within the pay grade of their assigned classification. See the Administrative Rule 8.04 on Compensation. If red-circling is approved, the employee shall not be placed on a recall list for the former classification.

Employees in positions reclassified to a classification with a higher pay range shall be brought up to the minimum of the range if they are currently being paid below the minimum. If an employee is being paid within the reclassified range, their pay may be adjusted not to exceed the maximum of the new salary range. See the Administrative Rule 7.02 on Promotions.

Employees in positions reclassified to a classification within the same pay range shall be paid in accordance with the transfer policy. See the Administrative Rule 8.04 on Compensation.

Requests for Reconsideration

Any employee adversely affected by a change in classification, or whose request for reclassification was denied and disagrees with the classification determination, may file a request for reconsideration with the Director of Human Resources.

A request for reconsideration must be filed in writing within thirty (30) calendar days of the date of the written notice of the classification action and must specify the reasons for the request and the relief being sought.

The Director of Human Resources or designee shall acknowledge the request for reconsideration within fourteen (14) calendar days of receipt of the request.

Appeal of Classification Actions

An employee whose request for reconsideration is denied by the Director of Human Resources may have that decision reviewed by the Civil Service Board. See the Administrative Rule 3.15 on Civil Service Board.

Authorization for Classification Actions

Classification actions must have the specific approval of City Council when the classification action results in the creation of a new classification or a change in the compensation of the classification in the following circumstances:

1. where the reallocation of a position or positions from one classification to another involves a programmatic change in the work function of the bureau or work unit; or
2. when the fiscal impact of the action requires the additional appropriation of funds.

The Director of Human Resources may approve all other classification actions without Council approval.

Administrative Rule History

Adopted by Council March 6, 2002, Ordinance No. 176302
Effective April 5, 2002
Revised October 15, 2002
Revised July 1, 2004
Revised September 16, 2005
Revised July 9, 2007
Revised April 17, 2009
Revised April 25, 2016
Revised February 15, 2018
Revised February 13, 2019

EMPLOYEE MESSAGING

POLITICS

New Pay Equity Law Throws City Of Portland Into Confusion

By Ericka Cruz Guevarra (OPB) and Amelia Templeton (OPB)

Portland, Ore. Jan. 4, 2019 12:32 p.m.

Earlier this week, the Portland Bureau of Human Resources sent emails to city employees detailing how a new state pay equity law would affect them. The law went into effect Jan. 1.

The bureau notified 518 city employees they would see a change in pay as a result of the Oregon Equal Pay Act of 2017, while another 869 were told they would not.

But 1,219 city employees — including Portland Police Chief Danielle Outlaw and now-resigned Fire and Rescue Chief Mike Myers — were also told in an email that they were being “red circled."

That means they would, at least temporarily, not receive pay raises based on merit or even cost of living increases while the city attorney and human resources directors work with the City Council on how to remain compliant with the law. Employees whose rate of pay was found to be above “justified salary” — determined by comparing factors like seniority, experience, education and merit — were red-circled.

STREAMING NOW

EMPLOYEE MESSAGING



The Portland Police Bure u introduces Danie e Outlaw as its new chief Thursd y, Aug. 10, 2017.
Kaylee Domzalski / OPB

The city's human resources department stresses the pay freeze is just a temporary measure.

"We wanted to freeze every person that was impacted by the analysis and changes of compensation as a result of the pay equity legislation," said Serilda Summers-McGee, chief human resources officer for Portland. "We didn't want any additional adjustments in compensation to occur, until we speak with Council about remaining in compliance."

The Bureau of Human Resources is in Mayor Ted Wheeler's management portfolio. Wheeler's communications director referred questions to the human resources department on Thursday and hadn't responded to follow up questions as of Friday afternoon.

The emails bewildered some city employees, who were surprised by abrupt communications regarding changes in pay as a result of the law, and city leaders

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Emails sent to city employees explaining the new law and how it would affect employees' pay raised questions about how prepared the state and employers — including Oregon's most populous city — were in implementing the law.

"We understand that it would have been better to have more time and provide you with more information before the pay equity decision emails were sent out," read an email sent to city staff this week explaining earlier communications regarding pay changes.

"BHR staff were literally working up to the last minute to implement the changes before midnight, December 31st," the email said. "That said, you told us you wanted more transparency, more consistency, and more proactive approaches to the services we provide. We know this multi-bureau process did not meet those expectations."

The problem at the city of Portland occurred in part because of how long it took state regulators to come up with rules for employers regarding compliance with the law, which the governor signed in June 2017, according to Marshall Runkel, chief of staff to Commissioner Chloe Eudaly.

STREAMING NOW



Portland City Hall

Kathryn Boyd-Batstone / OPB

State regulators didn't issue the administrative order and rules for the law until Nov. 19, 2018. Those rules outlined implementation of the law and included definitions, work of comparable character, exceptions and posting notices.

In December, the Portland Tribune reported on a meeting in which legislators grilled regulators with the state Bureau of Labor and Industries for dragging their feet on finalizing rules for the new law.

As a result, 15 heads of city bureaus and offices will have their pay "red circled." That means more than half of all top city managers — nearly 70 percent — were told in an email that they were no longer eligible for pay or cost of living increases while the city determines how it will keep in compliance with the law. Myers, the former head of the Fire Bureau, resigned the same week the emails were sent to staff.

"I think it would be hard to overstate how big a problem it is for morale," Runkel said.

STREAMING NOW

with our workforce on this issue, and we need to correct."

Runkel and other chiefs of staff are working to solve the communications breakdown ahead of a planned meeting on the issue among city commissioners next week. While Runkel thinks the goal of the equal pay law is laudable, he says it was poorly executed by state and city leaders.

"That's not the ideal way for an employer to communicate with employees," Runkel said, adding the city email lacked context and explanation.

For its part, BOLI said it was never directed or given the resources to communicate with employers on a mass scale about the new law.

"So what we have done is get ourselves ready to do enforcement through our civil rights division because under this law, employees can go to BOLI with a complaint," said Christine Lewis, legislative and communications director with BOLI.

"The only thing that the Legislature directed us to do was to make a poster, and help with the required posting."

Lewis added that BOLI is not responsible for mass enforcement or spot checking; she said adding the law had only created a "complaint-driven process."

Leila Wall, a training and development specialist with the technical assistance for employers program at BOLI, said her team has been conducting seminars with hundreds of employers since mid-2018.

This story may be updated.

Milligan, Anne

From: Hello Class Comp
Sent: Monday, May 17, 2021 2:31 PM
Subject: Employee Pay Equity Study Introduction & Survey Information

Importance: High

*****This message is being sent to all non-represented employees. *****

Dear Colleagues,

Welcome to the City of Portland's 2021 Pay Equity Study. On June 1, 2017, Governor Brown signed into law House Bill 2005 "the Pay Equity Bill" expanding pay equity protections for Oregonians. This law created new requirements for Oregon employers. The new protections require Oregon employers to pay employees equitably, when doing comparable work with similar qualifications.

The City of Portland is partnering with the University of Southern California (USC) Race and Equity Center to collect data from all non-represented employees at the City of Portland for a pay equity analysis. With the results from the pay equity analysis, the City can identify and better understand any pay equity gaps among employees.

The City of Portland will soon administer the Employee Pay Equity Survey, a survey that will ask questions about your education, training, and work experience prior to your current role at the City of Portland.

On May 19th, check your employee email for a message from naccc@usc.edu with your unique survey link to complete the Survey. The survey will take about 10 minutes to complete. Your participation and timely completion of the survey is greatly appreciated!

If you have questions about this project, you may contact the City's Classification and Compensation Team at Helloclasscomp@portlandoregon.gov . If you have technical questions or issues with the survey, email naccc@usc.edu.

The Bureau of Human Resources (BHR) is committed to a pay philosophy for the City that is transparent, equitable, and includes your input. We are grateful for your support and will provide regular updates about this year's Pay Equity Study via email communications and in the BHR Bulletin. Stay tuned for more details.

In partnership,
Tracy

Tracy Warren
Classification & Compensation Manager
City of Portland, OMF Bureau of Human Resources
Tracy.Warren@portlandoregon.gov

City of Portland Core Values:
Anti-racism| Equity| Transparency| Communication| Fiscal Responsibility

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BHR BULLETIN

Tuesday, July 27, 2021

A weekly update from the Bureau of Human Resources.

Included in this issue:

- Bike Break: New routines and rolling with the changes *(New)*
- Pay Equity *(Last Day for Survey)*
- July 15, Merit Distribution
- SuccessFactors – GO LIVE!
- Benefits *(New)*
- COVID-19 *(New)*
- Work Share
- Vacation Carryover/Vacation Over Maximum
- Black Space
- Racial Equity Support Line
- Recruiting
- Procurement Trainings
- Training *(New)*

Pay Equity

We've begun the City's 2021 Pay Equity Study! The City of Portland is partnering with the University of Southern California (USC) Race and Equity Center to conduct this year's pay equity study. The study will include a pay equity analysis allowing the City to make sure we are following the law established by House Bill 2005, "The Pay Equity Bill".

Important Update

- ***(Last Day)*** Survey deadline has been extended to **5 p.m., Tuesday, July 27, 2021.**
- If you did not complete the survey, please send an email to naccc@usc.edu to receive a new link prior to the deadline.
- Anyone who has not completed the survey will receive an email with instructions to send an email to naccc@usc.edu for a new link.
- 75.98% employees completed the survey, let's get to 100%!
- We've added a Pay Equity Study FAQ to our website.

BHR is committed to a pay philosophy for the City that is transparent, equitable, and responsive to employee input. We are grateful for your support and will continue to provide regular updates about this year's Pay Equity Study. Stay tuned!

Office of Management & Finance
Bureau of Human Resources
Knowledgeable | Helpful | Responsive

Phone: 503-823-3572 Benefits Line: 503-823-6031 1120 SW 5th Ave, Room 987, Portland, OR 97204
More Contact Info (http://www.portlandoregon.gov//bhr/article/660287)

Pay Equity Study FAQ

Updated May 27, 2021

1. What is the Pay Equity Study?

On June 1, 2017, Governor Brown signed into law House Bill 2005 “the Pay Equity Bill” (https://olis.leg.state.or.us/liz/2017R1/Downloads/MeasureDocument/HB2005)expanding pay equity protections for Oregonians. This law created new requirements for Oregon employers under the Oregon Equal Pay Act. The new protections require Oregon employers to pay employees equitably, when doing comparable work with similar qualifications.

The City last conducted a pay equity analysis in 2018 and adjusted employees’ pay to comply with the law that took effect on January 1, 2019. The City must conduct a pay equity analysis every three years to ensure continued compliance with the law. This means we must complete another pay equity analysis by December 31, 2021.

The Pay Equity Study seeks to gather information, analyze pay, report on our findings, and make recommendations regarding equitable pay in accordance with the law.

In addition to compliance, the City is committed to upholding and modeling the core values of equity, transparency, communication, collaboration, and fiscal responsibility. The approach utilized to conduct this study strives to center the City’s core values and your experience as a member of the workforce.

2. How often will the City conduct Pay Equity Studies?

The City conducts, at a minimum, a Pay Equity Study every three (3) years to spot check our daily and ongoing compliance measures with Oregon’s Equal Pay Act. The last study was conducted in 2018 and changes were implemented on January 1, 2019.

The cycle of a 3-year analysis provides the opportunity to improve and further advance our core values. A survey will be launched upon completion of this years’ analysis providing the opportunity to learn

3. What is the Oregon Equal Pay Act?

The expansion of the Oregon Equal Pay Act in 2017 makes it unlawful for any Oregon employer:

- To discriminate between employees, in wages and other compensation for “work of comparable character,” based on protected class; or
- To seek or use the salary history of a job applicant (other than a current employee) before an employment and salary offer has been made; or
- To screen applicants based on current or past compensation; or
- To determine compensation for a position based on current or past compensation of a prospective employee (not applicable to current employees).

4. What is a pay equity analysis?

A pay equity analysis is an evaluation process to assess and correct wage disparities among employees performing work of a comparable character. Only employees performing comparable work will be compared against one another in the pay equity analysis.

Employees with similar qualifications (e.g., experience, education) relevant and necessary for the position held who do work of comparable character should be compensated similarly. Qualifications that are not relevant or necessary for the position held are not part of the pay equity analysis (e.g., an advanced degree in another field unrelated to the position currently held; years of experience in an unrelated job).

5. What is work of comparable character?

Work of comparable character are jobs that require substantially similar knowledge, skill, effort, responsibility, and working conditions in the performance of assigned duties.

6. How does the City determine who is performing work of comparable character?

The City will use the employees' assigned job classification, job family, and job sub- family to determine which employees are performing comparable work.
For more information about job families and sub-families, please visit our FAQ. (http://www.portlandoregon.gov//bhr/81506)

7. Are there any scenarios where some employees performing work of comparable character could be compensated differently than others?

Yes. Employees performing work of comparable character may be compensated at different levels if the differences are based entirely on one or more "bona fide factors" that are specifically provided for in the law.

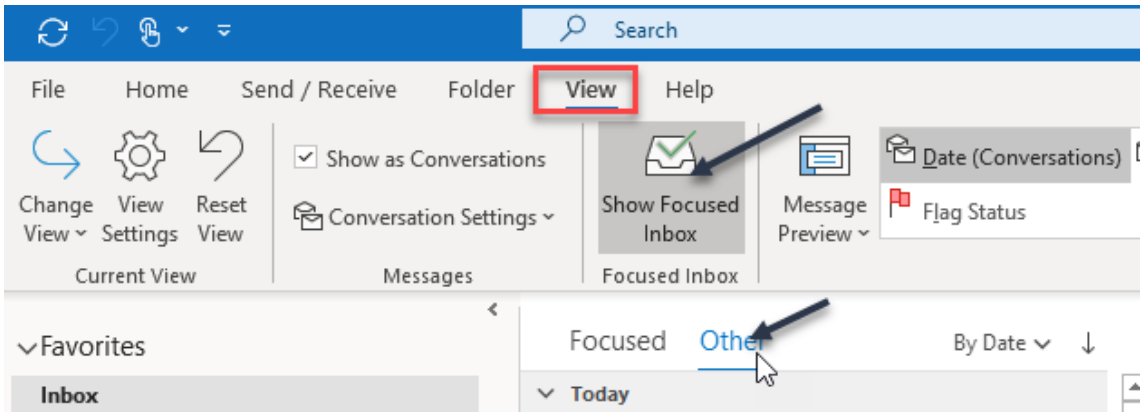
8. What are the bona fide factors provided for in the law?

The bona fide factors that permit employees performing work of comparable character to be paid differently are a seniority system, a merit system, a system that measures earning by quantity or quality of production (such as piece-rate), workplace location, travel (if regular and necessary for employment - this does not include commuting to work), education, training, and/or experience.

The entire compensation difference must be based on one or more of these factors. It is the City's sole discretion to choose what bona fide factors to use, or not use, in conducting the pay equity analysis and determining pay equity between employees performing work of comparable character.

9. I received an email from Tracy Warren in Class & Comp saying I'd receive an Employee Pay Equity Survey, and I did not receive it. How do I get a copy?

Some users (not all) have the 'show focused inbox' selected. With this selected the email you referenced will probably show up in the 'other' folder.



If you check the "Other" inbox folder and do not see the survey, please send an email to naccc@usc.edu (http://www.portlandoregon.gov/mailto:naccc@usc.edu) to request an individualized link to the Employee Pay Equity Survey be provided.

10. Is the email titled "Employee Pay Equity Survey" legitimate (i.e., not spam)?

Yes. This email is being sent on behalf of the City of Portland by the USC Race & Equity Center. The sender email address is "National Assessment Collegiate Campus Climate" at naccc@usc.edu (http://www.portlandoregon.gov/mailto:naccc@usc.edu).

11. What information is the City using to evaluate equitable pay under the law?

We are using your self-reported non-City employment work history and education gathered via employee survey, your City work history gathered from SAP (the City's human resources information system), and the comparable work characteristics from your assigned job classification, job family, and job sub-family (see above).

12. Why does the Pay Equity Survey ask for only my work history from outside of the City?

Because the City already has your complete City work history including positions held, dates of employment, and your past hourly/salary rates in a database. SAP (the City's human resources information system) contains your work history for the positions you've held at the City. We will supplement the information you provide in the pre-City employment/demographics survey with information from SAP to have a full picture of your experience.

13. Should I include volunteer experience in my survey response?

Yes. Volunteer experience that is equivalent to your current role at the City will be included in the evaluation. You can add this information in the survey in the job history section.

14. Why doesn't the Pay Equity Survey let me enter training, certificates, and licensure?

While job related certificates, licensures, and trainings are valuable and important for continuing your professional growth and may provide a competitive edge in recruitment, hiring, and merit increases, it is not used in salary calculations.

The many varied certificates, licensures, and trainings employees may have obtained are not easily measured and are hard to quantify into a dollar amount that is consistent and equitable. The law requires that any system used to justify a compensation difference must be consistent and verifiable. Because there is no consistent and verifiable way to quantify the value of additional trainings, certificates, and licensures, the City does not consider them in the pay equity study or in setting initial pay at the City.

15. What if I made a mistake or want to add more information to my survey after I submitted?

To reopen the survey, you can send an email to USC Race & Equity Center at naccc@usc.edu (http://www.portlandoregon.gov/mailto:naccc@usc.edu). A project team member will reopen the survey, allowing you to correct or add information to the survey.

16. How long do I have to complete the survey?

All survey response must be submitted by July 14, 2021 for the response to be included in the study.

17. Is the Pay Equity Survey mandatory?

No. It is not mandatory but strongly encouraged to ensure we have a full picture of your education and work experience.

18. What happens if I do not complete the Pay Equity Survey?

If you do not submit a survey, the City can only conduct a pay equity analysis using the data already available in SAP, i.e., your City work history. The risk is that we may not have a full understanding of your education and work experience.

19. Will I receive a pay cut because of the Pay Equity Study?

No. The Oregon Equal Pay Act does not allow for pay to be reduced to meet compliance with the law.

20. What if my pay is above other employees who perform work of comparable character and there is not a bona fide factor that justifies the pay difference?

The law provides two main options:

- Adjust the pay of the lower paid employee's salary upward to a rate that meets compliance, OR
- Redline /freeze pay of the higher paid employees until the pay of lower paid employee's pay reaches compliance with pay equity.

The City has not determined what approach will be followed for the Pay Equity Study. This decision will be in collaboration with City Council and Leadership.

21. Will I know if my pay has been redlined? Will I know how long my pay will be frozen for?

If your pay is redlined or frozen, you will receive written notice, most likely by email to your City email address. At this time, no decisions have been made as to whether anyone's pay will be frozen or not, or for how long. Until the Pay Equity Study has concluded and specific pay inequities have been identified, quantified, and brought to City leadership for decision making, it is not possible to know what course of action the City will take. This FAQ will be updated as additional information becomes available.

22. How will pay increases for lower paid employees be made?

If the City decides to increase the pay of lower paid employees to meet compliance, you will receive written notice, most likely by email to your City email address. At this time, no decisions have been made as whether anyone's pay will be increased. Until the Pay Equity Study

has concluded and specific pay inequities have been identified, quantified, and brought to City leadership for decision making, it is not possible to know what course of action the City will take.

23. Why is the City partnering with the University of Southern California (USC) Race and Equity Center?

The USC Race & Equity Center is a research and advisory group specializing in conducting pay equity studies and other equity, diversity, and inclusion-focused work. USC Race & Equity Center helps employers across varying industries and sectors conduct proactive and self-driven pay equity audits to determine whether any pay disparities exist within their organization. The Center's expertise in analyzing qualitative data better positions the City to look beyond the numbers to identify root causes contributing to avoidable pay gaps, to the extent that pay gaps have arisen since the City's last pay equity study.

24. Why is the City collecting information about my protected characteristics?

Oregon's Pay Equity law states, every worker must receive equitable pay for comparable work regardless of gender, race, age, or other protected characteristics. The City will use this information to evaluate our pay practices in relation to the identified protected characteristics.

Incomplete data could create challenges in ensuring all employees are paid equitably regardless of gender, race, age, or other protected characteristics. The submission of your demographic information is voluntary and is not used to make pay decisions.

25. Why is the City asking for experience information again when I provided it in 2018?

In 2018, the City conducted an initial pay equity study which included a short survey to employees. No system was in place in 2018 when the data was collected to preserve that information long term. Additionally, some employees indicated that they did not understand the purpose that the data was being collected for, and that as a result, they only gave partial information rather than the complete picture the City requested. To ensure a higher quality and confidence in the data used, employees need to complete a new survey self-reporting their education and pre-City work experience.

26. Is there a way to save the survey information to be used in the next study?

Yes. The City has worked with BTS to create more fields in SAP (the City's human resources information system) to maintain data regarding an employee's education and work experience from outside the City. This will help us to save information for future use.

Milligan, Anne

From: Tracy Warren, Classification & Compensation Manager <naccc@usc.edu>
Sent: Wednesday, May 19, 2021 2:21 PM
To: Milligan, Anne
Subject: Employee Pay Equity Survey

Dear Anne Milligan,

The City of Portland is committed to pay equity and is partnering with the University of Southern California (USC) Race and Equity Center to administer the Employee Pay Equity Survey. The data from the survey will be used for a pay equity analysis, which is mandated by the State under House Bill 2005 (https://olis.leg.state.or.us/liz/2017R1/Downloads/MeasureDocument/HB2005). With the results from the pay equity analysis, the City can identify and better understand any pay equity gaps among the employees.

The survey will take about 10 minutes to complete. Your participation and timely completion of the survey is greatly appreciated!

You may enter the survey from here

If the above link is not clickable, try copying and pasting https://usc.qualtrics.com/jfe/form/SV_2t3KdbGq0cpj422?Q_DL=xaMaJfeJZNEm7DX_2t3KdbGq0cpj422_MLRP_em5FXOVmywen5u6&Q_CHL=email into the address bar of your web browser.

If you have questions about this project, you may contact the City's Classification and Compensation Team at Helloclasscomp@portlandoregon.gov. If you have technical questions or issues with the survey, email naccc@usc.edu.

Thank you so much for your consideration and support for equitable pay at the City of Portland.

Tracy Warren
Classification & Compensation Manager
City of Portland

Follow the link to opt out of future emails:
Click here to unsubscribe

Milligan, Anne

From: Tracy Warren, Classification & Compensation Manager <noreply@qemailserver.com>
Sent: Thursday, May 20, 2021 4:09 PM
To: Milligan, Anne
Subject: Thank You for Taking the Employee Pay Equity Survey

Dear Anne,

Thank you for completing the Employee Pay Equity Survey for the City of Portland. We sincerely appreciate your time and participation by completing the survey.

If you have questions about this project, you may contact the City's Classification and Compensation Team at Helloclasscomp@portlandoregon.gov.

Thank you so much for your consideration and support for equitable pay at the City of Portland.

Tracy Warren
Classification & Compensation Manager
City of Portland



Milligan, Anne

From: Wynia-Eide, Nicolle
Sent: Wednesday, January 2, 2019 3:46 PM
To: Milligan, Anne
Subject: Important Information - Oregon Pay Equity Law Communication

Dear Anne Milligan,

Effective December 31, 2018, there will be NO adjustment to your pay. Any adjustments are the result of the Pay Equity Study the City conducted to ensure compliance with the Oregon Pay Equity law and is based in part on the information you provided in response to the Pay Equity Survey from BHR this past October.

Your pay will not change.

In making these decisions, the City is relying on the accuracy of the information you provided. The City reserves the right to adjust your pay if it is later determined information you provided was inaccurate.

We understand you will have questions regarding this process. We will communicate again soon. Please contact BHR if you have any immediate questions or concerns about this change.

Sincerely,

Nicolle Wynia-Eide

Nicolle Wynia-Eide, CCP
Classification and Compensation Coordinator
Ph: 503.823.3516 | Fax: 503.823.4156

BHR BUREAU OF HUMAN RESOURCES

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Milligan, Anne

From: Hello Class Comp
Sent: Thursday, December 30, 2021 3:31 PM
Subject: 2021 Pay Equity Study Results

Greetings,

We have completed the citywide 2021 Pay Equity Study for non-represented employees. This email is to notify you of the Pay Equity Study results, give you information about the study, and outline the opportunity for reevaluation.

Findings Related to Your Pay

Your pay was determined to meet the equitable salary standard within your job classification, and you will not receive a pay adjustment. Your salary will continue to grow within the salary range by the typical cost of living and merit increases.

About the Study

The City of Portland completes a pay equity analysis every three (3) years to measure our compliance with the Oregon Equal Pay Act. This year's study began by partnering with the City Attorney's Office to provide Pay Equity 101 training for all non-represented employees.

We then consulted the USC Race & Equity Center that specializes in assisting large and complex organizations in conducting pay equity studies. With USC's assistance, we surveyed non-represented employees, giving a new opportunity for city employees to describe their work experience from outside the City.

We worked with BTS to develop system enhancements that allow us to retain the experience data provided by employees. No more repetitive surveys to gather previously provided information.

We obtained and evaluated survey responses from city employees; we also acquired a software service that enables the City to use statistical modeling to predict employee pay. The model predicts appropriate salary with a formula that uses total years of experience + time at the City in a particular classification. For example, an employee with ten years of work experience should be paid more than an individual with five years doing similar work. Our software analyzed survey responses to model and "predict" the correct salary. We identified statistical outliers for correction. To make sure the models worked correctly, we did a manual review of the statistical results.

1,730 non-represented employees participated in the Pay Equity Study. Of these, we determined 37 to be below the standard for their predicted pay. Those employees will receive a pay adjustment effective January 1, 2022.

Questions & Re-evaluation Requests

We have a Pay Equity Study FAQ page that addresses fundamental questions regarding the Oregon Equal Pay Act and this year's Pay Equity Study.

To request another evaluation of this year's study findings for your specific pay, you may submit a Request for Reevaluation by submitting the linked smartsheet form. Employees must submit all requests **by February 28, 2022**. We will review all requests starting March 1, 2022.

If the FAQ's do not answer your questions about the Pay Equity Study, please send those to the HelloClassComp@portlandoregon.gov inbox.

We thank you for your participation in this year's study and appreciate your hard work and dedication towards helping the City meet our mission.

Respectfully,
Tracy

Tracy Warren
Classification & Compensation + Pay Equity Manager
City of Portland, OMF Bureau of Human Resources
Tracy.Warren@portlandoregon.gov

BHR BUREAU OF HUMAN RESOURCES

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Allowing Appeals

Pay Equity Study Re-Evaluation Request

Complete this form to request a re-evaluation of your individual 2021 Pay Equity Study findings. Your resume is required with your submission.

PLEASE NOTE:
We are not allowing requests for re-evaluation of the entire study. Your request must be based on the results for your individual pay. This form is also to be completed by the employee and does NOT need to be approved by a manager prior to submission.

First Name: *

Last Name: *

COP Email Address *

Enter your full work email address.

Preferred First Name: *

Pronouns (optional)

Select any that apply. Select "Other" to add your own term(s).

Select or enter value

Personnel number *

Please provide your personnel number. This can be found on your pay stub or can be provided by your bureau's timekeeping and personnel staff.

Job Classification: *

Please select your job classification.

Select or enter value

Bureau: *

Select

Reason for Request: *

Choose the reason that most closely fits from the drop-down menu below. Please choose the option that is the closest fit for your situation. You have the opportunity to provide more details in the next field.

Select

Further Details: *

Please expand on the reason you are requesting re-evaluation.

Please Attach Your Resume: *

Attach a copy of your current resume. Forms submitted without a current resume will be considered incomplete and will not be reviewed.

Drag and drop files here or browse files

I do hereby attest that this information is true, accurate and complete to the best of my knowledge. I understand that any falsification, omission, or concealment of material fact will subject me to investigation, and may subject me to a denial of my request for re-evaluation and/or discipline up to and including termination of employment.

☐ **Please check here** *

☐ Send me a copy of my responses

Submit

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PUBLIC RECORDS REQUESTS

ROD UNDERHILL, District Attorney for Multnomah County
600 County Courthouse • Portland, Oregon 97204 • 503 988-3162 • FAX 503 988-3643
www.mcda.us

February 21, 2019

Aubrey Perry
aubrey.perry@gmail.com [by email only]

Heidi Brown
Senior Deputy City Attorney
1221 S.W. Fourth Avenue, Suite 430
Portland, Oregon 97204

Re: Petition of Aubrey Perry seeking information relating to the City of Portland's pay equity study

Dear Ms. Perry and Ms. Brown:

In her public records petition, dated February 10, 2019, petitioner Aubry Perry asks this office to order the City of Portland to disclose:

1. Final Pay Equity Study Report
2. The statistical records, including any and all formulas, methodologies, and de-identified data used to generate the final report of the study.

On January 1, 2019 certain amendments to Oregon's Equal Pay Act became operative. One of these provisions was intended to ensure that members of different protected classes were not compensated differently for equivalent work. The new amendments substantially expanded the protected classes from what had previously just been sex, to add ten additional classes including race, marital status, veteran status, among others. As a result, the city asserts, it is safest to assume that, now, any two individuals performing comparable work will be in at least one differing class.

An Oregonian article on the new amendments summarized their effect as follows: "Oregon's far-reaching new pay equity law [...] open[s] the door to a raft of pay increases for employees or a clutch of complaints — and potential lawsuits — against employers."[1] The law does, however, describe one way that an employer can avoid compensatory and punitive damages in litigation under this law: it can perform an equal pay analysis every three years and make reasonable and substantial progress to reduce any inequities the analysis reveals. ORS 652.235.

[1] "Oregon's new pay equity law raises prospects, worries." Oregonian/OregonLive.com (Dec. 23, 2018) (https://www.oregonlive.com/politics/2018/12/oregons-new-pay-equity-law-raises-prospects-worries.html)

Ahead of the January 1, 2019 effective date, the Portland city attorney's office commissioned a statistician to perform pay equity study in order to be prepared to avail itself of the safe harbor provision in the expected event that it was sued for pay disparities. As a result, the city asserts that the pay equity study and any data and methodology are exempt as records prepared in anticipation of litigation (ORS 192.345(1)) and under the attorney work product doctrine (ORS 192.355(9) / 40.225).

Because we agree with the city that this study was prepared in anticipation of litigation, we do not reach its alternative assertion of attorney-client privilege.

DISCUSSION

A. Litigation Records – ORS 192.345(1)

ORS 192.345(1) exempts from disclosure,

> Records of a public body pertaining to litigation to which the public body is a party if the complaint has been filed, or if the complaint has not been filed, if the public body shows that such litigation is reasonably likely to occur.

The application of this section is not a particularly close call. ORS 652.235 sets out a precise road map for any public or private employer to follow in order to shield itself in pay equity litigation. The documents at issue here are the City of Portland's effort to follow that map. That no lawsuits have been filed in the seven weeks since the law took effect does remove the protections of this section. Based on the media coverage of this law as well as the representations of the city attorney's office we are convinced that pay equity litigation is "reasonably likely to occur."

ORS 192.345(1) creates a conditional exemption, however petitioner has not made a compelling case that the public interest in this case nonetheless requires a different result. The salary of any particular City of Portland employee is a public record that is routinely disclosed. The city has also published a list of individuals whose pay was increased as a result of the findings of the pay equity study and the amount by which it was increased. This serves to adequately inform the public as to the previous disparities in pay in its local government, and the efforts undertaken to fix them, without simultaneously disclosing the technical minutia of its process such that a potential litigant could pick apart its method and determine if the city were vulnerable to enhanced damages or penalties.

As the Attorney General has stated "[t]he purpose of this exemption is to place governmental bodies, as parties or potential parties to litigation, on an even footing with private parties." PUBLIC RECORDS AND MEETINGS MANUAL (2014) at 37. The Equal Pay Act applies to both private and public bodies in Oregon and it follows that it would unfairly disadvantage a public employer were the nuances of its attempt to prospectively avail itself of a safe harbor provision known in advance of litigation.

ORDER

Accordingly, the petition is denied.

Very truly yours,

ROD UNDERHILL
District Attorney
Multnomah County, Oregon

19-5

View File(s)

View File(s)

View Message(s)

View Message(s)

Request Type:	City Public Records Request
Contact E-Mail:	aubrey.perry@gmail.com
Reference No:	C087661-010319
Status:	Request Fulfilled
Balance Due:	$0.00
Payments:	$0.00

Files:

UPLOAD DATE	
02/15/2019	Pay_Equity_Media_Document.pdf
01/18/2019	Pay_Equity_Council_Session_Update.pdf
01/18/2019	Pay_Equity_Frequently_Asked_Questions.pdf
01/18/2019	Pay_Equity_Context_and_Next_Steps.pdf
01/18/2019	Letter_to_Non-Represented_City_Employees_on_Pay_Equity.pdf

Type of record(s) requested or applicable bureau/office:	Human Resources Records (Salary and Personnel)
Describe the Record(s) Requested or Provide Additional Information:	Records related to the recently completed Pay Equity Survey, including: - The compensation scale for the Analyst II classification and the specific benchmarks of "bona fide" factors and how they contribute to the "justified salary" determination. The “weighting” or “power” each “bona fide” factor contributes to the “justified salary” distributions should also be included. - The percentage

	of Analyst II employees that were red-circled, the percentage of Analyst II employees that received a pay increase, and the percentage of Analyst II employees that received no compensation adjustment - The name and affiliation of the external statistician used to perform the pay equity analysis. - The methodology (including specific equations) used by external statistician to determine the "justified salary" for each employee, including the comparable jurisdictions, corporations, and other private sector employers (if any) that were used to compare City compensation rates.
For Immigration Purposes:	B) I certify that I AM NOT making this request for the purpose of enforcement of federal immigration laws. If you are requesting records about yourself for your own immigration application, select Option B.
Preferred Method to Receive Records:	Electronically Please note not all public documents are available in electronic format. If the document(s) requested are not available electronically, we will make them available for inspection or by paper copy in accordance with the Public Records Law.
Matter Is Related to Litigation or a Tort Claim With the City of Portland:	I don't know
Tort Case Name and/or Claim Number:	
Fee Waiver or Reduction Requested:	Yes

Please be advised that you are responsible for the costs “reasonably calculated to reimburse the public body for the public’s actual cost of making the public records available” pursuant to ORS 192.324. You may view the City of Portland Fee schedule by clicking here.

If the estimated costs involved in fulfilling your request exceed $25, the City will advise you of those costs and require your approval before beginning work. If the fee estimate exceeds $25, a 50% deposit will be required to begin work. Full payment of the total amount of costs incurred is required before the public records may be inspected or copies released.

I HAVE READ AND AGREE TO COMPLY WITH THE ABOVE CONDITIONS, and further agree to pay the cost of fulfilling this Public Records Request according to the conditions set forth above. These costs may include the cost of searching for records, reviewing records to redact exempt material, supervising the inspection of records, certifying records, and mailing records. Costs include research time to locate and analyze the requested records, even if no records are located or if the requested records are determined to be exempt from disclosure. I agree to pay a maximum of $25 without further approval.

Fees Acknowledgement: I Understand

Refund Policy

New Message

New Message

Cancel

Cancel

Messages Print Messages (PDF)

On 2/15/2019 1:25:53 PM, Portland Public Records Request Center wrote:

C087661-010319 - City Public Records Request

Message History (11)

On 2/15/2019 1:25:53 PM, Portland Public Records Request Center wrote:

RE: City Public Records Request of January 03, 2019 Reference #**C087661-010319**

Dear Aubrey,

The City received a Public Records Request from you on January 03, 2019 for the following:

"Records related to the recently completed Pay Equity Survey, including:
- The compensation scale for the Analyst II classification and the specific benchmarks of "bona fide" factors and how they contribute to the "justified salary" determination. The “weighting” or “power” each “bona fide” factor contributes to the “justified salary” distributions should also be included.
- The percentage of Analyst II employees that were red-circled, the percentage of Analyst II employees that received a pay increase, and the percentage of Analyst II employees that received no compensation adjustment
- The name and affiliation of the external statistician used to perform the pay equity analysis.
- The methodology (including specific equations) used by external statistician to determine the "justified salary" for each employee, including the comparable jurisdictions, corporations, and other private sector employers (if any) that were used to compare City compensation rates."

We discovered that a document that was released to the media was not provided to you. This document was created by BHR for the media and is a compilation of other documents. While the document does not contain the final pay equity study, there may be some information that is responsive to your request about methodology, and therefore we wanted to provide it to you.

The requested records are available online at the Portland Public Records Request Center by going to "My Public Records Request Center," "View My Requests" and clicking the button "View Files."

Sincerely,

NATASHA EBERTH
Assistant to the HR Director
503-823-4159

If you are having technical difficulties with the website, please contact the website administrator by phone or email. (503) 823-6040 or prrhelp@portlandoregon.gov

On 2/1/2019 10:57:01 AM, Portland Public Records Request Center wrote:

RE: City Public Records Request of January 03, 2019 Reference #**C087661-010319**

Dear Aubrey,

The City received a Public Records Request from you on January 03, 2019 for the following:

"Records related to the recently completed Pay Equity Survey, including:
- The compensation scale for the Analyst II classification and the specific benchmarks of "bona fide" factors and how they contribute to the "justified salary" determination. The "weighting" or "power" each "bona fide" factor contributes to the "justified salary" distributions should also be included.
- The percentage of Analyst II employees that were red-circled, the percentage of Analyst II employees that received a pay increase, and the percentage of Analyst II employees that received no compensation adjustment
- The name and affiliation of the external statistician used to perform the pay equity analysis.
- The methodology (including specific equations) used by external statistician to determine the "justified salary" for each employee, including the comparable jurisdictions, corporations, and other private sector employers (if any) that were used to compare City compensation rates."

The public records requested are exempt from disclosure and will not be provided. The City asserts the following exemptions to disclosure:

ORS 192.355(9)(a) incorporating ORS 40.425 (OEC 503(2))

The City now considers your request fulfilled and it will be closed. Please note, messages sent on closed requests will not be monitored.

Ability to Appeal:
If you were denied the right to inspect or to receive a copy of any public record of the City of Portland you may seek review of the public body's determination pursuant to ORS 192.411, 192.415, 192.418, 192.422, 192.427 and 192.431.

NATASHA EBERTH
Assistant to the HR Director
503-823-4159

If you are having technical difficulties with the website, please contact the website administrator by phone or email. (503) 823-6040 or prrhelp@portlandoregon.gov

On 1/18/2019 6:07:39 PM, Aubrey Perry wrote:

Hi Natasha,

Thank you for providing those emails.

In two different messages on Jan. 9, 2019, you acknowledged that I narroewed my request to: A) The Final Pay Equity Study Report B) The statistical records, including any and all formulas, methodologies, and de-identified data used to generate the final report of the study.

You then followed up with another email 4 minutes later that stated that the City was determined to be the custodian for at least some of the records. You also stated that the City was preparing an estimate of the time and fees it would take to provide the above records.

Could you please provide an update as to the progress of that estimate?

Thanks,

Aubrey

On 1/18/2019 5:10:55 PM, Portland Public Records Request Center wrote:

RE: City Public Records Request of January 03, 2019 Reference #**C087661-010319**

Dear Aubrey,

The City received a Public Records Request from you on January 03, 2019 for the following:

"Records related to the recently completed Pay Equity Survey, including:
- The compensation scale for the Analyst II classification and the specific benchmarks of "bona fide" factors and how they contribute to the "justified salary" determination. The “weighting” or “power” each “bona fide” factor contributes to the “justified salary” distributions should also be included.
- The percentage of Analyst II employees that were red-circled, the percentage of Analyst II employees that received a pay increase, and the percentage of Analyst II employees that received no compensation adjustment
- The name and affiliation of the external statistician used to perform the pay equity analysis.
- The methodology (including specific equations) used by external statistician to determine the "justified salary" for each employee, including the comparable jurisdictions, corporations, and other private sector employers (if any) that were used to compare City compensation rates."

City employees have been provided additional information as shown in the attachments in GovQA and employees are no longer red circled.

The attachments are available online at the Portland Public Records Request Center by going to "My Public Records Request Center," "View My Requests" and clicking the button "View Files."

Please note, if you have been provided with emails or text messages as a part of your request, they may have been converted to Greenwich Meant Time (GMT).

Sincerely,

NATASHA EBERTH
Assistant to the HR Director
503-823-4159

If you are having technical difficulties with the website, please contact the website administrator by phone or email. (503) 823-6040 or prrhelp@portlandoregon.gov

On 1/9/2019 2:46:56 PM, Portland Public Records Request Center wrote:

RE: City Public Records Request of January 03, 2019 Reference #**C087661-010319**

Dear Aubrey,

The City received a Public Records Request from you on January 03, 2019 for the following:

"Records related to the recently completed Pay Equity Survey, including:
- The compensation scale for the Analyst II classification and the specific benchmarks of "bona fide" factors and how they contribute to the "justified salary" determination. The “weighting” or “power” each “bona fide” factor contributes to the “justified salary” distributions should also be included.
- The percentage of Analyst II employees that were red-circled, the percentage of Analyst II employees that received a pay increase, and the percentage of Analyst II employees that received no compensation adjustment
- The name and affiliation of the external statistician used to perform the pay equity analysis.
- The methodology (including specific equations) used by external statistician to determine the "justified salary" for each employee, including the comparable jurisdictions, corporations, and other private sector employers (if any) that were used to compare City compensation rates."

The City may be the custodian of at least some of the public records you have requested. The City is preparing an estimate of the time and fees for disclosure of the public records which will be provided by the City within a reasonable time.

Sincerely,

NATASHA EBERTH
Assistant to the HR Director
503-823-4159

If you are having **technical** difficulties with the website, please contact the website administrator by phone or email. (503) 823-6040 or prrhelp@portlandoregon.gov

On 1/9/2019 2:42:08 PM, Portland Public Records Request Center wrote:

RE: City Public Records Request of January 03, 2019 Reference# **C087661-010319**

Dear Aubrey,

The City received a Public Records Request from you on January 03, 2019 for the following:

"Records related to the recently completed Pay Equity Survey, including:
- The compensation scale for the Analyst II classification and the specific benchmarks of "bona fide" factors and how they contribute to the "justified salary" determination. The “weighting” or “power” each “bona fide” factor contributes to the “justified salary” distributions should also be included.
- The percentage of Analyst II employees that were red-circled, the percentage of Analyst II employees that received a pay increase, and the percentage of Analyst II employees that received no compensation adjustment
- The name and affiliation of the external statistician used to perform the pay equity analysis.
- The methodology (including specific equations) used by external statistician to determine the "justified salary" for each employee, including the comparable jurisdictions, corporations, and other private sector employers (if any) that were used to compare City compensation rates."

You agree to clarify your request to: A) The Final Pay Equity Study Report B) The statistical records, including any and all formulas, methodologies, and de-identified data used to generate the final report of the study.

The City is searching for applicable records and will respond shortly.

Sincerely,

NATASHA EBERTH
Assistant to the HR Director
503-823-4159

If you are having **technical** difficulties with the website, please contact the website administrator by phone or email. (503) 823-6040 or prrhelp@portlandoregon.gov

On 1/4/2019 12:18:47 PM, Aubrey Perry wrote:

Hello,

I would like to make an adjustment to my already existing request.

Pursuant to to the Bureau of Human Records Retention Schedule 7404-04 (found here: https://www.portlandoregon.gov/archives/article/88810) and OAR 166-200-0090(17), I would like to request the:
A) The Final Pay Equity Study Report
B) The statistical records, including any and all formulas, methodologies, and de-identified data used to generate the final report of the study.

To expedite this request, I am also willing to cancel my request for a fee waiver.

Thank you,

Aubrey Perry

On 1/3/2019 12:16:03 PM, Aubrey Perry wrote:

TO: "Portland Public Records Request Center"[portlandor@mycusthelp.net]
Natasha,
Here are the answers to your questions.
1. The information will be used to highlight how the City makes determinations for salary, specifically the Analyst II classification. It will be used to confirm and/or criticize any analyses completed, leading to a confirmation or creation of better methodology that meets the State's Pay Equity law
2. Compensation rates have long been held to be of specific interest to the public as it can highlight good governence of public funds. Transparency of methodology will allow the public to either a) gain trust in the City's compensation procedures or b) improve the methodology by releasing it in the public domain, leading to a better overall product.
3. Information released will be posted on a public website specifically intended to share the information. It will also be shared freely with other interested community members.
I am willing to narrow the request if it would reduce the City's actual cost to provide a record that meet's the public interest.
Thanks,
Aubrey

On Thu, Jan 3, 2019, 11:57 AM Portland Public Records Request Center wrote:

RE: City Public Records Request of January 03, 2019 Reference #C087661-010319
Dear Aubrey,
The City received a Public Records Request from you on January 03, 2019 for the following:
"Records related to the recently completed Pay Equity Survey, including:

- The compensation scale for the Analyst II classification and the specific benchmarks of "bona fide" factors and how they contribute to the "justified salary" determination. The “weighting” or “power” each “bona fide” factor contributes to the “justified salary” distributions should also be included.
- The percentage of Analyst II employees that were red-circled, the percentage of Analyst II employees that received a pay increase, and the percentage of Analyst II employees that received no compensation adjustment
- The name and affiliation of the external statistician used to perform the pay equity analysis.
- The methodology (including specific equations) used by external statistician to determine the "justified salary" for each employee, including the comparable jurisdictions, corporations, and other private sector employers (if any) that were used to compare City compensation rates."

You have requested a fee waiver from the City of Portland for the fees associated with your public records request. Your request is complicated enough to require me to complete a cost estimate according to statute. I want to give you an opportunity to provide more information related to your waiver request while I prepare my estimate. Please provide the following information to help me evaluate your fee waiver request:

1) How do you or your organization intend to use the information? (Please answer regarding the specific information requested as opposed to speaking generally regarding information on the general topic requested);
2) How will the information benefit the wider public? (Please explain how this specific information assists the public given the information already provided to the public on this topic);
3) How do you or your organization intend to disseminate the information to the wider public?

Without responses to all 3 of these questions it may be difficult, or even impossible, to assess whether the requested disclosure is in the public interest because it will primarily benefit the public.

Please also bear in mind that the Bureau providing the records must weigh the public's interest in disclosure against the cost to the public of fulfilling the request without reimbursement. As part of that balancing of interests, the City may consider the volume of the records requested. Please discuss whether a more narrowly tailored, and thus less expensive, request could equally meet the public interest.

Sincerely,
NATASHA EBERTHAssistant to the HR Director

On 1/3/2019 11:57:13 AM, Portland Public Records Request Center wrote:

Subject: [City of Portland Public Records Request] Fee Waiver Information Required :: C087661-010319
Body:
RE: City Public Records Request of January 03, 2019 Reference #**C087661-010319**

Dear Aubrey,

The City received a Public Records Request from you on January 03, 2019 for the following:

"Records related to the recently completed Pay Equity Survey, including:
- The compensation scale for the Analyst II classification and the specific benchmarks of "bona fide" factors and how they contribute to the "justified salary" determination. The “weighting” or “power” each “bona fide” factor contributes to the “justified salary” distributions should also be included.
- The percentage of Analyst II employees that were red-circled, the percentage of Analyst II employees that received a pay increase, and the percentage of Analyst II employees that received no compensation

adjustment
- The name and affiliation of the external statistician used to perform the pay equity analysis.
- The methodology (including specific equations) used by external statistician to determine the "justified salary" for each employee, including the comparable jurisdictions, corporations, and other private sector employers (if any) that were used to compare City compensation rates."

You have requested a fee waiver from the City of Portland for the fees associated with your public records request. Your request is complicated enough to require me to complete a cost estimate according to statute. I want to give you an opportunity to provide more information related to your waiver request while I prepare my estimate. Please provide the following information to help me evaluate your fee waiver request:

1) How do you or your organization intend to use the information? (Please answer regarding the specific information requested as opposed to speaking generally regarding information on the general topic requested);

2) How will the information benefit the wider public? (Please explain how this specific information assists the public given the information already provided to the public on this topic);

3) How do you or your organization intend to disseminate the information to the wider public?

Without responses to all 3 of these questions it may be difficult, or even impossible, to assess whether the requested disclosure is in the public interest because it will primarily benefit the public.

Please also bear in mind that the Bureau providing the records must weigh the public's interest in disclosure against the cost to the public of fulfilling the request without reimbursement. As part of that balancing of interests, the City may consider the volume of the records requested. Please discuss whether a more narrowly tailored, and thus less expensive, request could equally meet the public interest.

Sincerely,

NATASHA EBERTH
Assistant to the HR Director

On 1/3/2019 11:52:56 AM, Portland Public Records Request Center wrote:

Dear Aubrey:

The City of Portland acknowledges receipt of your Public Records Request. Your request was received in this office on **January 03, 2019** and given the reference number **C087661-010319** for tracking purposes.

Record Requested: Records related to the recently completed Pay Equity Survey, including:
- The compensation scale for the Analyst II classification and the specific benchmarks of "bona fide" factors and how they contribute to the "justified salary" determination. The “weighting” or “power” each “bona fide” factor contributes to the “justified salary” distributions should also be included.
- The percentage of Analyst II employees that were red-circled, the percentage of Analyst II employees that received a pay increase, and the percentage of Analyst II employees that received no compensation adjustment
- The name and affiliation of the external statistician used to perform the pay equity analysis.
- The methodology (including specific equations) used by external statistician to determine the "justified salary" for each employee, including the comparable jurisdictions, corporations, and other private sector employers (if any) that were used to compare City compensation rates.

At this time, the City is uncertain whether it is the custodian of the requested record. The City will review your request to determine if it has responsive records. The City will then gather an estimate of the costs to provide copies of requested public records for which the City does not claim an exemption from disclosure. The City is permitted to charge its actual costs to provide records. Fees include research time to locate and analyze the requested records, even if no records are located or if the requested records are determined to be exempt from disclosure.

You can monitor the progress of your request at the link below. Thank you for using the Portland Public Records Request Center.

To monitor the progress or update your request click here: Portland Public Records Request Center

On 1/3/2019 11:52:51 AM, Aubrey Perry wrote:

Request Created on Public Portal

Important Information - Oregon Pay Equity Law Communication

Email to employees with a pay change

Effective December 31, 2018, there will be an adjustment to your pay. This adjustment is the result of the Pay Equity Study the City conducted to ensure compliance with the Oregon Pay Equity law and is based in part on the information you provided in response to the Pay Equity Survey from BHR this past October.

Your hourly rate of pay will increase to $XX.

In making this adjustment, the City is relying on the accuracy of the information you provided. The City reserves the right to adjust your pay if it is later determined information you provided was inaccurate.

We understand you will have questions regarding this process. We will communicate again soon. Please contract BHR if you have any immediate questions or concerns about this change.

Email to employees who receive a pay change and also red-circled

Effective December 31, 2018, there will be an adjustment to your pay. This adjustment is the result of the Pay Equity Study the City conducted to ensure compliance with the Oregon Pay Equity law and is based in part on the information you provided in response to the Pay Equity Survey from BHR this past October.

Your hourly rate of pay will increase to $XX

In making this adjustment, the City is relying on the accuracy of the information you provided. The City reserves the right to adjust your pay if it is later determined information you provided was inaccurate. With this adjustment, your pay is above what is considered the "justified salary" for employees doing work of a comparable character with your same bona fide factors such as seniority, experience, education and merit. Therefore, your pay will be red-circled at this new rate until further analysis can be done. Red-circled means you will not receive merit increases or COLAs.

We understand you will have questions regarding this process. We will communicate again soon. Please contact BHR if you have any immediate questions or concerns about this change.

Email to those with no pay change and who are not being red circled

Effective December 31, 2018, there will be NO adjustment to your pay. Any adjustments are the result of the Pay Equity Study the City conducted to ensure compliance with the Oregon Pay Equity law, and is based in part on the information you provided in response to the Pay Equity Survey from BHR this past October.

Your pay will not change.

In making these decisions, the City is relying on the accuracy of the information you provided. The City reserves the right to adjust your pay if it is later determined information you provided was inaccurate.

We understand you will have questions regarding this process. We will communicate again soon. Please contact BHR if you have any immediate questions or concerns about this change.

Email to those with no pay change and who are being red circled

Effective December 31, 2018, there will be NO adjustment to your pay. Any adjustments are the result of the Pay Equity Study the City conducted to ensure compliance with the Oregon Pay Equity law, and is based in part on the information you provided in response to the Pay Equity Survey from BHR this past October.

Your pay will not change.

In making these decisions, the City is relying on the accuracy of the information you provided. The City reserves the right to adjust your pay if it is later determined information you provided was inaccurate. Your pay is above what is considered the "justified salary" for employees doing work of a comparable character with your same bona fide factors such as such as seniority, experience, education and merit. Therefore, your pay will be red-circled. Red-circled means you will not receive merit or COLAs.

We understand you will have questions regarding this process. We will communicate again soon. Please contact BHR if you have any immediate questions or concerns about this change.

Pay Equity Context and Next Steps

Hello Everyone,

Recently, you received an email message from BHR about your pay rate. The City Attorney and BHR worked together to provide language that will keep the City compliant with state law. I'd like to provide some background on the process.

On January 1, 2019 amendments to the Pay Equity Bill expanded pay equity protection to all who work in the State of Oregon, creating new obligations for the City of Portland as an organization and employer.

The City Attorney's Office has worked carefully to understand the impacts of this legislation to ensure the City is compliant with the law. BHR supported this process by hiring an external statistician to perform an analysis of the data you, City of Portland employees, provided in last year's Pay Equity Survey and SAP data. Based on BHR's data analysis and the City Attorney's Office legal advice and counsel, decisions about current employee's compensation were made, under what circumstances an employee's compensation would be "red-circled", and whether an employee's pay should be increased. BHR staff then implemented these decisions.

I hear your concern about being "red-circled" (I, too, was red-circled). The decision to "red-circle" employees was a temporary measure to maintain salary adjustments until the City Attorney's Office and BHR has a chance to meet with Council to determine how to remain compliant with the new pay equity law moving forward. The City Attorney's Office and BHR will be meeting with City Council next week to discuss pay equity and we will keep you abreast of the next steps.

Additionally, you should also know that Pay Equity and the recent Non-Represented Classification Study are two separate processes. The emails you received do not impact your allocations within the Study.

Several people have asked how pay can be increased AND red-circled at the same time. First, it is important to restate how the “justified salary” was determined. This was done by comparing your pay with other employees doing work of comparable character with your same “bona fide factors” like seniority, experience, education and merit. During the analysis, some employees were shown to be paid above the “justified salary”. Individuals who were not paid at the higher rate received pay increases to match the employees who were paid more. This method ensured pay was equitable, even if it was more than the calculated “justified salary”. Any person whose rate of pay was measured to be above the “justified salary” was red-circled.

We understand that it would have been better to have more time and provide you with more information before the pay equity decision emails were sent out. BHR staff were literally working up to the last minute to implement the changes before midnight, December 31st. That said, you told us you wanted more transparency, more consistency, and more proactive approaches to the services we provide. We know this multi-bureau process did not meet those expectations.

In summary, next steps:

- The City Attorney’s Office and BHR will discuss impacts of the law and employee concerns with City Council. We will communicate an update to all affected employees soon thereafter.

- Please send your questions/comments to your bureau’s HR Business Partners and we will distribute concerns to appropriate stakeholder groups. An FAQ will be available and emailed to all non-represented employees by end of day on Thursday, January 10, 2019.

We will be in touch again soon.

Employee Name	Bureau	Increase	red circle
Darla Eng	Attorney	$ 7.15	yes
Dion Connelly	Attorney	$ 4.79	yes
Stephanie Harris	Attorney	$ 5.36	yes
Brian Johnson	City Auditor	$ -	yes
Mary Hansen	City Auditor	$ -	yes
Diana Banning	City Auditor	$ -	yes
Brian Brown	City Auditor	$ -	yes
Karla Moore-Love	City Auditor	$ -	yes
Irene Konev	City Auditor	$ -	yes
Casey Clithero	City Auditor	$ -	yes

Ashbel Green	City Auditor	$ -	yes
Erin Playman	City Auditor	$ -	yes
Eric Nomura	City Auditor	$ -	yes
Toni Anderson	City Auditor	$ -	yes
Marco Maciel	City Auditor	$ -	yes
Constantin Severe	City Auditor	$ -	yes
Anika Bent-Albert	City Auditor	$ -	yes
Diane Bilyeu	City Auditor	$ -	yes
Kenneth Jones	City Auditor	$ -	yes
Kelsey Lloyd	City Auditor	$ -	yes
Fiona Earle	City Auditor	$ -	yes
Minh Dan Vuong	City Auditor	$ -	yes
Robert Mackay	City Auditor	$ -	yes
Alexandra Fercak	City Auditor	$ -	yes
Tenzin Gonta	City Auditor	$ -	yes
Jennifer Scott	City Auditor	$ -	yes
Kristine Adams-Wannberg	City Auditor	$ -	yes
Marjorie Sollinger	City Auditor	$ -	yes
Jessica Kinard	City Budget Office	$ -	yes
Josh Harwood	City Budget Office	$ -	yes
Kea Cannon	City Budget Office	$ -	yes
Kathryn Shifley	City Budget Office	$ -	yes
Jessica Eden	City Budget Office	$ -	yes

Ryan Kinsella	City Budget Office	$ -	yes
Claudio Campuzano	City Budget Office	$ -	yes
John Dutt	Civic Life	$ -	yes
Doretta Schrock	Civic Life	$ -	yes
Mary Kelley	Civic Life	$ -	yes
Tyesha McCool Riley	Civic Life	$ -	yes
Thomas Griffin-Valade	Civic Life	$ -	yes
Hyosuk Rhee	Civic Life	$ -	yes
Michael Kersting	Civic Life	$ -	yes
Dianne Riley	Civic Life	$ -	yes
Margaret Juarez	Civic Life	$ -	yes
Julie Omelchuck	Community Technology	$ -	yes
Scott Ellertson	Community Technology	$ -	yes
Rebecca Gibbons	Community Technology	$ -	yes
Melvin Riddick	Community Technology	$ -	yes
Hakim Callier	Development Services	$ -	yes
Oretha Storey	Development Services	$ -	yes
Kathy Robertson	Development Services	$ -	yes
Melissa Kuhn	Development Services	$ -	yes
Brian Padian	Development Services	$ -	yes
Barbara Elwess	Development Services	$ -	yes
Emily Volpert	Development Services	$ -	yes
Gabriel Bruya	Development Services	$ -	yes

Leanne Torgerson	Development Services	$ -	yes
Adrienne Edwards	Development Services	$ -	yes
Emily Sandy	Development Services	$ -	yes
Mark Fetters	Development Services	$ -	yes
Nancy Thorington	Development Services	$ -	yes
Kathryn Neville	Development Services	$ -	yes
Ross Caron	Development Services	$ -	yes
Maithy Do	Development Services	$ -	yes
Robert Walker Jr	Development Services	$ -	yes
Lisa Dibert	Development Services	$ -	yes
Colleen Poole	Development Services	$ -	yes
Dora Perry	Development Services	$ -	yes
Rebecca Esau	Development Services	$ -	yes
Jason Butler-Brown	Development Services	$ -	yes
Amit Kumar	Development Services	$ -	yes
Elshad Hajiyev	Development Services	$ -	yes
Kimberly Tallant	Development Services	$ -	yes
Jill Grenda	Development Services	$ -	yes
Douglas Hardy	Development Services	$ -	yes
Michael Liefeld	Development Services	$ -	yes
Alex Cousins	Development Services	$ -	yes
Robert King	Development Services	$ -	yes
Tracy Nistler	Development Services	$ -	yes

Kareen Perkins	Development Services	$ -	yes
Cindy Meyer	Development Services	$ -	yes
Terry Whitehill	Development Services	$ -	yes
Duane Whitehurst	Development Services	$ -	yes
Douglas Morgan	Development Services	$ -	yes
Patricia Henkle	Development Services	$ -	yes
Katie Salazar	Development Services	$ -	yes
Vickie Rogers	Emergency Communications	$ -	yes
Melanie Payne	Emergency Communications	$ -	yes
Ryan DesJardins	Emergency Communications	$ -	yes
Patrick Jones	Emergency Communications	$ -	yes
Michael Grimm	Emergency Communications	$ -	yes
Robert Cozzie	Emergency Communications	$ -	yes
Todd DeWeese	Emergency Communications	$ -	yes
Chelsea LaBar	Emergency Communications	$ -	yes
Bret Gaidos	Emergency Communications	$ -	yes
Michelle Perrone	Emergency Communications	$ -	yes
Mike Akins	Emergency Communications	$ -	yes
Thomas Kurtzbein	Emergency Communications	$ -	yes
Joshua Jacobson	Emergency Communications	$ -	yes
Mary-Michelle Reed	Emergency Communications	$ -	yes
Annmarie Kevorkian-Mattie	Emergency Communications	$ -	yes
Calvin Katterman	Emergency Communications	$ -	yes

Justin Toren	Emergency Communications	$ -	yes
Darren Wegener	Emergency Communications	$ -	yes
Kory Oman	Emergency Communications	$ -	yes
Rosalicia Antoine	Emergency Communications	$ -	yes
George Long	Emergency Communications	$ -	yes
Stephen Mawdsley	Emergency Communications	$ -	yes
Murrell Morley	Emergency Communications	$ -	yes
Laura Hall	Emergency Management	$ -	yes
Glenn Devitt	Emergency Management	$ -	yes
Anne Castleton	Emergency Management	$ -	yes
Michael Phillips	Emergency Management	$ -	yes
Elizabeth Crane	Emergency Management	$ -	yes
Laura Hanson	Emergency Management	$ -	yes
Ernest Jones	Emergency Management	$ -	yes
Regina Ingabire	Emergency Management	$ -	yes
Denise Barrett	Emergency Management	$ -	yes
Katherine Wolf	Emergency Management	$ -	yes
Sophia Terry	Environmental Services	$ -	yes
Aimee Dexter	Environmental Services	$ -	yes
Yvette Gayomali	Environmental Services	$ -	yes
Peggylou Miner	Environmental Services	$ -	yes
Jocelyn Tunnard	Environmental Services	$ -	yes
Sara Gardner	Environmental Services	$ -	yes

Andrea Gresh	Environmental Services	$ -	yes
Gregory Charr	Environmental Services	$ -	yes
Kathleen Brenes-Morua	Environmental Services	$ -	yes
Renpi Pimomo	Environmental Services	$ -	yes
Alice Brawley-Chesworth	Environmental Services	$ -	yes
Dawn Sanders	Environmental Services	$ -	yes
Suzanne Keller	Environmental Services	$ -	yes
Francisco Perez	Environmental Services	$ -	yes
Steven Rentmeester	Environmental Services	$ -	yes
Gayle Bast	Environmental Services	$ -	yes
Samantha Clark	Environmental Services	$ -	yes
Ana Brophy	Environmental Services	$ -	yes
Erik Durshpek	Environmental Services	$ -	yes
Sean Bistoff	Environmental Services	$ -	yes
Faizan Sheikh	Environmental Services	$ -	yes
Gudmun Sangolt	Environmental Services	$ -	yes
Paul Tkachenko	Environmental Services	$ -	yes
Atanas Atanasov	Environmental Services	$ -	yes
Stefanus Gunawan	Environmental Services	$ -	yes
Megan Hanson	Environmental Services	$ -	yes
Tonya Stephens	Environmental Services	$ -	yes
Taffy Spencer	Environmental Services	$ -	yes
Debbie Caselton	Environmental Services	$ -	yes

Cheryl Kuck	Environmental Services	$ -	yes
Christopher Collett	Environmental Services	$ -	yes
Elisha Callison	Environmental Services	$ -	yes
Amanda Haney	Environmental Services	$ -	yes
Cynthia Ryals	Environmental Services	$ -	yes
Rodney Struck	Environmental Services	$ -	yes
Loren Shelley	Environmental Services	$ -	yes
Michael Reed	Environmental Services	$ -	yes
Aaron Abrams	Environmental Services	$ -	yes
Dawn Uchiyama	Environmental Services	$ -	yes
Michael Jordan	Environmental Services	$ -	yes
Yang Zhang	Environmental Services	$ -	yes
Tressie Word	Environmental Services	$ -	yes
Dzemila Sabanovic	Environmental Services	$ -	yes
Charles Wilson	Environmental Services	$ -	yes
Bret Winkler	Environmental Services	$ -	yes
Arnel Mandilag	Environmental Services	$ -	yes
Kurt Robinson	Environmental Services	$ -	yes
Timothy Kurtz	Environmental Services	$ -	yes
John O'Donovan	Environmental Services	$ -	yes
William Ryan	Environmental Services	$ -	yes
Kerry Rubin	Environmental Services	$ -	yes
Paul Suto	Environmental Services	$ -	yes

Elizabeth Moorhead	Environmental Services	$ -	yes
Fred MacGregor	Environmental Services	$ -	yes
Sue Stepan	Environmental Services	$ -	yes
John Houle	Environmental Services	$ -	yes
Joseph Dvorak	Environmental Services	$ -	yes
Thomas Pfeiffer	Environmental Services	$ -	yes
Mark Liebe	Environmental Services	$ -	yes
John Holtrop	Environmental Services	$ -	yes
Lisa Huntington	Environmental Services	$ -	yes
Daniel Parnell	Environmental Services	$ -	yes
Amber Clayton	Environmental Services	$ -	yes
Amin Wahab	Environmental Services	$ -	yes
Barbara Adkins	Environmental Services	$ -	yes
Amy Chomowicz	Environmental Services	$ -	yes
Kenneth Bartocci	Environmental Services	$ -	yes
Duane Peterson	Environmental Services	$ -	yes
Charles Lytle	Environmental Services	$ -	yes
Lynn Sandretzky	Environmental Services	$ -	yes
Jennifer Martinez	Environmental Services	$ -	yes
Michael Reiner	Environmental Services	$ -	yes
Paul Ketcham	Environmental Services	$ -	yes
Baron Howe	Environmental Services	$ -	yes
Steven Hansen	Environmental Services	$ -	yes

Elisabeth Reese Cadigan	Environmental Services	$ -	yes
Matthew Criblez	Environmental Services	$ -	yes
Kristen Acock	Environmental Services	$ -	yes
Brian Biery	Environmental Services	$ -	yes
Marveita Redding	Environmental Services	$ -	yes
Stephen Behrndt	Environmental Services	$ -	yes
Jason Underwood	Environmental Services	$ -	yes
Megan Callahan	Environmental Services	$ -	yes
Bryan Davis	Environmental Services	$ -	yes
Jason Law	Environmental Services	$ -	yes
David Olsav	Environmental Services	$ -	yes
Ken Finney	Environmental Services	$ -	yes
Lynne Casey	Environmental Services	$ -	yes
Joseph Blanco	Environmental Services	$ -	yes
Jeff Hanks	Environmental Services	$ -	yes
Randy Belston	Environmental Services	$ -	yes
William Sterling	Environmental Services	$ -	yes
Michele Juon	Environmental Services	$ -	yes
Paul Schuberg	Environmental Services	$ -	yes
Tatiana Elejalde	Equity & Human Rights Office	$ -	yes
Jeffrey Selby	Equity & Human Rights Office	$ -	yes
Nickole Cheron	Equity & Human Rights Office	$ -	yes
Danielle Brooks	Equity & Human Rights Office	$ -	yes

Judith Mowry	Equity & Human Rights Office	$ -	yes
Lisa Mullen	Fire and Rescue	$ -	yes
Onessia Elliott	Fire and Rescue	$ -	yes
Mary Molinari	Fire and Rescue	$ -	yes
Janice Moore	Fire and Rescue	$ -	yes
Maryann Soto	Fire and Rescue	$ -	yes
Justin Houk	Fire and Rescue	$ -	yes
Robyn Burek	Fire and Rescue	$ -	yes
Angela Bostock	Fire and Rescue	$ -	yes
June Vining	Fire and Rescue	$ -	yes
Deborah Harrison	Fire and Rescue	$ -	yes
Janet Woodside	Fire and Rescue	$ -	yes
Evelyn Brenes-Eayrs	Fire and Rescue	$ -	yes
John Myers	Fire and Rescue	$ -	yes
Kari Schimel	Fire and Rescue	$ -	yes
Sara Boone	Fire and Rescue	$ -	yes
Ryan Gillespie	Fire and Rescue	$ -	yes
Gary Boyles	Fire and Rescue	$ -	yes
Donald Russ	Fire and Rescue	$ -	yes
Kenneth Burns	Fire and Rescue	$ -	yes
Thomas Williams	Fire and Rescue	$ -	yes
Nathan Takara	Fire and Rescue	$ -	yes
Shawn Roberti	Fire and Rescue	$ -	yes

Mark Whitaker	Fire and Rescue	$ -	yes
Jianhua Guo	Fire and Rescue	$ -	yes
James Wright	Fire and Rescue	$ -	yes
Gregory Monson	Fire and Rescue	$ -	yes
Aaron Johnson	Fire and Rescue	$ -	yes
Gordon Williams	Fire and Rescue	$ -	yes
Jason Erhardt	Fire and Rescue	$ -	yes
Jennifer Sprando	FPDR	$ -	yes
Darina Christensen	FPDR	$ -	yes
Julie Barber	FPDR	$ -	yes
Pamela Schill	FPDR	$ -	yes
James Hutchison	FPDR	$ -	yes
Mika Obara	FPDR	$ -	yes
Aaron Brown	FPDR	$ -	yes
Kathleen Kakesako	FPDR	$ -	yes
Kimberly Mitchell	FPDR	$ -	yes
Nils Tillstrom	Government Relations	$ -	yes
Mila Greisen	Government Relations	$ -	yes
Chido Dhliwayo	Government Relations	$ -	yes
Eric Noll	Government Relations	$ -	yes
Laura John	Government Relations	$ -	yes
Susan Dietz	Government Relations	$ -	yes
Letimya Clayton	Housing	$ -	yes

Anna Shook	Housing	$ -	yes
Antoinette Pietka	Housing	$ -	yes
Dana Ingram	Housing	$ -	yes
Dorothea Van Bockel	Housing	$ -	yes
Shannon Callahan	Housing	$ -	yes
Leslie Goodlow	Housing	$ -	yes
Stella Martinez	Housing	$ -	yes
Jeanette Kaufman	OMF-BIBS	$ -	yes
Kristin Wells	OMF-BIBS	$ -	yes
Diane Seaton	OMF-BIBS	$ -	yes
Sharon Raymor	OMF-BIBS	$ -	yes
Kristen Selleck	OMF-BIBS	$ -	yes
Katherine Lindsay	OMF-BIBS	$ -	yes
Suzie Connelly	OMF-BIBS	$ -	yes
Tamara Brown	OMF-BIBS	$ -	yes
Carter Oster	OMF-BIBS	$ -	yes
John Andrews	OMF-BIBS	$ -	yes
David O'Longaigh	OMF-BIBS	$ -	yes
Melinda Shane	OMF-BIBS	$ -	yes
Michael Cave	OMF-BIBS	$ -	yes
Keith Drew	OMF-BIBS	$ -	yes
Eric Chitoubol	OMF-BIBS	$ -	yes
Scott Roberson	OMF-BIBS	$ -	yes

Daniel Baker	OMF-BIBS	$ -	yes
Marvin Navarro	OMF-BIBS	$ -	yes
Shae Davies	OMF-BIBS	$ -	yes
Johnny Welch II	OMF-BIBS	$ -	yes
Elsa Kaufman	OMF-BTS	$ -	yes
Elonda Bristol	OMF-BTS	$ -	yes
Amy Tuttle	OMF-BTS	$ -	yes
Lee Dudley	OMF-BTS	$ -	yes
Tracey Le	OMF-BTS	$ -	yes
Hanh Nguyen	OMF-BTS	$ -	yes
Vineeta Rawal	OMF-BTS	$ -	yes
Aaron Diamond	OMF-BTS	$ -	yes
De Ann Kamish	OMF-BTS	$ -	yes
Monica Borden-Ooley	OMF-BTS	$ -	yes
Britt Schweizer	OMF-BTS	$ -	yes
Joan Martin	OMF-BTS	$ -	yes
Steven Brown	OMF-BTS	$ -	yes
Channing Aaby	OMF-BTS	$ -	yes
Kathryn Schmidt	OMF-BTS	$ -	yes
Cynthia Delozier	OMF-BTS	$ -	yes
Michael Meissner	OMF-BTS	$ -	yes
Scott Howes	OMF-BTS	$ -	yes
Greg Locati	OMF-BTS	$ -	yes

Daniel Bauer	OMF-BTS	$ -	yes
Jeffrey Baer	OMF-BTS	$ -	yes
Christopher Paidhrin	OMF-BTS	$ -	yes
Diana Allen	OMF-BTS	$ -	yes
Matthew Freid	OMF-BTS	$ -	yes
Michael Lamb	OMF-BTS	$ -	yes
Corey Wilks	OMF-BTS	$ -	yes
Edward Watson	OMF-BTS	$ -	yes
Quang Chu	OMF-BTS	$ -	yes
Richard Nixon	OMF-BTS	$ -	yes
Sarabjeet Waraich	OMF-BTS	$ -	yes
Paul Rothi	OMF-BTS	$ -	yes
Laurie Levy	OMF-BTS	$ -	yes
Leonard Nichols	OMF-BTS	$ -	yes
Richard Schulte	OMF-BTS	$ -	yes
Ida Salazar	OMF-BTS	$ -	yes
Elizabeth Fox	OMF-BTS	$ -	yes
Cloy Swartzendruber	OMF-BTS	$ -	yes
Shawna Graber	OMF-BTS	$ -	yes
Matthew Rounds	OMF-BTS	$ -	yes
Lisa Bigley	OMF-BTS	$ -	yes
Fouad Arib	OMF-BTS	$ -	yes
Chenai Nziramasanga	OMF-BTS	$ -	yes

Nelson Zenzano	OMF-BTS	$ -	yes
Lori Baumgartner	OMF-BTS	$ -	yes
Robert Kiningham	OMF-BTS	$ -	yes
Elizabeth Mitchell	OMF-BTS	$ -	yes
Arron Fries	OMF-BTS	$ -	yes
Karl Larson	OMF-BTS	$ -	yes
Carolyn Glass	OMF-BTS	$ -	yes
John Hunt	OMF-BTS	$ -	yes
Kevin York	OMF-BTS	$ -	yes
Lisa Ogedengbe	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Brenda Scott	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Angela Pack	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Rebecca Chiao	OMF-Bureau of Rev & Fin Svcs	$ -	yes
James Moering	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Erin Nielsen	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Veronica Bisby	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Sarah Perry	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Kelly Jones	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Donald Williams	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Rachele Gorsegner	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Brigid OCallaghan	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Michelle Kirby	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Aaron Thompson	OMF-Bureau of Rev & Fin Svcs	$ -	yes

Stacey Edwards	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Tiffani Penson	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Jim Harley	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Stacey Foreman	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Cathleen Massier	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Jennifer Cooperman	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Melissa Turner	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Antoinette Toku	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Craig Haynes	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Andrew Powers	OMF-Bureau of Rev & Fin Svcs	$ -	yes
William Wagner	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Janice Hammond Getten	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Charlie Chau	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Patricia Tigue	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Sheila Craig	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Paul Lee	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Michael Montgomery	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Ronald Vaught	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Scott Karter	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Lester Spitler	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Thomas Lannom	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Jennifer Thomason	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Randall Stenquist	OMF-Bureau of Rev & Fin Svcs	$ -	yes

Susan Quinones	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Allen Buller	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Kelly Davis-McKernan	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Scott Schneider	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Celeste King	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Barbra Rice	OMF-Bureau of Rev & Fin Svcs	$ -	yes
Ashley Blakemore	OMF-CAO	$ -	yes
Diana Shiplet	OMF-CAO	$ -	yes
Karl Lisle	OMF-CAO	$ -	yes
Heather Hafer	OMF-CAO	$ -	yes
Susan Gibson-Hartnett	OMF-CAO	$ -	yes
Carmen Merlo	OMF-CAO	$ -	yes
Kathryn Schnoor	OMF-CAO	$ -	yes
Jenelee Meister	OMF-CAO	$ -	yes
Jennifer Ford	OMF-CAO	$ -	yes
Nichole Bennett	OMF-CAO	$ -	yes
Paul Stewart	OMF-CAO	$ -	yes
Douglas Stickler	OMF-CAO	$ -	yes
Benjamin Smith	OMF-CAO	$ -	yes
Ralph Smith	OMF-CAO	$ -	yes
Aaron Beck	OMF-CAO	$ -	yes
Sheila Sylvester	OMF-Human Resources	$ -	yes
Lupe Pena	OMF-Human Resources	$ -	yes

Michael Fryer	OMF-Human Resources	$ -	yes
Serilda Summers-McGee	OMF-Human Resources	$ -	yes
Kourosh Ghaemmaghami	OMF-Human Resources	$ -	yes
Larry Nelson	OMF-Human Resources	$ -	yes
Jeannine Herrera	OMF-Human Resources	$ -	yes
Christina Pham	OMF-Human Resources	$ -	yes
Lisa Yuen	OMF-Human Resources	$ -	yes
Santos Aguilar	OMF-Human Resources	$ -	yes
Deborah Danielson	OMF-Human Resources	$ -	yes
Shelonda Simpson	OMF-Human Resources	$ -	yes
John DiGrazia	OMF-Human Resources	$ -	yes
Tamara Larison	OMF-Human Resources	$ -	yes
Teresa Dahrens	OMF-Human Resources	$ -	yes
Diane Avery	OMF-Human Resources	$ -	yes
Michael Reynolds	OMF-Human Resources	$ -	yes
Hanh Tran	OMF-Human Resources	$ -	yes
Sukho Viboolsittiseri	OMF-Human Resources	$ -	yes
Nicolle Wynia-Eide	OMF-Human Resources	$ -	yes
Tracy Warren	OMF-Human Resources	$ -	yes
Michelle Cole	OMF-Human Resources	$ -	yes
Keith Hathorne	OMF-Human Resources	$ -	yes
Shane Davis	OMF-Human Resources	$ -	yes
Katherine Sharp	OMF-Human Resources	$ -	yes

Kenneth Carter	OMF-Human Resources	$ -	yes
Anita Lane	OMF-Human Resources	$ -	yes
Elizabeth Lopez	OMF-Human Resources	$ -	yes
Stephanie Reynolds	OMF-Human Resources	$ -	yes
Victoria Duffey	OMF-Human Resources	$ -	yes
Mary Mills	OMF-Human Resources	$ -	yes
Beth Van Aernem	OMF-Human Resources	$ -	yes
Elizabeth Haynes	OMF-Human Resources	$ -	yes
Vincent Woods	OMF-Human Resources	$ -	yes
Thomas Schneider	OMF-Human Resources	$ -	yes
Ronald Zito	OMF-Human Resources	$ -	yes
Cathy Bless	OMF-Human Resources	$ -	yes
Jerrell Gaddis	OMF-Human Resources	$ -	yes
Michelle Taylor	OMF-Human Resources	$ -	yes
Cathrine Henson	OMF-Human Resources	$ -	yes
Joel Michels	OMF-Human Resources	$ -	yes
Enrique Sama	OMF-Human Resources	$ -	yes
Kelly Taylor	Parks	$ -	yes
Mahala Greer	Parks	$ -	yes
Krystin Castro	Parks	$ -	yes
Brooke Gardner	Parks	$ -	yes
Richard Faber	Parks	$ -	yes
Philip Gagnon	Parks	$ -	yes

Megan Dirks	Parks	$ -	yes
Gordon Kunkle	Parks	$ -	yes
Brian Landoe	Parks	$ -	yes
Jason Smith	Parks	$ -	yes
Evan Callahan	Parks	$ -	yes
Philip McCormick	Parks	$ -	yes
Reid Blanchard	Parks	$ -	yes
Robin Johnson Craig	Parks	$ -	yes
Marlo Medellin	Parks	$ -	yes
Jill Hutchinson	Parks	$ -	yes
Ross Swanson	Parks	$ -	yes
Sandra Fathizadeh	Parks	$ -	yes
Travis Ruybal	Parks	$ -	yes
George Lozovoy	Parks	$ -	yes
Robin Laughlin	Parks	$ -	yes
Britta Herwig	Parks	$ -	yes
Dale Cook	Parks	$ -	yes
Jennifer Cairo	Parks	$ -	yes
Rebecca Shively	Parks	$ -	yes
Chiao Yun Hsiao	Parks	$ -	yes
Barbara Hart	Parks	$ -	yes
Carolyn Lee	Parks	$ -	yes
Victor Sanders	Parks	$ -	yes

Steven Pixley	Parks	$ -	yes
Joan Hallquist	Parks	$ -	yes
Elizabeth Kennedy-Wong	Parks	$ -	yes
Kellie Torres	Parks	$ -	yes
Lorraine Wilson	Parks	$ -	yes
Andrew Lee	Parks	$ -	yes
Heather Randol	Parks	$ -	yes
Kia Selley	Parks	$ -	yes
William Melton	Parks	$ -	yes
Devra Staneart	Parks	$ -	yes
Goldie Miranda	Parks	$ -	yes
Kathy Hauff	Parks	$ -	yes
Jesse Goodling	Parks	$ -	yes
Donald Joughin	Parks	$ -	yes
Darryl Brooks	Parks	$ -	yes
Alex Salazar	Parks	$ -	yes
Seth Menser	Parks	$ -	yes
Erik Harrison	Parks	$ -	yes
Donald Athey	Parks	$ -	yes
Vincent Johnson	Parks	$ -	yes
Chris Silkie	Parks	$ -	yes
Galina Burley	Parks	$ -	yes
Andre Ashley	Parks	$ -	yes

Rachel Felice	Parks	$ -	yes
Durelle Singleton	Parks	$ -	yes
Soo Pak	Parks	$ -	yes
Maximo Behrens	Parks	$ -	yes
Terri Davis	Parks	$ -	yes
Lauren McGuire	Parks	$ -	yes
Eileen Argentina	Parks	$ -	yes
Brett Horner	Parks	$ -	yes
Jennifer Yocom	Parks	$ -	yes
Barbara Aguon	Parks	$ -	yes
Heather McKillip	Parks	$ -	yes
Rhonan Eshoo	Parks	$ -	yes
Chariti Montez	Parks	$ -	yes
Timothy Hammock	Parks	$ -	yes
Karen Birt	Parks	$ -	yes
Kristine Canham	Parks	$ -	yes
Craig Vanderbout	Parks	$ -	yes
MaryAnn Thibeault	Parks	$ -	yes
Shawn Rogers	Parks	$ -	yes
Nancy Roth	Parks	$ -	yes
Michael Walsh	Parks	$ -	yes
Gregory Dubay	Parks	$ -	yes
Kendra Petersen-Morgan	Parks	$ -	yes

Barbara Barlow	Parks	$ -	yes
Margaret Evans	Parks	$ -	yes
Casey Jogerst	Parks	$ -	yes
Vicente Harrison	Parks	$ -	yes
Angela DiSalvo	Parks	$ -	yes
Lawrence Maginnis	Parks	$ -	yes
Jillian Winsor	Planning and Sustainability	$ -	yes
Julie Ocken	Planning and Sustainability	$ -	yes
Thean Le	Planning and Sustainability	$ -	yes
Wendy Koelfgen	Planning and Sustainability	$ -	yes
Paul de Block	Planning and Sustainability	$ -	yes
Peter Chism-Winfield	Planning and Sustainability	$ -	yes
Tiara Darnell	Planning and Sustainability	$ -	yes
Harmonee Dashiell	Planning and Sustainability	$ -	yes
Genevieve Joplin	Planning and Sustainability	$ -	yes
Nikoyia Phillips	Planning and Sustainability	$ -	yes
JoEllen Skonberg	Planning and Sustainability	$ -	yes
Christine Llobregat	Planning and Sustainability	$ -	yes
Alicia Polacok	Planning and Sustainability	$ -	yes
Ingrid Fish	Planning and Sustainability	$ -	yes
Shawn Wood	Planning and Sustainability	$ -	yes
Arianne Sperry	Planning and Sustainability	$ -	yes
Pamela Neild	Planning and Sustainability	$ -	yes

Vinh Mason	Planning and Sustainability	$ -	yes
Julie Hernandez	Planning and Sustainability	$ -	yes
Eden Dabbs	Planning and Sustainability	$ -	yes
Kim White	Planning and Sustainability	$ -	yes
Jill Norris	Planning and Sustainability	$ -	yes
Kevin Veaudry Casaus	Planning and Sustainability	$ -	yes
Megan Shuler	Planning and Sustainability	$ -	yes
Andria Jacob	Planning and Sustainability	$ -	yes
Joseph Zehnder	Planning and Sustainability	$ -	yes
Anthea Tan	Planning and Sustainability	$ -	yes
Kevin Martin	Planning and Sustainability	$ -	yes
Jill Kolek	Planning and Sustainability	$ -	yes
Michele Crim	Planning and Sustainability	$ -	yes
Sallie Edmunds	Planning and Sustainability	$ -	yes
Jessica Yang	Planning and Sustainability	$ -	yes
Bruce Walker	Planning and Sustainability	$ -	yes
Ryan Wojcicki	Police	$ -	yes
Michelle Sparks	Police	$ -	yes
Joann Alminiana	Police	$ -	yes
Blanca Johnson	Police	$ -	yes
John Cooney	Police	$ -	yes
Paul Ranta	Police	$ -	yes
Thomas Carvalho	Police	$ -	yes

Robert Bruders	Police	$ -	yes
Mark Hudson	Police	$ -	yes
Valerie Crumley	Police	$ -	yes
Barbara Erspamer	Police	$ -	yes
Cathy Rossetto	Police	$ -	yes
Karen Lavoie-Vaughn	Police	$ -	yes
Nicole Wrigley	Police	$ -	yes
Diane Haman	Police	$ -	yes
Lisa Dunn	Police	$ -	yes
Lorena Espinoza	Police	$ -	yes
Kathryn Linzey	Police	$ -	yes
Matthew Thoman	Police	$ -	yes
Michael Hefley	Police	$ -	yes
Cody Gabbard	Police	$ -	yes
Robert Vanneste	Police	$ -	yes
Jesse Satterfield	Police	$ -	yes
Nicholas Quintus	Police	$ -	yes
Shannon Smith	Police	$ -	yes
Tammy Perham	Police	$ -	yes
Scott Partridge	Police	$ -	yes
Ethel Gallares	Police	$ -	yes
Veronica Nordeen	Police	$ -	yes
Jordan Rooklyn	Police	$ -	yes

Elizabeth Gallagher	Police	$ -	yes
Christopher Wormdahl	Police	$ -	yes
Mary Claire Buckley	Police	$ -	yes
Kimberly Roark	Police	$ -	yes
Rachel Stansbury	Police	$ -	yes
Reid Kakesako	Police	$ -	yes
Ryan Rees	Police	$ -	yes
Narcisa Delgado-Grubb	Police	$ -	yes
Christopher Paille'	Police	$ -	yes
Shyvonne Williams	Police	$ -	yes
Matthew Irvine	Police	$ -	yes
Julia Rico	Police	$ -	yes
Brent Bates	Police	$ -	yes
Susan Lehman	Police	$ -	yes
Vincent Ferraris	Police	$ -	yes
Michelle Weatheroy	Police	$ -	yes
Teresita Tuquero	Police	$ -	yes
Christina Owen	Police	$ -	yes
Robert Del Gizzi	Police	$ -	yes
Catherine Reiland	Police	$ -	yes
Justin Santos	Police	$ -	yes
Chelsea Rutherford	Police	$ -	yes
Danielle Outlaw	Police	$ -	yes

Jami Resch	Police	$ -	yes
Christopher Davis	Police	$ -	yes
James Gowin	Police	$ -	yes
Michelle Cass	Police	$ -	yes
Eric Stout	Police	$ -	yes
Heather Holmgren	Police	$ -	yes
Lori Smith	Police	$ -	yes
Jon Rhodes	Police	$ -	yes
Terri Wallo-Strauss	Police	$ -	yes
Leann Barnett	Police	$ -	yes
Andrea Nelson	Police	$ -	yes
Jacob Gittlen	Police	$ -	yes
Susan Pelham	Police	$ -	yes
Lauren Brown	Police	$ -	yes
Gene Yamamoto	Transportation	$ -	yes
Shawnea Posey	Transportation	$ -	yes
Cora Crary	Transportation	$ -	yes
Meghann Fertal	Transportation	$ -	yes
Maria Lynn Lim	Transportation	$ -	yes
Melanie Zea	Transportation	$ -	yes
Michael Cattaneo	Transportation	$ -	yes
Lorraine Steen	Transportation	$ -	yes
Kyenne Williams	Transportation	$ -	yes

Eileen Dent	Transportation	$ -	yes
Kellie Le	Transportation	$ -	yes
Sierra Stringfield	Transportation	$ -	yes
Michael Tomsovic	Transportation	$ -	yes
Clarissa Atay	Transportation	$ -	yes
Aaron Kaufman	Transportation	$ -	yes
Anamaria Perez	Transportation	$ -	yes
Jesse Culver	Transportation	$ -	yes
Katie Root	Transportation	$ -	yes
Richard Gray	Transportation	$ -	yes
Anne Hill	Transportation	$ -	yes
Patrick Boyd	Transportation	$ -	yes
Michael Kerr	Transportation	$ -	yes
Irene Marion	Transportation	$ -	yes
Mark Lear	Transportation	$ -	yes
Emily Tritsch	Transportation	$ -	yes
Douglas Siemens	Transportation	$ -	yes
Joshua Lynch	Transportation	$ -	yes
Ashley Schaer	Transportation	$ -	yes
Geren Shankar	Transportation	$ -	yes
Winston Sandino	Transportation	$ -	yes
Hollie Berry	Transportation	$ -	yes
Elizabeth Mahon	Transportation	$ -	yes

Nicole Peirce	Transportation	$ -	yes
Andrew Aebi	Transportation	$ -	yes
Daniel Layden	Transportation	$ -	yes
Gabriel Graff	Transportation	$ -	yes
Tosin Abiodun	Transportation	$ -	yes
Matthew Marine	Transportation	$ -	yes
Sharon White	Transportation	$ -	yes
Richard Hoyt	Transportation	$ -	yes
Gavin Scott	Transportation	$ -	yes
Christopher Ceciliani	Transportation	$ -	yes
Ticole Waller	Transportation	$ -	yes
Clay Veka	Transportation	$ -	yes
Gudrun Utz	Transportation	$ -	yes
Edward VanBuren	Transportation	$ -	yes
Michelle Marx	Transportation	$ -	yes
Robert Hillier	Transportation	$ -	yes
Roger Geller	Transportation	$ -	yes
Ian Stude	Transportation	$ -	yes
Dana Dickman	Transportation	$ -	yes
Michael Jacobs	Transportation	$ -	yes
Stephen Hoyt-Mcbeth	Transportation	$ -	yes
Noah Siegel	Transportation	$ -	yes
Christopher Warner	Transportation	$ -	yes

Teresa Boyle	Transportation	$ -	yes
Steve Townsen	Transportation	$ -	yes
Lewis Wardrip	Transportation	$ -	yes
Peter Koonce	Transportation	$ -	yes
Eva Huntsinger	Transportation	$ -	yes
Todd Liles	Transportation	$ -	yes
Kurt Krueger	Transportation	$ -	yes
Charles Radosta	Transportation	$ -	yes
Michael Magee	Transportation	$ -	yes
Chon Wong	Transportation	$ -	yes
John Glasgow	Transportation	$ -	yes
Carl Snyder	Transportation	$ -	yes
Lani Radtke	Transportation	$ -	yes
Joan Hough	Transportation	$ -	yes
Tyler Berry	Transportation	$ -	yes
Nathan Walloch	Transportation	$ -	yes
Truc Nguyen	Transportation	$ -	yes
Kenneth Kinoshita	Transportation	$ -	yes
Juan Chavez	Transportation	$ -	yes
Lynda Hofmann	Transportation	$ -	yes
Shawn Castrapel	Transportation	$ -	yes
Stacey Lauer	Transportation	$ -	yes
Destry Ogden	Transportation	$ -	yes

Keri Munson	Transportation	$ -	yes
Kirstin Byer	Transportation	$ -	yes
Mark Lewis	Transportation	$ -	yes
Chad Tippin	Transportation	$ -	yes
William Clark	Transportation	$ -	yes
Lannie Eells	Transportation	$ -	yes
Matthew Wales	Transportation	$ -	yes
Gayle Wilson	Transportation	$ -	yes
Douglas Hight	Transportation	$ -	yes
Kenneth Lee	Transportation	$ -	yes
Millicent Williams	Transportation	$ -	yes
Catherine Ciarlo	Transportation	$ -	yes
Brook Armes	Transportation	$ -	yes
Peter Wojcicki	Transportation	$ -	yes
Howard Clement	Transportation	$ -	yes
Kathryn Levine	Transportation	$ -	yes
Jeramy Patton	Transportation	$ -	yes
Tara Wasiak	Transportation	$ -	yes
Christine Leon	Transportation	$ -	yes
David Benson	Transportation	$ -	yes
Arthur Pearce	Transportation	$ -	yes
John Brady	Transportation	$ -	yes
Dylan Rivera	Transportation	$ -	yes

Donald Hunter	Transportation	$ -	yes
Andrew Lamoreaux	Transportation	$ -	yes
Rick Jones	Transportation	$ -	yes
Don Allison	Transportation	$ -	yes
Brandi Wellborn	Transportation	$ -	yes
Christopher Lawrence	Transportation	$ -	yes
Rose Crouchley	Transportation	$ -	yes
Joanne Foulkrod	Transportation	$ -	yes
Robert Bayley	Transportation	$ -	yes
Teresa Montalvo	Transportation	$ -	yes
Valerie Joachim	Transportation	$ -	yes
Ryan Mace	Transportation	$ -	yes
Richard Eisenhauer	Transportation	$ -	yes
Kelly Sills	Transportation	$ -	yes
Lenore Deluisa	Transportation	$ -	yes
Jill Jacobsen	Transportation	$ -	yes
David McEldowney	Transportation	$ -	yes
Gabriel Javier	Transportation	$ -	yes
Mark Hawkins	Transportation	$ -	yes
Geffory Adair	Transportation	$ -	yes
Danny Denning	Transportation	$ -	yes
John Gillam	Transportation	$ -	yes
Cynthia Murphy	Transportation	$ -	yes

Glen Foster	Transportation	$ -	yes
Charles Scales	Water	$ -	yes
Shanita Gills	Water	$ -	yes
Anna Becker	Water	$ -	yes
Rachel Jamison	Water	$ -	yes
Kristen Small	Water	$ -	yes
Angela Harris	Water	$ -	yes
Cailey Woodward	Water	$ -	yes
Korya Ames	Water	$ -	yes
Eugena Ott	Water	$ -	yes
Anna DiBenedetto	Water	$ -	yes
Linda Curtis	Water	$ -	yes
Shawna Gawthorne	Water	$ -	yes
Erin Novak	Water	$ -	yes
Ashley Tjaden	Water	$ -	yes
Alex Reagan	Water	$ -	yes
Patricia Burk	Water	$ -	yes
Stuart Oishi	Water	$ -	yes
Jonathan Syphard	Water	$ -	yes
Andrew Urdahl	Water	$ -	yes
Gerald Pierce	Water	$ -	yes
Lisa Vieno	Water	$ -	yes
Eric Brainich	Water	$ -	yes

Sara Petrocine	Water	$ -	yes
Annette Dabashinsky	Water	$ -	yes
Van Le	Water	$ -	yes
Jeffory Winner	Water	$ -	yes
Deborah Richards	Water	$ -	yes
Pamela Torres	Water	$ -	yes
Karen Wood	Water	$ -	yes
Robyn Deeb	Water	$ -	yes
Kirsten Klym	Water	$ -	yes
Alonzo Jamison	Water	$ -	yes
Barbara Streeter	Water	$ -	yes
Cherri Warnke	Water	$ -	yes
Fabiola Casas	Water	$ -	yes
Elaine Beauvais	Water	$ -	yes
Dawn Reins	Water	$ -	yes
Christopher Saludares	Water	$ -	yes
Aron Anderson	Water	$ -	yes
Emily Jennings	Water	$ -	yes
Jeffrey Sandberg	Water	$ -	yes
Brian Balla	Water	$ -	yes
Rhetta Drennan	Water	$ -	yes
Teresa Black	Water	$ -	yes
Gregory Sturbaum	Water	$ -	yes

Benjamin Gossett	Water	$ -	yes
John Popenuk	Water	$ -	yes
Thomas Klutz	Water	$ -	yes
Jamaal Folsom	Water	$ -	yes
Kavita Heyn	Water	$ -	yes
Liane Davis	Water	$ -	yes
Douglas Wise	Water	$ -	yes
Myla Thomas	Water	$ -	yes
Scott Bradway	Water	$ -	yes
Sarah Santner	Water	$ -	yes
Gabriel Solmer	Water	$ -	yes
Michael Stuhr	Water	$ -	yes
Thomas Gilman	Water	$ -	yes
Jeremiah Hess	Water	$ -	yes
Walter Lewandowski	Water	$ -	yes
Patrick Easley	Water	$ -	yes
Keith Walker	Water	$ -	yes
Margaret Kehrli	Water	$ -	yes
Holly Walla	Water	$ -	yes
Teresa Elliott	Water	$ -	yes
Michael Saling	Water	$ -	yes
Jodie Inman	Water	$ -	yes
Yone Akagi	Water	$ -	yes

Kimberly Gupta	Water	$ -	yes
Roderick Allen	Water	$ -	yes
Michael Angerinos	Water	$ -	yes
Michelle Lostra	Water	$ -	yes
Richard Seright	Water	$ -	yes
Ann Levy	Water	$ -	yes
David Barrigan	Water	$ -	yes
Turner Harty	Water	$ -	yes
Valerie Joerger	Water	$ -	yes
Nancy Moeller	Water	$ -	yes
Elliot Lisac	Water	$ -	yes
Jan Warner	Water	$ -	yes
Mary Leung	Water	$ -	yes
Marsha Farooqui	Water	$ -	yes
Richard Rice	Water	$ -	yes
Jonathan Jaramillo-Figueroa	Water	$ -	yes
James Wisner	Water	$ -	yes
Beau Brown	Water	$ -	yes
David Hernandez	Water	$ -	yes
John Dilg	Water	$ -	yes
David Syphard	Water	$ -	yes
Nathaniel Burton	Water	$ -	yes
Chris Redfield	Water	$ -	yes

Winford Suell	Water	$ -	yes
Russell Halverson	Water	$ -	yes
Remani Mathew	Water	$ -	yes
Stephen Kucas	Water	$ -	yes
Marci Rees	Water	$ -	yes
Janet Senior	Water	$ -	yes
Charles Smith	Water	$ -	yes
Rebecca Geisen	Water	$ -	yes
Danny Allison	Water	$ -	yes
Cecelia Huynh	Water	$ -	yes
Ty Kovatch	Water	$ -	yes
Edward Campbell	Water	$ -	yes
Chris Wanner	Water	$ -	yes
Kathryn Koch	Water	$ -	yes
Jennifer Gardner	Water	$ -	yes
Jaymee Cuti	Water	$ -	yes
Emily Bahus	Water	$ -	yes
James Griner	Water	$ -	yes
Jennifer Eichler	Water	$ -	yes
Dennis Hughes	Water	$ -	yes
Ron Drath	Water	$ -	yes
LeAnne Tumbaga	Water	$ -	yes
Corbett White	Water	$ -	yes

Kirk Nibler	Water	$ -	yes
Roger Hediger	Water	$ -	yes
Tenna White	Water	$ -	yes
Jamie Seaquist	Water	$ -	yes
Aaron Gooderham	Water	$ -	yes
Roy Martinez	Water	$ -	yes
Susan Bailey	Water	$ -	yes
Tim Grandle	Water	$ -	yes
Mark Filsinger	Water	$ -	yes
Paul Ejgird	Water	$ -	yes
Elizabeth Pape	City Auditor	$ 0.01	yes
Shelli Tompkins	OMF-Bureau of Rev & Fin Svcs	$ 0.01	yes
Raphael Haou	Transportation	$ 0.01	yes
Kathleen Leatherbarrow	Water	$ 0.01	yes
Sarah Covington	Environmental Services	$ 0.05	yes
Bryan Pirrello	OMF-BTS	$ 0.06	yes
Kandi Marks	Police	$ 0.06	yes
Irma Castillo	Civic Life	$ 0.07	yes
Patrick Darby	Environmental Services	$ 0.07	yes
Emmanuel Amunga	OMF-Bureau of Rev & Fin Svcs	$ 0.07	yes
Steven Blank	Parks	$ 0.07	yes
Sara Asher	Water	$ 0.07	yes
Mark Ross	Parks	$ 0.08	no

Francis Skeels	Environmental Services	$ 0.09	no
Stephanie Beckman	Development Services	$ 0.12	no
Kidus Yared	Emergency Communications	$ 0.12	yes
Brent Cline	Environmental Services	$ 0.13	yes
Roy Lawson	Fire and Rescue	$ 0.13	yes
Angela McCall	Police	$ 0.13	yes
Arsenica Perez	Transportation	$ 0.13	no
Brenda Fahey	Development Services	$ 0.13	yes
Somer Erickson	Emergency Management	$ 0.13	yes
Angela Henderson	Environmental Services	$ 0.13	yes
Daniel Puha	Transportation	$ 0.13	yes
Kai Snyder	Environmental Services	$ 0.14	yes
Keegan Baun	Police	$ 0.16	no
Kenneth Ackerman	Water	$ 0.16	no
Lisa Howard	Environmental Services	$ 0.17	yes
Kyanne Probasco	Water	$ 0.17	yes
Michael Johnson	Housing	$ 0.18	yes
Sarah Diffenderfer	OMF-Human Resources	$ 0.20	yes
Steven Szigethy	Transportation	$ 0.20	no
Robert Jackson	Police	$ 0.21	no
Wayne Close	Transportation	$ 0.24	no
Thanh Tran	Environmental Services	$ 0.26	no
Frank Silva	Police	$ 0.28	no

Stephanie Yao Long	Development Services	$ 0.28	yes
Luu Huynh	OMF-Bureau of Rev & Fin Svcs	$ 0.29	yes
Lisa Marolf	Environmental Services	$ 0.31	no
Ronnessa Searle	Police	$ 0.31	yes
Kenya Williams	Civic Life	$ 0.33	yes
Alden Boetsch	Environmental Services	$ 0.37	yes
James Brown	Environmental Services	$ 0.38	yes
Norberto Adre	Transportation	$ 0.38	yes
Elyse Rosenberg	OMF-BTS	$ 0.39	yes
Patricia Pleune	Police	$ 0.39	yes
Ashish Gupta	OMF-BTS	$ 0.40	no
Michelle Meyer	Parks	$ 0.41	yes
Raymond Galinat	Development Services	$ 0.42	no
Bryan Aptekar	Parks	$ 0.42	yes
Bonny Cushman	Water	$ 0.42	yes
Cassandra Scholte	Development Services	$ 0.44	yes
Stephen Bouffard	Parks	$ 0.45	yes
Garrett Benson	OMF-Human Resources	$ 0.46	no
Allison Parker	Parks	$ 0.46	no
Jeffery Blade	OMF-Bureau of Rev & Fin Svcs	$ 0.47	yes
Katelyn Bonn	Police	$ 0.47	no
Joanne Johnson	Civic Life	$ 0.48	no
Caitlin Burke	Civic Life	$ 0.49	yes

DaVon Wilson-Angel	Emergency Management	$ 0.49	yes
Jeanne-Marie Jeffrey	Transportation	$ 0.50	no
Brandon Goldner	Civic Life	$ 0.51	yes
Jonathan Lewis	OMF-BIBS	$ 0.52	no
Earl Straley	Parks	$ 0.54	no
Eric Hesse	Transportation	$ 0.54	no
Manh Saechao	Transportation	$ 0.54	yes
Laurel Motley	Transportation	$ 0.54	yes
Phillip Marchbanks	OMF-BTS	$ 0.55	yes
Kathleen Lyndon	Development Services	$ 0.56	yes
Julia Thompson	Planning and Sustainability	$ 0.57	no
Stacy Cowan	Government Relations	$ 0.58	no
Sara Culp	Environmental Services	$ 0.58	yes
Matthew Thorup	OMF-Bureau of Rev & Fin Svcs	$ 0.58	no
Colleen Phillips	City Auditor	$ 0.59	yes
Erminia Martinez	Police	$ 0.62	yes
Elizabeth Hilt	Housing	$ 0.63	yes
Carol Timper	OMF-Bureau of Rev & Fin Svcs	$ 0.63	no
John Budke	Emergency Communications	$ 0.64	yes
Terry Smith	OMF-BIBS	$ 0.64	yes
Anna Cowen	OMF-BTS	$ 0.64	yes
Emily Rochon	Police	$ 0.64	yes
Douglas Jones	Environmental Services	$ 0.65	no

Abiodun Emmy-Nwachukwu	Transportation	$ 0.65	no
Ashly Hoffman	Transportation	$ 0.66	yes
Allison Madsen	Transportation	$ 0.66	yes
Thomas Rosewall	Parks	$ 0.68	yes
Martin Secrist	Environmental Services	$ 0.69	no
Tracy Rush	Transportation	$ 0.70	no
Jonathan Miller	Police	$ 0.71	yes
Kelsey Baleilevuka	Police	$ 0.71	yes
Geethani Delgoda	Environmental Services	$ 0.72	yes
Jeremy Van Keuren	Emergency Management	$ 0.73	yes
Miranda Wood	Police	$ 0.73	yes
Stephen Igarta	Transportation	$ 0.75	no
Jane Marie Ford	City Budget Office	$ 0.75	yes
Maija Spencer	Parks	$ 0.75	yes
Christopher Cavanagh	OMF-BTS	$ 0.76	yes
Jonna Papaefthimiou	Emergency Management	$ 0.78	yes
Kapuanani Foster	Equity & Human Rights Office	$ 0.79	yes
Ning Jiang	Environmental Services	$ 0.81	yes
Jeffrey Cammack	Police	$ 0.82	yes
Joseph Disciascio	Development Services	$ 0.82	no
Jeff Winkler	OMF-BIBS	$ 0.82	yes
Jonathan Simeone	Equity & Human Rights Office	$ 0.84	no
Jenifer Johnston	Attorney	$ 0.84	no

Eugenia Alexander	Police	$ 0.86	yes
Terri Krueger	OMF-CAO	$ 0.87	yes
Nicole Lara	OMF-CAO	$ 0.88	yes
Alexandra Howard	OMF-CAO	$ 0.89	no
Caryn Brooks	Fire and Rescue	$ 0.90	yes
Lisa Timmerman	Planning and Sustainability	$ 0.91	no
Caitlyn Atwood	Police	$ 0.92	yes
Stefania Holstun	Attorney	$ 0.93	no
Jana Gerow	OMF-BIBS	$ 0.99	no
Victoria Rice	OMF-BTS	$ 1.00	no
Lindsay Barnes	Development Services	$ 1.02	no
Catherine Kicza	OMF-Human Resources	$ 1.03	yes
Elizabeth Benton	Development Services	$ 1.03	no
Bimal RajBhandary	Housing	$ 1.03	yes
Katherine Kestell	City Auditor	$ 1.04	no
Amy Cornell	OMF-BTS	$ 1.05	yes
Veronica Ferguson	Environmental Services	$ 1.05	no
Kendall Rudolph	Development Services	$ 1.06	no
James Apple	OMF-BTS	$ 1.07	no
Peter Hesford	Environmental Services	$ 1.08	yes
Theodore Goff	Transportation	$ 1.08	yes
Tressa Barclay	OMF-Bureau of Rev & Fin Svcs	$ 1.08	no
Mauricio Leclerc	Transportation	$ 1.09	no

Martha Prinz	City Auditor	$ 1.11	yes
Karen Guillen-Chapman	Planning and Sustainability	$ 1.11	yes
Michael Boyer	Parks	$ 1.12	yes
Andrew Pease	City Auditor	$ 1.14	no
Jeffrey Van Kent	Civic Life	$ 1.14	yes
Antonina Pattiz	Transportation	$ 1.15	no
Keren Ceballos	Emergency Communications	$ 1.15	yes
Ryan Curren	Planning and Sustainability	$ 1.15	yes
Brian Pham	Environmental Services	$ 1.16	yes
James Gibbons	OMF-BIBS	$ 1.18	no
Marybeth Elmes	Transportation	$ 1.18	yes
Rachel Mortimer	City Auditor	$ 1.20	yes
Gary Datka	Parks	$ 1.20	yes
Mieke Keenan	Development Services	$ 1.20	yes
Jessica Terlikowski	Environmental Services	$ 1.20	yes
Charles Smith	Police	$ 1.21	yes
Luis Perez	Police	$ 1.21	yes
Ira Hill	Transportation	$ 1.21	yes
Diane Dulken	Environmental Services	$ 1.22	yes
Erin Poole	OMF-BTS	$ 1.23	no
Eli Rosborough	Environmental Services	$ 1.24	yes
Kelly Peterson	Development Services	$ 1.25	no
Robert George	Environmental Services	$ 1.25	no

Paula Peterson	OMF-BIBS	$ 1.26	yes
Jamila Meeks	Water	$ 1.26	yes
Grant Morehead	Transportation	$ 1.28	no
Karl Dinkelspiel	Housing	$ 1.28	yes
Nanci Klinger	Attorney	$ 1.32	no
Mathew Berkow	Transportation	$ 1.32	yes
Lisa Gill	Development Services	$ 1.33	no
Kristin Johnson	OMF-CAO	$ 1.33	yes
Ashley Lancaster	Police	$ 1.33	yes
Pamela Degler	Attorney	$ 1.33	no
Lindsey Maser	Planning and Sustainability	$ 1.33	yes
Bobby Daniels	Housing	$ 1.34	no
Kimberly Epling	OMF-Human Resources	$ 1.36	no
Christian Peterson	Police	$ 1.36	yes
Rebecca McKechnie	OMF-Human Resources	$ 1.37	yes
Travis Hardaker	Transportation	$ 1.39	no
Theresa Suico	Development Services	$ 1.39	yes
Timothy Morris	Development Services	$ 1.42	no
Justin Buchanan	Transportation	$ 1.42	yes
Pamela Davis	OMF-Human Resources	$ 1.43	no
Sean OReilly	Transportation	$ 1.43	yes
Terrol Johnson	OMF-Human Resources	$ 1.43	yes
Frank James	Parks	$ 1.44	yes

Sherree Matias	City Auditor	$ 1.45	yes
Joshua McNeal	City Auditor	$ 1.46	no
Kara Fioravanti	Development Services	$ 1.46	no
Alexandra Martin	City Budget Office	$ 1.47	no
Ethan Cirmo	OMF-CAO	$ 1.48	yes
Russell Kreis	Transportation	$ 1.48	yes
Mychal Tetteh	Transportation	$ 1.49	yes
Julie Baggs	Fire and Rescue	$ 1.50	no
Risa Williams	OMF-Human Resources	$ 1.50	no
Suzanne Lindstrom	OMF-Human Resources	$ 1.51	yes
Scott Domine	Parks	$ 1.51	no
Muriel Gueissaz-Teufel	Environmental Services	$ 1.52	yes
Michael Williams	Transportation	$ 1.52	yes
Dawn Cheek	Water	$ 1.52	yes
David Evonuk	Water	$ 1.52	yes
Timothy Collins	Water	$ 1.52	yes
Kimberely Patterson	Transportation	$ 1.53	yes
Sharon Nickleberry Rogers	OMF-Bureau of Rev & Fin Svcs	$ 1.54	no
Cori Wiessner	Transportation	$ 1.54	no
Ryan Hughes	Transportation	$ 1.54	yes
Kerry Anderson	Parks	$ 1.55	yes
Nancy Hendrickson	Environmental Services	$ 1.57	no
James Bryant	Development Services	$ 1.60	no

Timothy Pittman	Transportation	$ 1.61	no
Paula Wendorf	OMF-Bureau of Rev & Fin Svcs	$ 1.61	yes
Peter Grabowski	Planning and Sustainability	$ 1.62	yes
Lisa Perry	Transportation	$ 1.63	yes
Janell Piercy	Development Services	$ 1.65	no
Corrina Rodriguez	Water	$ 1.66	yes
Ashley Carter	Attorney	$ 1.67	no
Peter Maris	Development Services	$ 1.68	yes
Aubrey Perry	Police	$ 1.69	no
Jake Sigler	Fire and Rescue	$ 1.70	yes
Robert Pyle	Environmental Services	$ 1.73	no
Jason Perkins	OMF-BIBS	$ 1.73	no
Peter Abrams	Environmental Services	$ 1.77	yes
Lisa Tyler	Parks	$ 1.79	yes
Hector Dominguez Aguirre	Planning and Sustainability	$ 1.80	yes
Tawnya Harris	OMF-BIBS	$ 1.80	no
Jeremy Hunt	OMF-BIBS	$ 1.81	no
Judy Baker-Johnson	OMF-Human Resources	$ 1.84	yes
Tamara Mayer	Police	$ 1.84	yes
Thea Kuticka	Transportation	$ 1.84	yes
Catherine Antisdel	Parks	$ 1.85	yes
Nicole Powell	Transportation	$ 1.86	no
Fritz Johnson	Planning and Sustainability	$ 1.86	yes

Andreea Codorean	Emergency Communications	$ 1.88	yes
Georgia West	Civic Life	$ 1.88	yes
Mandi Hood	Equity & Human Rights Office	$ 1.88	yes
Jennifer Hollandsworth Reed	Police	$ 1.89	no
Pauline Goble	OMF-BIBS	$ 1.91	yes
Geraldene Moyle	OMF-CAO	$ 1.91	yes
Asha Bellduboset	City Budget Office	$ 1.91	yes
Anthony Locke	OMF-CAO	$ 1.92	yes
Emily Craig	OMF-Human Resources	$ 1.92	yes
David Galat	Transportation	$ 1.96	no
Melissa Walton Hendricks	OMF-BIBS	$ 1.97	yes
Toni Severe Marcelin	OMF-Bureau of Rev & Fin Svcs	$ 1.98	yes
Sarah Huggins	Parks	$ 1.99	yes
Kyle DeHart	Parks	$ 1.99	yes
Ay Saechao	OMF-Bureau of Rev & Fin Svcs	$ 2.00	no
Jason Shepard	Transportation	$ 2.01	yes
Robert Eichler	Transportation	$ 2.01	yes
Jessica Bird	OMF-BIBS	$ 2.02	no
Kyle O'Brien	Development Services	$ 2.02	yes
Anthony Andersen	Water	$ 2.02	yes
Annette Steele	Planning and Sustainability	$ 2.03	yes
Eric Brennecke	Environmental Services	$ 2.03	yes
Robert Cozzi	Environmental Services	$ 2.04	yes

Nichole Gamell	Parks	$ 2.04	yes
Christopher Rawlins	Transportation	$ 2.04	yes
Kari Koch	Civic Life	$ 2.06	yes
David Grindstaff	Parks	$ 2.07	no
Jennifer Bildersee	Environmental Services	$ 2.07	yes
Gregory Isaacson	Parks	$ 2.07	yes
Ashley Horne	Civic Life	$ 2.08	yes
Norah Beech	OMF-Bureau of Rev & Fin Svcs	$ 2.08	yes
Dorothy Elmore	OMF-BIBS	$ 2.09	yes
Rachel Piazza	Environmental Services	$ 2.09	yes
Natasha Lipai	Parks	$ 2.10	yes
Providance Nagy	Transportation	$ 2.10	yes
Daniel Simon	Attorney	$ 2.11	no
Kenneth Sisneros	OMF-Human Resources	$ 2.12	no
Susan Parsons	City Auditor	$ 2.15	yes
Jennifer Farres	Police	$ 2.16	yes
Eric Berry	City Auditor	$ 2.17	yes
Sarah Figliozzi	Transportation	$ 2.18	yes
Christian Scott	Transportation	$ 2.19	no
Douglas Stewart	Water	$ 2.19	yes
Alexandra Meek	Community Technology	$ 2.20	yes
Amelia Andrews	Police	$ 2.20	yes
Patricia Barrera	Police	$ 2.20	yes

Joseph Shoemaker	Development Services	$ 2.22	no
Stacy Hibbard	Environmental Services	$ 2.22	no
Michael Grosso	Parks	$ 2.22	no
Catherine Cunan	Environmental Services	$ 2.23	yes
Angela Tran	Emergency Communications	$ 2.23	yes
Megan Greenauer	Development Services	$ 2.25	no
Colleen Harold	Environmental Services	$ 2.28	yes
Tammy Croll	Development Services	$ 2.29	no
Shannon Carney	City Budget Office	$ 2.31	yes
Jennifer Li	Community Technology	$ 2.31	no
Penelope Luedtke	OMF-BIBS	$ 2.32	yes
Laura Niemi	Parks	$ 2.32	yes
Gwendolynn Amsbury	City Auditor	$ 2.33	no
Shelley Pendergrass	Parks	$ 2.33	no
Andrea Damewood	City Auditor	$ 2.34	yes
Christa Shier	Environmental Services	$ 2.35	no
Victor Salinas	Civic Life	$ 2.36	no
Amie Massier	Parks	$ 2.36	yes
Kathleen Faris	Environmental Services	$ 2.38	yes
Jeanna Shephard	Environmental Services	$ 2.38	yes
Darrel Hart	Fire and Rescue	$ 2.38	yes
Sharon Miller	FPDR	$ 2.38	yes
Neelam Jain	Water	$ 2.38	yes

Carrie Popenuk	Water	$ 2.38	yes
Nathan Jefcoat	Water	$ 2.39	no
Robert Cheney	City Budget Office	$ 2.43	no
Slavica Jovanovic	Police	$ 2.44	yes
Aaron Fox	Emergency Management	$ 2.48	yes
Angela Carkner	Emergency Management	$ 2.48	yes
Tammi Weiss	Police	$ 2.50	no
Pamela Mavis	Environmental Services	$ 2.51	yes
Arthur Hendricks	Parks	$ 2.52	yes
Becky Anicker	Water	$ 2.53	yes
Alisa Kane	Planning and Sustainability	$ 2.54	no
Michael Wong	Fire and Rescue	$ 2.54	yes
Rhonda Anderson	Environmental Services	$ 2.56	yes
Pablo Chauvin	OMF-BTS	$ 2.57	no
Katherine Labadie	Water	$ 2.62	yes
Yung Ouyang	City Budget Office	$ 2.64	yes
Aaron Rivera	OMF-CAO	$ 2.65	yes
Alexander Bejarano	Transportation	$ 2.66	yes
James Webb	Police	$ 2.68	yes
Kalin Kelley	Water	$ 2.70	yes
Jamie Sandness	Parks	$ 2.71	yes
Thomas Armstrong	Planning and Sustainability	$ 2.71	yes
Juliette Muracchioli	Civic Life	$ 2.72	yes

Paula O'Neal	Police	$ 2.72	yes
Benjamin Fitch	Environmental Services	$ 2.74	yes
Josephine Kostylo	Parks	$ 2.74	yes
Elizabeth Gerritsen	Police	$ 2.76	yes
Amourie Downing	Parks	$ 2.77	no
Sandra Wood	Planning and Sustainability	$ 2.77	yes
Linda Goheen	Transportation	$ 2.77	yes
Cydney Khan	Parks	$ 2.77	no
Timothy McCormack	OMF-BIBS	$ 2.78	no
Celita Holt	OMF-Bureau of Rev & Fin Svcs	$ 2.78	no
Jennifer Clodius	OMF-CAO	$ 2.78	yes
Michelle DePass	Housing	$ 2.82	yes
Deborah Scroggin	City Auditor	$ 2.83	yes
Mary Twohy	Transportation	$ 2.84	yes
Joseph Tursi	Environmental Services	$ 2.85	no
Michelle Roach	Transportation	$ 2.85	yes
Kyle Stephens	Environmental Services	$ 2.86	no
Natalie Didion	Development Services	$ 2.87	no
Christina Coursey	Civic Life	$ 2.87	yes
Alicia Hammock	Parks	$ 2.87	yes
Tyler Dice	Community Technology	$ 2.88	no
Loan Tran	OMF-Human Resources	$ 2.88	no
Leesha Posey	Planning and Sustainability	$ 2.89	yes

Gayla Jennings	City Auditor	$ 2.92	yes
Matthew Gough	Environmental Services	$ 2.92	yes
Erin Mick	Water	$ 2.92	yes
Steven Fisher	Transportation	$ 2.93	yes
Andrew Shearer	Police	$ 2.94	no
Seth Kabala	OMF-Bureau of Rev & Fin Svcs	$ 2.98	yes
Mary Hartshorn	Civic Life	$ 2.98	no
Calvin Menegassi	Transportation	$ 2.99	yes
Kyle Ricciotti	Parks	$ 2.99	yes
Chris Dornan	Planning and Sustainability	$ 3.00	yes
Kaitlin Lovell	Environmental Services	$ 3.02	yes
Lucas Hillier	OMF-BIBS	$ 3.02	yes
Brian Johnson	Transportation	$ 3.02	no
Grace Labrador-Hallett	Equity & Human Rights Office	$ 3.06	yes
Brenda Beyers	OMF-BTS	$ 3.07	yes
Jennifer Trimm	Parks	$ 3.08	no
Darrin Kazlauskas	Police	$ 3.08	yes
William Crawford	Parks	$ 3.09	no
Colleen Mossor	Transportation	$ 3.12	yes
Joy Crays	Water	$ 3.12	yes
Joseph Eddings	Community Technology	$ 3.15	yes
Andrea Marquez	Civic Life	$ 3.20	yes
Julie Crisp	OMF-Bureau of Rev & Fin Svcs	$ 3.21	yes

Steven Kass	Development Services	$ 3.22	no
Martha Calhoon	Housing	$ 3.24	no
Ronnie Mompellier	Environmental Services	$ 3.24	yes
Jody Halia	Police	$ 3.24	yes
Michael Carr	Parks	$ 3.28	yes
Francisca Garfia	OMF-CAO	$ 3.31	no
Joshua Wells	Parks	$ 3.34	yes
Mary Kapelczak	OMF-Bureau of Rev & Fin Svcs	$ 3.40	yes
Cary Coker	Parks	$ 3.48	yes
Kimie Ueoka	Civic Life	$ 3.49	yes
Josafat Marco Mejia Yepez	Civic Life	$ 3.51	no
Sheila Parrott	Transportation	$ 3.57	yes
Kathryn Doherty-Chapman	Transportation	$ 3.59	yes
William Threewitt III	Transportation	$ 3.61	no
Ciji Shelton	Parks	$ 3.64	yes
Kristin Anderson	Water	$ 3.67	yes
Richard Newlands	Transportation	$ 3.68	yes
Anais Keenon	OMF-Human Resources	$ 3.69	yes
Ken Rumbaugh	Parks	$ 3.69	no
Kathleen Selvaggio	Transportation	$ 3.71	yes
Anne Hogan	OMF-Human Resources	$ 3.82	yes
Shannon Milliman	Environmental Services	$ 3.84	no
Keesha Wallace	Development Services	$ 3.88	yes

Alfredo Gonzalez	Planning and Sustainability	$ 3.91	yes
Shawn Lindsey	Parks	$ 3.95	no
Danita Henry	Water	$ 3.95	yes
Heidi Brown	Attorney	$ 3.96	no
Trisha Schultz	Planning and Sustainability	$ 3.96	yes
Anna Buckley	Water	$ 3.98	yes
Carol Stahlke	Water	$ 3.98	yes
Emily Covelli	Police	$ 4.01	yes
Robert McIntire	Transportation	$ 4.06	no
Heather McKenna	Environmental Services	$ 4.06	yes
Christina Suto	Water	$ 4.06	yes
Alison Belter	Development Services	$ 4.07	yes
Anthony Thurmond	Water	$ 4.07	yes
Alicia Gruber	Transportation	$ 4.08	yes
John Wheeler	Transportation	$ 4.09	no
Lynette Brown	Transportation	$ 4.09	no
Lisa Vanlue	OMF-Bureau of Rev & Fin Svcs	$ 4.10	no
Luke Mason	Development Services	$ 4.12	no
Adrienne Brown-Dunn	OMF-Bureau of Rev & Fin Svcs	$ 4.14	no
Renee Mako	Police	$ 4.16	yes
Nicholas Ferrua	Police	$ 4.16	yes
Nathan Leamy	Transportation	$ 4.17	no
Mary Strayhand-Preston	OMF-Human Resources	$ 4.18	no

Sophia AbuDakar	Environmental Services	$ 4.18	yes
Janet Storm	OMF-CAO	$ 4.18	yes
William Warren	OMF-BIBS	$ 4.21	yes
Leigh Wheeler	Development Services	$ 4.23	yes
Christine Pierce	Development Services	$ 4.27	no
Michael Summerson	Police	$ 4.28	yes
Geronimo Umali	OMF-BIBS	$ 4.28	no
Garland Brown II	Parks	$ 4.29	no
Lisa Shaw	Police	$ 4.30	no
Bruce McClelland	Environmental Services	$ 4.32	no
Michael Crebs	Transportation	$ 4.33	yes
Penelope Milton	Water	$ 4.35	no
Sabrina Wilson	Civic Life	$ 4.37	yes
Crystal Smith	Water	$ 4.38	yes
Craig Ward	Parks	$ 4.40	no
Katherine Couch	Civic Life	$ 4.41	yes
Angel Rogers	Transportation	$ 4.42	yes
Michelle Rodriguez	Civic Life	$ 4.47	yes
Andrew Amato	Parks	$ 4.48	no
Shoshana Cohen	Transportation	$ 4.48	yes
Christopher Wier	Transportation	$ 4.48	no
Thomas Henn	Parks	$ 4.49	yes
Michael Anderson	Transportation	$ 4.50	yes

Sherri Peterson	Environmental Services	$ 4.53	yes
Robert Donaldson	Parks	$ 4.55	no
Julian Massenburg	OMF-CAO	$ 4.55	yes
Edina Na-SongKhla	Police	$ 4.55	yes
Raul Torres	Development Services	$ 4.57	yes
Kimberly Anderson	Water	$ 4.61	yes
Melinda Bullen	Water	$ 4.64	no
David Kuhnhausen	Development Services	$ 4.67	no
Sarah Kautter	Parks	$ 4.69	yes
Dan Douthit	Emergency Management	$ 4.71	yes
Diane Parke	Development Services	$ 4.71	no
Adrienne Aiona	Environmental Services	$ 4.71	yes
Susan Meamber	Water	$ 4.73	yes
Mark Williams	Transportation	$ 4.75	yes
Kyle Diesner	Planning and Sustainability	$ 4.76	yes
Michael Johnson	City Auditor	$ 4.80	no
David Tebeau	Development Services	$ 4.83	no
William Beamer	Planning and Sustainability	$ 4.86	yes
Maxine Lloyd	FPDR	$ 4.88	yes
Adam McGowan	Parks	$ 4.91	no
Curtis Scott	Parks	$ 4.95	yes
Chris Corr	Development Services	$ 5.01	yes
Jennifer Birt	Parks	$ 5.12	no

Jaspreet Chahal	Civic Life	$ 5.12	yes
Aymie Reynolds	OMF-BIBS	$ 5.12	yes
Todd Tschida	OMF-BIBS	$ 5.13	no
Sarah Messier	Water	$ 5.13	yes
Rodrigo Morales	OMF-Human Resources	$ 5.15	no
Kristan Burkert	Environmental Services	$ 5.19	yes
Phuong Ta	OMF-Human Resources	$ 5.19	no
Andrea Barraclough	Attorney	$ 5.21	no
Condry Robbins	Equity & Human Rights Office	$ 5.24	yes
Daniel Grady	Planning and Sustainability	$ 5.26	no
Kathleen Roske	Transportation	$ 5.27	yes
Devin Busby	City Auditor	$ 5.30	no
Carol Cruzan	OMF-Human Resources	$ 5.35	yes
Michelle Ladd	OMF-BIBS	$ 5.42	yes
Leslie Hardgrove	OMF-Bureau of Rev & Fin Svcs	$ 5.42	yes
Ryan Lee	Police	$ 5.42	yes
Michael Ridenour	Police	$ 5.45	yes
Andrea McCracken	OMF-Bureau of Rev & Fin Svcs	$ 5.46	no
Som Subedi	Parks	$ 5.53	yes
Hannah Schafer	Transportation	$ 5.54	yes
Karren Bond	OMF-Bureau of Rev & Fin Svcs	$ 5.54	no
Christopher Spencer	Transportation	$ 5.55	no
Allison Prasad	OMF-Human Resources	$ 5.61	yes

Lory Kraut	Attorney	$ 5.65	no
Christine Kendrick	Planning and Sustainability	$ 5.66	yes
Miranda Sandi	OMF-BIBS	$ 5.66	yes
Troy Wakefield	Transportation	$ 5.66	yes
Emily Mavraganis	OMF-Human Resources	$ 5.77	yes
Matt Weatherly	Water	$ 5.82	yes
Shannon Reynolds	Environmental Services	$ 5.88	yes
Janie Garcilazo	Environmental Services	$ 5.93	yes
Mara Cogswell	Parks	$ 5.99	yes
John Maloney	Environmental Services	$ 6.06	yes
Faith Winegarden	Transportation	$ 6.19	yes
Erika Nebel	Transportation	$ 6.42	yes
Darryl Godsby	Development Services	$ 6.44	no
Karen Bradley	Water	$ 6.47	no
Aubrey Lindstrom	Transportation	$ 6.71	yes
Matthew Erickson	Transportation	$ 6.73	yes
MaOxford Lerotholi	Parks	$ 6.76	yes
Kaori Liebhardt	Parks	$ 6.78	yes
Kristine Irvine	Transportation	$ 6.86	yes
Harold Rushing	OMF-BIBS	$ 6.96	yes
Judy Prosper	Attorney	$ 7.07	no
Melanie Gualotunia	Environmental Services	$ 7.13	yes
Cindi Lombard	Water	$ 7.13	yes

Cierra Maceo	Parks	$ 7.17	yes
William Martin	Transportation	$ 7.26	yes
Amanda Romero	Planning and Sustainability	$ 7.29	yes
Linda Erlandsen	OMF-Human Resources	$ 7.41	yes
Joshua Gregor	OMF-CAO	$ 7.42	yes
Aristanto Bayu Aji	Transportation	$ 7.42	yes
Angelique Tomlinson	Development Services	$ 7.50	yes
Karen Burnett	Parks	$ 7.58	yes
Daniel Cote	Development Services	$ 7.78	no
Ross Jonak	Development Services	$ 8.05	yes
Michael Ciolli	Environmental Services	$ 8.06	no
Lee Tumminello	Environmental Services	$ 9.31	yes
Stephen Himes	Environmental Services	$ 9.47	yes
James Taylor	Water	$ 9.48	no
Joshua Crain	Transportation	$ 9.78	yes
Kita Xayachack Fraser	OMF-Bureau of Rev & Fin Svcs	$ 9.78	yes
Gregory Espinosa	Fire and Rescue	$ 16.32	yes
Vincent Wilson	Fire and Rescue	$ 16.32	yes
Donald Kelly	Fire and Rescue	$ 16.32	yes

From: Summers-McGee, Serilda
To: Non-Rep Employees
Cc: City Elected Officials; City Elected Officials Exec"s
Subject: Pay Equity Council Session Update
Date: Tuesday, January 8, 2019 5:38:35 PM

Hello,

Today, City Attorney Reeve and I led a work session with the Mayor and City Council about how the implementation of law affected all of you, what the new Pay Equity law means for the City of Portland, our compliance with the law, and next steps moving forward.

Here are highlights from the session:

1. **Council approved our request to lift the administrative freeze**, referred to in previous communications as "Red Circling". Merit increases and other compensation actions will be processed with a retroactive date if appropriate.
2. To ensure the City remains in compliance with the new Pay Equity law, BHR has been directed by Council to create a Citywide performance management system that we will use for all incoming evaluations and merit increases. The City Attorney's Office and BHR have drafted and submitted a Council resolution with a new, City-wide performance evaluation structure and we have requested our resolution be placed on the Council agenda next Wednesday, January 16, 2019.

How this information impacts you:
If you have a merit increase that is at BHR and has not yet been processed, **we will process your increase after Council reviews and votes on the new, City-wide performance evaluation structure.** If that new structure is approved by Council, we will work directly with all managers and employees to place their pending and upcoming performance evaluations into the new, City-wide performance evaluation structure and process your increase retro to the appropriate date.

No one's merit increase will be changed due to this new, City-wide performance evaluation structure. No one's compensation will be adversely impacted. Lastly, BHR is prioritizing the processing of all evaluations and merit increases that have been submitted to BHR and are not yet being processed until after the Council vote next week.

If the City-wide performance evaluation structure is approved by Council, BHR will provide a detailed overview of the new structure, instructions, and support for managers and employees as we engage with this new system.

Moving forward, I will update you as we receive new direction and approvals from Council regarding this matter.

Serilda

Serilda Summers-McGee, MBA, M.Ed
Chief Human Resources Officer
Ph: 503.823.5219 | Fax: 503.823-4156

BHR BUREAU OF HUMAN RESOURCES

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From: Summers-McGee, Serilda
To: Non-Rep Employees
Subject: Pay Equity Frequently Asked Questions
Date: Thursday, January 10, 2019 5:05:16 PM
Attachments: Pay Equity FAQ.DOCX

Hello Everyone,

As part of my communications to you last week about pay equity, I told you we would collect questions and provide an FAQ today. I have attached and added to the body of this e-mail our responses to the Frequently Asked Questions we gathered about pay equity and how the new law affects you. We will continue to keep you informed as we receive new information.

Pay Equity FAQ

What is the Oregon Equal Pay Act of 2017?
The Pay Equity law prohibits pay discrimination on the basis of: race, color, religion, sex, sexual orientation, national origin, marital status, veteran status, disability, or age. Effective January 1, 2019 It also created new compliance obligations for all Oregon employers.

How is Pay Equity different than the non-represented class comp study?
The class comp study re-classified comparable work within pay grades. It also developed pay ranges within the pay grades based upon comparable work in other demographic areas and other public-sector jurisdictions. The class comp study did not measure whether your pay was equal to all other City employees doing comparable work, with similar experience and education.

How was the Pay Equity Analysis conducted?
The pay equity law allows an employer to consider any one, or a combination, of the following factors in determining compensation: (a) A seniority system; (b) A merit system; (c) A system that measures earnings by quantity or quality of production, including piece-rate work; (d) Workplace locations; (e) Travel, if travel is necessary and regular for the employee; (f) Education; (g) Training; (h) Experience.

The City Attorney's Office and the Bureau of Human Resources worked together to determine which of the foregoing factors were relevant for the City's initial pay equity analysis. The five factors selected were travel, education, training, experience and seniority (length of service with the City). Once these factors were identified, the City Attorney's Office worked with BHR to develop a survey to gather information from non-represented employees for the analysis. After gathering the data, the information was shared with the expert statistician retained by the City Attorney's Office. The City also provided the statistician with data regarding employees' length of service with the City and pay. Merit was not considered for this study because the City does not have a consistent merit system – that is, bureaus have varying merit systems, but the City has employees citywide who perform work of comparable character. Two other factors were not deemed relevant for this analysis, namely a system that measures earnings by quantity or quality of production and workplace locations.

The City identified employees performing work of comparable character for the statistician and did so by using the former City classification specifications because they were in effect

during most of the relevant period and allowed for a more specific look at the work of comparable character. The statistician used the data from the City to assess the relationship between each factor (travel, education, training, experience, and length of service with the City) and pay. A close relationship between the factors and pay meant the City has in practice, used this factor more heavily in determining pay. A distant relationship between the factor and pay shows that the factor has not influenced pay as heavily. The closer the relationship between the factor and pay, the greater the influence of that factor.

The statistician used multiple regression analysis to create a model that combined the factors based on their influence. The model produced an explainable wage (referenced in the study as a "justified wage"). An explainable (or justified) wage is simply one that is best explained by the combined factors based on their influence. The City then reviewed the results and in some instances did further analysis to evaluate whether employees with large wage anomalies were in fact performing work of comparable character.

The pay equity study and further analysis revealed that some employees with similar factors were being paid less than the explainable wage, while others were being paid more. Since an employer cannot reduce pay to gain compliance with the law, the City increased the pay of employees with similar bona fide factors who perform work of comparable character to the level of the highest paid employee.

What is work of a comparable character?
Work that requires substantially similar knowledge, skill, effort, responsibility and working conditions.

Why did some employees receive an increase and others did not?
When it was found that two employees were doing work of a comparable character and any difference in pay could not be explained by the above factors, the City increased the lower paid employee's wage as appropriate.

What were some reasons for the historical pay differences?
Prior to January 1, 2019, employers could legally use additional factors to explain pay differences. Employees hired to do similar work may have been paid differently due to economic factors at the time of their hire (e.g. recession). Employees promoted from within the City may have been paid differently than employees hired from outside the City because of compensation limits in place for promotions.

Why were employees' pay frozen?
The decision to "red-circle" employees was a temporary measure to maintain salary adjustments until the City Attorney's Office and BHR had a chance to meet with Council to determine how to remain compliant with the new pay equity law moving forward. The City Attorney's Office and BHR met with City Council this past Tuesday (January 8th) and Council approved our request to lift the freeze (red-circle). Merit increases, and other compensation actions will be processed with a retroactive date as appropriate.

What are the next steps?
To ensure the City remains in compliance with the new Pay Equity law, BHR has been directed by Council to create a Citywide performance management system that we will use for all incoming evaluations and merit increases. The City Attorney's Office and BHR have drafted and submitted a Council resolution with a new, City-wide performance evaluation

structure and we have requested our resolution be placed on the Council agenda next Wednesday, January 16, 2019.

Serilda Summers-McGee
Chief Human Resources Officer
Ph: 503.823.5219 | Fax: 503.823-4156

BHR BUREAU OF HUMAN RESOURCES

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From: Summers-McGee, Serilda
To: Non-Rep Employees
Subject: Pay Equity Context and Next Steps
Date: Thursday, January 3, 2019 11:31:38 AM

Hello Everyone,

Recently, you received an email message from BHR about your pay rate. The City Attorney and BHR worked together to provide language that will keep the City compliant with state law. I'd like to provide some background on the process.
On January 1, 2019 amendments to the Pay Equity Bill expanded pay equity protection to all who work in the State of Oregon, creating new obligations for the City of Portland as an organization and employer.
The City Attorney's Office has worked carefully to understand the impacts of this legislation to ensure the City is compliant with the law. BHR supported this process by hiring an external statistician to perform an analysis of the data you, City of Portland employees, provided in last year's Pay Equity Survey and SAP data. Based on BHR's data analysis and the City Attorney's Office legal advice and counsel, decisions about current employee's compensation were made, under what circumstances an employee's compensation would be "red-circled", and whether an employee's pay should be increased. BHR staff then implemented these decisions.

I hear your concern about being "red-circled" (I, too, was red-circled). The decision to "red-circle" employees was a temporary measure to maintain salary adjustments until the City Attorney's Office and BHR has a chance to meet with Council to determine how to remain compliant with the new pay equity law moving forward. The City Attorney's Office and BHR will be meeting with City Council next week to discuss pay equity and we will keep you abreast of the next steps.

Additionally, you should also know that Pay Equity and the recent Non-Represented Classification Study are two separate processes. The emails you received do not impact your allocations within the Study.
Several people have asked how pay can be increased AND red-circled at the same time. First, it is important to restate how the "justified salary" was determined. This was done by comparing your pay with other employees doing work of comparable character with your same "bona fide factors" like seniority, experience, education and merit. During the analysis, some employees were shown to be paid above the "justified salary". Individuals who were not paid at the higher rate received pay increases to match the employees who were paid more. This method ensured pay was equitable, even if it was more than the calculated "justified salary". Any person whose rate of pay was measured to be above the "justified salary" was red-circled.
We understand that it would have been better to have more time and provide you with more information before the pay equity decision emails were sent out. BHR staff were literally working up to the last minute to implement the changes before midnight, December 31st.
That said, you told us you wanted more transparency, more consistency, and more proactive approaches to the services we provide. We know this process did not meet those expectations.

IN summary, Next Steps:

- The City Attorney's Office and BHR will discuss impacts of the law and employee

concerns with City Council. We will communicate an update to all affected employees soon thereafter.

- Please send your questions/comments to your bureau's HR Business Partners and we will distribute concerns to appropriate stakeholder groups. An FAQ will be available and emailed to all non-represented employees by end of day on Thursday, January 10, 2019.

We will be in touch again soon.

Serilda Summers-McGee
Chief Human Resources Officer
Ph: 503.823.5219 | Fax: 503.823-4156



Confidentiality Notification: Information in and/or accompanying this email is the property of the City of Portland Bureau of Human Resources, intended for the use of the person to whom it is addressed, and may be confidential or privileged in nature. Disclosure, copying, distribution or the taking of any action in reliance on confidential or privileged information without the knowledge and express consent of the original sender is prohibited. If you are not the intended recipient, please notify the original sender that you received this email in error, and then delete the e-mail and any/all related attachments. Thank you for your cooperation.

From: Wheeler, Mayor
To: Citywide All Employees Distribution List
Subject: Letter to Non-Represented City Employees on Pay Equity
Date: Tuesday, January 8, 2019 9:36:47 AM
Attachments: image001.png

Please see the email below, which was sent out yesterday to the Non-Represented Employees distribution list from the City Council but did not go through due to a technical error. I apologize for the error and that we weren't able to get the email to you sooner. Please feel free reach out if you have any questions.

Kristin Dennis
Interim Chief of Staff to Mayor Ted Wheeler

From: Wheeler, Ted
Sent: Monday, January 07, 2019 5:09 PM
To: Non-Rep Employees <Non-RepEmployees@portlandoregon.gov>
Cc: City Bureau Directors <CitywideBurDirDistList@portlandoregon.gov>; Council Chiefs of Staff <CouncilChiefs@portlandoregon.gov>; Dennis, Kristin <Kristin.Dennis@portlandoregon.gov>
Subject: Non-Represented City Employees Pay Equity Letter

Dear Non-Represented City Employees,

In 2017, the Oregon Legislature passed, and Governor Brown signed the Equal Pay Act. The legislation requires Oregon employers to guarantee pay equity. Pay equity is an important principle that progressive leaders have been working to advance for many years.

BHR and the City Attorney's Office put together a strategy intended to advance pay equity and ensure full compliance with the law. We all support the principal of equal pay for equal work and look forward to establishing a better, easier to understand compensation system that will apply to all non-represented city employees.

However, this strategy had to be implemented quickly, had a significant budget impact, and was poorly communicated to those it directly affected. The most concerning aspect of the implementation of our pay equity strategy is that many valued employees were informed that they are "red circled" and are no longer eligible for merit increases or cost of living adjustments to their salaries. This was a temporary measure but that was not clear from the

communication you received.

On Tuesday, we will hold a work session to discuss these measures and chart a course that holds true to our commitment to compensate all City employees fairly and allows for both merit increases and cost of living adjustments. More information about next steps will be shared as soon as possible following the work session.

We regret that this strategy was poorly communicated, and we apologize for the impact it had on you. We want you to know that we value your service to the people of Portland.

The people who choose to come to work here every day are our most valuable resource, and we are committed to transparency and clarity on this issue moving forward.

Thank you,

Commissioner Fritz
Commissioner Eudaly
Commissioner Hardesty
Commissioner Fish
Mayor Wheeler

View File(s)

View File(s)

View Message(s)

View Message(s)

Request Type:	City Public Records Request
Contact E-Mail:	minhdanvuong@gmail.com
Reference No:	C092325-022619
Status:	Request Fulfilled
Balance Due:	$0.00
Payments:	$0.00

	UPLOAD DATE	
Files:	03/18/2019	Contract_for_Statistician_-_Redacted.pdf

Type of record(s) requested or applicable bureau/office:	City Attorney's Office
Describe the Record(s) Requested or Provide Additional Information:	Please provide contract documents for the expert statistician retained by the City Attorney's Office for the Pay Equity Analysis that occurred approximately in December 2018. This includes the executed contract, scope of work, exhibits to the contract, contract amendments, and request for proposals (or similar). I do not yet consent to paying any fees, so please notify me if you intend to charge any fees. I do not agree to paying up to $25 as this webform requires me to agree before submission.
For Immigration Purposes:	B) I certify that I AM NOT making this request for the purpose of enforcement of federal immigration laws. If you are requesting records about yourself for your own immigration application, select Option B.

Preferred Method to Receive Records:	Electronically Please note not all public documents are available in electronic format. If the document(s) requested are not available electronically, we will make them available for inspection or by paper copy in accordance with the Public Records Law.
Matter Is Related to Litigation or a Tort Claim With the City of Portland:	No
Fee Waiver or Reduction Requested:	Yes

Please be advised that you are responsible for the costs "reasonably calculated to reimburse the public body for the public's actual cost of making the public records available" pursuant to ORS 192.324. You may view the City of Portland Fee schedule by clicking here.

If the estimated costs involved in fulfilling your request exceed $25, the City will advise you of those costs and require your approval before beginning work. If the fee estimate exceeds $25, a 50% deposit will be required to begin work. Full payment of the total amount of costs incurred is required before the public records may be inspected or copies released.

I HAVE READ AND AGREE TO COMPLY WITH THE ABOVE CONDITIONS, and further agree to pay the cost of fulfilling this Public Records Request according to the conditions set forth above. These costs may include the cost of searching for records, reviewing records to redact exempt material, supervising the inspection of records, certifying records, and mailing records. Costs include research time to locate and analyze the requested records, even if no records are located or if the requested records are determined to be exempt from disclosure. I agree to pay a maximum of $25 without further approval.

Fees Acknowledgement:	I Understand Refund Policy

New Message

New Message

Cancel

Cancel

C092325-022619 - City Public Records Request

Message History (7)

On 3/20/2019 1:30:40 PM, Portland Public Records Request Center wrote:

Subject: City Public Records Request :: C092325-022619
Body: RE: City Public Records Request of February 26, 2019 Reference #C092325-022619

Dear Minh,

The City received a Public Records Request from you on February 26, 2019 for the following:

"Please provide contract documents for the expert statistician retained by the City Attorney's Office for the Pay Equity Analysis that occurred approximately in December 2018. This includes the executed contract, scope of work, exhibits to the contract, contract amendments, and request for proposals (or similar). I do not yet consent to paying any fees, so please notify me if you intend to charge any fees. I do not agree to paying up to $25 as this webform requires me to agree before submission."

The document you received is the full contract. It appears that the pagination got off. Sorry for any confusion.

HEIDI BROWN

If you are having **technical** difficulties with the website, please contact the website administrator by phone or email. (503) 823-6040 or prrhelp@portlandoregon.gov

On 3/19/2019 7:34:55 PM, Minh Vuong wrote:

Dear Heidi,

I have received the records you made available yesterday; thank you.

They consist of a contract (numbered pages 1 and 2 of 7), a workers' compensation statement (numbered page 3 of 7), a travel reimbursement exhibit B (numbered pages 1 and 2 of 2), a confidentiality agreement exhibit C (numbered pages 1 and 2 of 2), and a project manager's statement of non-conflict of interest (single page).

This suggests that possibly pages 4 through 7 and Exhibit A are missing from the records you provided. Please also provide those.

Thank you,
Minh Dan Vuong

On 3/18/2019 4:58:05 PM, Portland Public Records Request Center wrote:

Subject: City Public Records Request :: C092325-022619
Body:
RE: City Public Records Request of February 26, 2019 Reference #**C092325-022619**

Dear Minh,

The City received a Public Records Request from you on February 26, 2019 for the following:

"Please provide contract documents for the expert statistician retained by the City Attorney's Office for the Pay Equity Analysis that occurred approximately in December 2018. This includes the executed contract, scope of work, exhibits to the contract, contract amendments, and request for proposals (or similar). I do not yet consent to paying any fees, so please notify me if you intend to charge any fees. I do not agree to paying up to $25 as this webform requires me to agree before submission."

The requested records are available online at the Portland Public Records Request Center by going to "My Public Records Center" and viewing this request. To view this request, choose the "View My Requests" button and select the "Details" button for this request. Then scroll down past the details of your request to where "Attachments" are located (right before "Message History"). The records requested are exempt from disclosure and exempt information was redacted. The City asserts the following exemptions to disclosure:

ORS 192.355(9)(a) incorporating ORS 40.225 (OEC 503(2))
ORS 192.345(01): litigation

Please note, if you have been provided with emails or text messages as a part of your request, they may have been converted to Greenwich Mean Time (GMT).

The City now considers your request fulfilled and it will be closed. Please note, messages on closed requests will not be monitored.

Ability to Appeal:
If you were denied the right to inspect or to receive a copy of any public record of the City of Portland you may seek review of the public body's determination pursuant to ORS 192.411, 192.415, 192.418, 192.422, 192.427 and 192.431.

Sincerely,

Heidi K. Brown
Sr. Dep. City Attorney
(503)823-3038

If you are having technical difficulties with the website, please contact the website administrator by phone or

email. (503) 823-6040 or prrhelp@portlandoregon.gov

On 3/8/2019 8:06:13 PM, Minh Vuong wrote:

I am withdrawing my request for a fee waiver.

On 2/26/2019 8:51:41 PM, Portland Public Records Request Center wrote:

Subject: [City of Portland Public Records Request] Fee Waiver Information Required :: C092325-022619
Body:
RE: City Public Records Request of February 26, 2019 Reference #**C092325-022619**

Dear Minh,

The City received a Public Records Request from you on February 26, 2019 for the following:

"Please provide contract documents for the expert statistician retained by the City Attorney's Office for the Pay Equity Analysis that occurred approximately in December 2018. This includes the executed contract, scope of work, exhibits to the contract, contract amendments, and request for proposals (or similar). I do not yet consent to paying any fees, so please notify me if you intend to charge any fees. I do not agree to paying up to $25 as this webform requires me to agree before submission."

You have requested a fee waiver from the City of Portland for the fees associated with your public records request. Your request is complicated enough to require me to complete a cost estimate according to statute. I want to give you an opportunity to provide more information related to your waiver request while I prepare my estimate. Please provide the following information to help me evaluate your fee waiver request:

1) How do you or your organization intend to use the information? (Please answer regarding the specific information requested as opposed to speaking generally regarding information on the general topic requested);

2) How will the information benefit the wider public? (Please explain how this specific information assists the public given the information already provided to the public on this topic);

3) How do you or your organization intend to disseminate the information to the wider public?

Without responses to all 3 of these questions it may be difficult, or even impossible, to assess whether the requested disclosure is in the public interest because it will primarily benefit the public.

Please also bear in mind that the Bureau providing the records must weigh the public's interest in disclosure against the cost to the public of fulfilling the request without reimbursement. As part of that balancing of interests, the City may consider the volume of the records requested. Please discuss whether a more narrowly tailored, and thus less expensive, request could equally meet the public interest.

Sincerely,

CARRIE WILTON
Senior Paralegal

On 2/26/2019 8:47:08 PM, Portland Public Records Request Center wrote:

Dear Minh:

The City of Portland acknowledges receipt of your Public Records Request. Your request was received in this office on **February 26, 2019** and given the reference number **C092325-022619** for tracking purposes.

Record Requested: Please provide contract documents for the expert statistician retained by the City Attorney's Office for the Pay Equity Analysis that occurred approximately in December 2018. This includes the executed contract, scope of work, exhibits to the contract, contract amendments, and request for proposals (or similar). I do not yet consent to paying any fees, so please notify me if you intend to charge any fees. I do not agree to paying up to $25 as this webform requires me to agree before submission.

At this time, the City is uncertain whether it is the custodian of the requested record. The City will review your request to determine if it has responsive records. The City will then gather an estimate of the costs to provide copies of requested public records for which the City does not claim an exemption from disclosure. The City is permitted to charge its actual costs to provide records. Fees include research time to locate and analyze the requested records, even if no records are located or if the requested records are determined to be exempt from disclosure.

You can monitor the progress of your request at the link below. Thank you for using the Portland Public Records Request Center.

To monitor the progress or update your request click here: Portland Public Records Request Center

On 2/26/2019 8:47:03 PM, Minh Vuong wrote:

Request Created on Public Portal

CITY ATTORNEY CONSULTANT CONTRACT
Contract No. 30006621

This contract is between the City of Portland, City Attorney's Office ("City") and the Consultant. The purpose of the contract is to assist the attorney to provide legal advice to the client.

Effective Date and Duration of Contract: This contract shall become effective on October 1, 2018. This contract shall expire, unless otherwise terminated or extended, on October 1, 2019.

Payment: The City will pay the Consultant a sum not to exceed $30,000.

CONSULTANT INFORMATION

Consultant Name: [redacted]
Address: [redacted]
Employer Identification Number (EIN): SSN
City of Portland Business License # [redacted]

SCOPE OF WORK

1. The Consultant will provide expert services and advice to the City regarding analysis of City pay practices to determine pay inequities for work of comparable character that is not based on the bona fide factors allowed in ORS 652.210 to 652.235.

2. Compensation – Rate is $300/hr for all work performed. Expenses reimbursed at cost, mileage at the current IRS standard rate. In the event of a dispute regarding payment, the City will pay all undisputed amounts less any amount in dispute. Payment of disputed amounts will be made upon explanation or documentation of the amount in dispute. Third party invoices shall be provided upon request. Overpayment by City shall not prohibit City's recovery of any amounts paid, but not owed, under the contract. Invoices should be sufficiently detailed to justify the amounts requested.

3. Invoices shall be sent to: S. Harris, Office of the City Attorney, 1221 SW 4th Ave, Rm 430, Portland, OR 97204.

4. Communications between the City and the Consultant are privileged and confidential.

TERMS AND CONDITIONS

1. Compliance with Law
Consultant shall comply with all applicable federal, state and local laws and regulations.

2. Accidents
The City wants to protect itself in the event the Consultant causes an accident. Consultant shall indemnify, defend, save, and hold harmless the City of Portland, its officers, agents, and employees, from all claims, suits, or actions of whatsoever nature resulting from or arising out of the activities of Consultant, but only to the extent that Consultant has liability or automobile insurance. The Consultant and its insurer have no duties in regard to claims or losses arising out of death, or bodily injury to persons, or property damage caused solely by the negligence of the City.

3. Insurance
(a) State law requires Consultant to have Workers' Compensation insurance unless legally exempt. If exempt, sign the Consultant Certification Statement attached; otherwise provide an insurance certificate showing coverage.

(b) Consultant shall provide General Liability insurance with a combined single limit of not less than $300,000 per occurrence for Bodily Injury and Property Damage. City of Portland will be named a certificate holder. It shall include contractual liability coverage for the indemnity provided under this contract, and shall provide that City of Portland, and its agents, officers, and employees are Additional Insured but only with respect to the Consultant's services to be provided under this Contract:

☐ Required and attached or ☒ Waived by City Attorney

(c) Automobile Liability insurance with a combined single limit of not less than $1,000,000 per occurrence for Bodily Injury and Property Damage, including coverage for owned, hired, or nonowned vehicles, as applicable. Evidence of a personal policy is acceptable, even if the limits are different than above.

☐ Required and attached or ☒ Waived by City Attorney

4. Governing Law

The provisions of this contract shall be construed in accordance with the provisions of the laws of the State of Oregon. Any action or suits involving any question arising under this contract must be brought in the appropriate court in Multnomah County Oregon.

5. Amendments

Amendments to this contract must be made in writing and approved by the Chief Procurement Officer and the City Attorney to be valid.

This contract may be signed in two (2) or more counterparts, each of which shall be deemed an original, and which, when taken together, shall constitute one and the same Agreement.

The parties agree the City and Contractor may conduct this transaction, including any contract amendments, by electronic means, including the use of electronic signatures.

Merger Clause

THIS CONTRACT AND ATTACHED EXHIBITS CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES. NO WAIVER, CONSENT, MODIFICATION, OR CHANGE OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY BOTH PARTIES. SUCH WAIVER, CONSENT, MODIFICATION, OR CHANGE IF MADE, SHALL BE EFFECTIVE ONLY IN SPECIFIC INSTANCES AND FOR THE SPECIFIC PURPOSE GIVEN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT.

CONSULTANT SIGNATURE:

By: [redacted] Date: 12/20/18

Name: [redacted]

Title: [redacted]

CITY OF PORTLAND SIGNATURES:

By: Kelly Davis-McKernan Date: 1/22/19
Chief Procurement Officer

Approved as to Form:

APPROVED AS TO FORM

By: Tracy Reeve Date: 12/24/18
Office of City Attorney CITY ATTORNEY

CONSULTANT CERTIFICATION STATEMENT

SECTION A

CONSULTANT CERTIFICATION. I, undersigned, am authorized to act on behalf of entity designated below, hereby certify that entity has current Workers' Compensation Insurance.

Contractor Signature _____ Date _____ Entity _____

If entity does not have Workers' Compensation Insurance, City Attorney and Consultant complete the remainder of this form.

SECTION B

ORS 670.600 Independent contractor standards. As used in various provisions of ORS Chapters 316, 656, 657, and 701, an individual or business entity that performs labor or services for remuneration shall be considered to perform the labor or services as an "independent contractor" if the standards of this section are met. The contracted work meets the following standards:

1. The individual or business entity providing the labor or services is free from direction and control over the means and manner of providing the labor or services, subject only to the right of the person for whom the labor or services are provided to specify the desired results;
2. The individual or business entity providing labor or services is responsible for obtaining all assumed business registrations or professional occupation licenses required by state law or local government ordinances for the individual or business entity to conduct the business;
3. The individual or business entity providing labor or services furnishes the tools or equipment necessary for performance of the contracted labor or services;
4. The individual or business entity providing labor or services has the authority to hire and fire employees to perform the labor or services.
5. Payment for the labor or services is made upon completion of the performance of specific portions of the project or is made on the basis of an annual or periodic retainer.

City Attorney Signature _____ 1/15/2019 Date

SECTION C

Consultant certifies he/she meets the following standards:

1. The individual or business entity providing labor or services is registered under ORS Chapter 701, if the individual or business entity provides labor or services for which such registration is required.
2. Federal and state income tax returns in the name of the business or a business Schedule C or form Schedule F as part of the personal income tax return were filed for the previous year if the individual or business entity performed labor or services as an independent contractor in the previous year; and
3. The individual or business entity represents to the public that the labor or services are to be provided by an independently established business. Except when an individual or business entity files a Schedule F as part of the personal income tax returns and the individual or business entity performs farm labor or services that are reportable on Schedule C, an individual or business entity is considered to be engaged in an independently established business when four or more of the following circumstances exist. Consultant check four or more of the following:

X A. The labor or services are primarily carried out at a location that is separate from the residence of an individual who performs the labor or services, or are primarily carried out in a specific portion of the residence, which portion is set aside as the location of the business;

X B. Commercial advertising or business cards as is customary in operating similar businesses are purchased for the business, or the individual or business entity has a trade association membership;

____ C. Telephone listing and service are used for the business that is separate from the personal residence listing and service used by an individual who performs the labor or services;

X D. Labor or services are performed only pursuant to written contracts;

X E. Labor or services are performed for two or more different persons within a period of one year; or

____ F. The individual or business entity assumes financial responsibility for defective workmanship or for service not provided as evidenced by the ownership of performance bonds, warranties, errors and omission insurance or liability insurance relating to the labor or

[redacted]

Consultant Signature _____ 12/20/18 Date

EXHIBIT B
CITY OF PORTLAND
CITY ATTORNEY'S OFFICE
TRAVEL REIMBURSEMENT

Reimbursement. Outside Counsel or Expert may be reimbursed, upon advance written approval by authorized City personnel, for certain expenses incurred in connection with Outside Counsel or Expert hired to provide services for the City on the City's site. All invoices shall be accompanied by physical or electronic copies of original receipts and any additional supporting documentation that may be appropriate, including those require by any subsequent Task/Change Order. Reimbursement will be made based on the following guidelines:

1. Normal overhead expenses will not be reimbursed unless prior written approval has been obtained from the City's Project Manager, and provided that the written approval is attached to the invoice where the charge is reflected. Normal overhead expenses include local travel expenses, including mileage under 100 miles, toll charges, parking fees, local train fare, local taxicab fares, and normal postage. Taxicab, shuttle, and mass transit fares for Experts and Outside Counsel traveling from out-of-town will be reimbursed if pursuant to the terms stated in this Agreement.

2. Out-of-Town Travel. Outside Counsel or Expert must receive prior approval for all out-of-town travel reimbursement. The City Attorney encourages Outside Counsel or Expert to make travel arrangements through means that will ensure that the best and most reasonable prices for air or ground transportation are obtained, and that are consistent with the terms stated herein. The City will only reimburse Outside Counsel or Experts for coach rates. Only in very unusual circumstances, and with prior written approval, will the City approve travel for more than one attorney or expert from the same organization who is working on the same matter for the City.

3. Commercial Air Travel. Commercial air travel reservations are to be arranged based on the lowest coach fare available within a reasonable time frame surrounding the desired arrival or departure time. When possible, air travel arrangements should be reserved at least seven (7) to fourteen (14) Calendar Days in advance. Direct billing for commercial air travel is NOT permitted; however, City may elect to arrange travel reservations on behalf of Outside Counsel or Expert personnel. Weekend travel is not reimbursable, unless otherwise agreed to by the City's Project Manager in writing. In the event weekend travel is reimbursed, such reimbursement shall be made based on an amount up to and in lieu of any authorized per diem amounts and, if applicable, any other daily expense reimbursement.

4. Rental Cars/Surface Transportation. Outside Counsel or Expert shall choose the most economical mode of transportation. Except when there is only one person traveling by rented auto, vehicle rental will be reimbursed based on a minimum ratio of one compact auto per two people (Outside Counsel or Expert). Reimbursement for vehicle rental will not be approved for rentals that fall below the stated ratio. Cost for additional insurance is not reimbursable, nor will reimbursement be permitted for fuel obtained at a vehicle rental agency. City does not assume any liability, of any type, in connection with rental vehicles reserved or operated by Outside Counsel or Expert personnel. Direct billing for rental vehicles is not permitted. If the City's Project Manager chooses to provide a per diem for auto rental, such per diem shall be the same per diem as allowed for City employees. The City will reimburse Outside Counsel or Expert for surface transportation, such as taxicabs, shuttles, and mass transit, at actual cost when reimbursement requests are accompanied by original receipts.

5. Lodging. If required, and approved in writing, by the City, then Outside Counsel or Expert shall arrange for lodging. The City will reimburse Outside Counsel or Expert per individual for daily lodging expenses based on U.S. General Services Administration website (GSA) per diem rates; such per diem shall be the same per diem as allowed for City employees. GSA lodging allowances can be found at the U.S. General Services Administration website: http://www.gsa.gov/perdiem

6. Meal and Incidental Expenses (M&IE). The City will provide per diem for each full day (eight hours) worked by Outside Counsel or Expert personnel assigned to deliver Services. The per diem rate will be the same as the one published on the GSA website, identified as the Meal and Incidental Expenses (M&IE) for the Portland, Oregon area. GSA per diem rates can be found at the U.S. General Services Administration website: http://www.gsa.gov/perdiem. Per diem pam include the following expenses (but see paragraph (5) for non-reimburseable expenses): (i) meals; laundry; tips and gratuities; communications for personal reasons; additional miscellaneous expenses not specifically prohibited by this agreement and that are reasonable expenses for someone travelling and working.

7. Non-reimbursable Expenses. Expenses incurred for personal entertainment while traveling on the City business are not reimbursable. Personal entertainment includes items such as in-room movie charges, sightseeing, attendance at sporting events, reading materials, gifts, haircuts, etc. Expenses incurred for travel to and from, and parking at, the departure airport are not reimbursable.

EXHIBIT C
CITY OF PORTLAND
CITY ATTORNEY'S OFFICE
CONFIDENTIALITY AGREEMENT

Outside Counsel or Expert acknowledges that disclosure of City's confidential and/or privileged information could compromise and otherwise damage City. Therefore, Outside Counsel or Expert has agreed to execute this Confidentiality Agreement.

All references to "Monitoring Attorney" means the attorney at the Portland City Attorney's Office who is supervising the contract.

For purposes of any contract with an Expert, such person is being retained by the Portland City Attorney's Office as an agent of the Monitoring Attorney, and all work performed shall fall be considered attorney work product.

All information shared with Outside Counsel or Expert for purposes of this Agreement, in any format whatsoever (including orally and in writing), shall be retained by Outside Counsel or Expert as confidential.

For the purposes of this Agreement, "Confidential Information" means all communications, documents and information of any type or format (including audio recordings) that are obtained directly or indirectly that are subject to the attorney client privilege, attorney work product doctrine, confidential business or trade secret information, or are obtained during the scope of the investigation for which Outside Counsel or Expert is retained. Confidential Information includes information obtained before this Agreement was formally executed if it relates to the investigation, except for articles published in a newspaper.

All information created or obtained by Outside Counsel or Expert under the terms of this Agreement may not be used for any purpose not authorized and/or related to the matter for which the person's services were retained. Such information shall be retained by Outside Counsel or Expert only as needed or required. To the extent such information is retained by Outside Counsel or Expert, it shall be held confidentially.

Outside Counsel or Expert is responsible for the safekeeping of such information, documents and material and for the handling of such information, documents and material so as to prevent their disclosure to unauthorized persons. "Unauthorized persons" are those not authorized by City to receive information about this matter. If Outside Counsel or Expert is uncertain of whether someone falls under this category, clarification from the Monitoring Attorney will be obtained.

Outside Counsel or Expert acknowledges the responsibility for the protection of all such information, documents and materials in Outside Counsel or Expert's possession that relates to the matter for which Outside Counsel or Expert was retained, no matter how acquired.

Outside Counsel or Expert will only discuss the investigation or issues related thereto with those who have a need to know, as determined by the City. If Outside Counsel or Expert is uncertain of whether someone falls under this category, clarification from the Monitoring Attorney will be obtained.

Outside Counsel or Expert agrees to use all City information and management systems in a manner consistent with their intended use in support of official City business, and to protect system password(s) to information and management systems if such information is provided.

Outside Counsel or Expert agrees to protect information technology equipment, as well as documents and material of any kind, while in Outside Counsel or Expert's possession if the work requires that such equipment be taken outside the City work facility.

Confidential Information shall not be deemed to be in the public domain merely because any part of said information is embodied in general disclosures or because individual features, components or combinations thereof are now or become known to the public.

For the duration of Outside Counsel or Expert's work on this project with the City, Outside Counsel or Expert agrees to abide by all Human Resources Administrative Rules (HRARs) relevant to contractors, specifically including HRAR 2.02. All HRARs can be found on the following website: https://www.portlandoregon.gov/bhr/61163. HRAR 2.02 can be found on the following website: https://www.portlandoregon.gov/citycode/article/12121.

Except as specifically stated herein, the confidentiality obligations and requirements of this Agreement shall survive termination by any means of the hiring agreement between the City and Outside Counsel or Expert.

No amendment to this agreement shall be effective without the written agreement of City and Outside Counsel or Expert.

This agreement is binding on the Parties, their agents, successors, assigns, officers, directors and principals.

If any provision of this Agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any the law, the validity of the remaining terms shall not be affected.

This Agreement shall be construed, interpreted and applied in accordance with the laws of the State of Oregon including, but not limited to, ORS 192.410 to 192.505. Nothing in this Agreement shall be construed to constrain the City's ability to comply with the public record disclosure requirements of the Oregon Public Records Laws. Jurisdiction and venue for any disputes arising under this Agreement shall be in Multnomah County, Oregon.

City of Portland	Outside Counsel or Expert:
Signature	[redacted]
	Signature
Title: Sr. Dep. City Attorney	Title: [redacted]
Date: 1/15/2019	Date: 12/20/18

PROJECT MANAGER'S STATEMENT OF NON-CONFLICT OF INTEREST

I, Heidi K. Brown, the person responsible for the selection of professional, technical, expert or outside counsel services related to giving expert advice to the City regarding analysis of the City's pay practices, do hereby certify that, to the best of my knowledge, I do not have a conflict of interest[1], as a result of any financial or other interest on my part or that of any member of my immediate family, nor of my partner(s). Further, I certify that I am not employed by nor do I have any arrangement for future employment with any organization under consideration, nor will I solicit or accept gratuities, favors, or anything of monetary value from any company or organization associated with this solicitation.

Signature

Heidi K. Brown
Project Manager's Name

1/15/2019
Date

[1] A conflict of interest is identified as a situation, in which the City of Portland, its employees, agents and/or officers appear(s) to have, a financial or family relationship with an Expert Consultant or Outside Counsel firm.

A family relationship with an Expert Consultant or Outside Counsel firm means that an employee, agent and/or officer of the City of Portland, is related to the Expert Consultant or Outside Counsel firm by marriage, or domestic partnership, and includes relationships such as children, stepchildren, parents, grandparents, grandchildren, brothers, sisters, fathers-in-law, mothers-in-law, sisters-in-law, and brothers-in-law.

Financial relationship includes involvement of the employee, agent and/or officer of the City of Portland with an Expert Consultant or Outside Counsel firm in a current partnership, joint venture, company, or corporation, and any other relationship that could make it appear that the City would obtain a monetary benefit.

View File(s)

View File(s)

View Message(s)

View Message(s)

Request Type:	City Public Records Request
Contact E-Mail:	gordon.r.friedman@gmail.com
Reference No:	C178685-051821
Status:	Request Fulfilled
Balance Due:	$0.00
Payments:	$0.00

Files:	UPLOAD DATE	
	05/28/2021	Pay_Equity_Contract_-_Redacted.pdf

Type of record(s) requested or applicable bureau/office:	Human Resources Records (Salary and Personnel)
Describe the Record(s) Requested or Provide Additional Information:	Hello. Please direct this request to the Bureau of Human Resources. I'd like to please request a copy of the contract or agreement between the city and the University of Southern California Race and Equity Center for a "pay equity analysis" as described in Tracy Warren's May 17, 2021 email to city employees.
For Immigration Purposes:	B) I certify that I AM NOT making this request for the purpose of enforcement of federal immigration laws. If you are requesting records about yourself for your own immigration application, select Option B.
Preferred Method to Receive Records:	Electronically

Please note not all public documents are available in electronic format. If the document(s) requested are not available electronically, we will make them available for inspection or by paper copy in accordance with the Public Records Law.

Matter Is Related to Litigation or a Tort Claim With the City of Portland: No

Fee Waiver or Reduction Requested: No

Please be advised that you are responsible for the costs "reasonably calculated to reimburse the public body for the public's actual cost of making the public records available" pursuant to ORS 192.324. You may view the City of Portland Fee schedule by clicking here.

If the estimated costs involved in fulfilling your request exceed $25, the City will advise you of those costs and require your approval before beginning work. If the fee estimate exceeds $25, a 50% deposit will be required to begin work. Full payment of the total amount of costs incurred is required before the public records may be inspected or copies released.

I HAVE READ AND AGREE TO COMPLY WITH THE ABOVE CONDITIONS, and further agree to pay the cost of fulfilling this Public Records Request according to the conditions set forth above. These costs may include the cost of searching for records, reviewing records to redact exempt material, supervising the inspection of records, certifying records, and mailing records. Costs include research time to locate and analyze the requested records, even if no records are located or if the requested records are determined to be exempt from disclosure. I agree to pay a maximum of $25 without further approval.

Fees Acknowledgement: I Understand

Refund Policy

New Message

New Message

Cancel

Cancel

C178685-051821 - City Public Records Request

Message History (3)

On 5/28/2021 1:20:50 PM, Portland Public Records Request Center wrote:

Subject: City Public Records Request :: C178685-051821
Body:
RE: City Public Records Request of May 18, 2021 Reference #**C178685-051821**

Dear Gordon,

The City received a Public Records Request from you on May 18, 2021 for the following:

"Hello. Please direct this request to the Bureau of Human Resources. I'd like to please request a copy of the contract or agreement between the city and the University of Southern California Race and Equity Center for a "pay equity analysis" as described in Tracy Warren's May 17, 2021 email to city employees."

The requested records are attached or available online at the Portland Public Records Request Center by going to "My Public Records Center" and viewing this request. To view this request, choose the "View My Requests" button and select the "Details" button for this request. Then scroll down past the details of your request to where "Attachments" are located (right before "Message History"). Some of the public records requested are exempt from disclosure and will be redacted. The City asserts the following exemptions to disclosure:

ORS 192.355(9)(a) incorporating ORS 40.225 (OEC 503(2))

Please note, if you have been provided with emails or text messages as a part of your request, they may have been converted to Greenwich Mean Time (GMT). Additionally, please note that if your search is pulling emails from a global address list, only current employees in that global address list will be included. Global address lists do not contain emails of departed employees.

Pursuant to ORS 192.329(2)(b) and ORS 192.338, the City now considers your request fulfilled and it will be closed. Please note, messages on closed requests will not be monitored.

Ability to Appeal:
If you were denied the right to inspect or to receive a copy of any public record of the City of Portland you may seek review of the public body's determination pursuant to ORS 192.401, 192.411, 192.415, 192.418, 192.422, 192.427 and 192.431.

Sincerely,

NATASHA EBERTH
503-823-4159

If you are having technical difficulties with the website, please contact the website administrator by phone or

email. (503) 823-6040 or prrhelp@portlandoregon.gov

On 5/18/2021 10:06:36 AM, Portland Public Records Request Center wrote:

Dear Gordon:

The City of Portland acknowledges receipt of your Public Records Request. Your request was received in this office on **May 18, 2021** and given the reference number **C178685-051821** for tracking purposes.

Record Requested: Hello. Please direct this request to the Bureau of Human Resources. I'd like to please request a copy of the contract or agreement between the city and the University of Southern California Race and Equity Center for a "pay equity analysis" as described in Tracy Warren's May 17, 2021 email to city employees.

At this time, the City is uncertain whether it is the custodian of the requested record. The City will review your request to determine if it has responsive records. The City will then gather an estimate of the costs to provide copies of requested public records for which the City does not claim an exemption from disclosure. The City is permitted to charge its actual costs to provide records. Fees include research time to locate and analyze the requested records, even if no records are located or if the requested records are determined to be exempt from disclosure.

You can monitor the progress of your request at the link below. Thank you for using the Portland Public Records Request Center.

To monitor the progress or update your request click here: Portland Public Records Request Center

On 5/18/2021 10:06:34 AM, Gordon Friedman wrote:

Request Created on Public Portal

CITY ATTORNEY CONSULTANT CONTRACT
Contract No. 30007697

This contract is between the City of Portland, City Attorney's Office ("City") and the Consultant. The purpose of the contract is to assist the attorney to provide legal advice to the client.

Effective Date and Duration of Contract: This contract shall become effective on March 1, 2021. This contract shall expire, unless otherwise terminated or extended, on March 1, 2022. The City and Consultant may extend this contract via a written addendum executed by the parties.

Payment: The City will pay the Consultant a sum not to exceed $200,000.00 in accordance with the schedule identified in Exhibit A, City of Portland Partnership Scope of Work.

CONSULTANT INFORMATION

Consultant Name: University of Southern California
Address: University of Southern California Los Angeles, CA 90089
Employer Identification Number (EIN): 95-1642394
City of Portland Business License # 441126

SCOPE OF WORK

1. [redacted]
2. Compensation –
    a. See attached rate sheet and Scope of Work, Exhibit A.
    b. Additional insured requirement for Commercial General Liability policy will be added to the University of Southern California's policy #01-921-050-09 upon receipt of fully executed contract.
    c. Annual renewals of this contract are subject to written approval by Tracy Warren, Classification and Compensation Manager for the City of Portland.
    d. In the event of a dispute regarding payment, the City will pay all undisputed amounts less any amount in dispute. Payment of disputed amounts will be made upon explanation or documentation of the amount in dispute. Third party invoices shall be provided upon request. Overpayment by City shall not prohibit City's recovery of any amounts paid, but not owed, under the contract. Invoices should be sufficiently detailed to justify the amounts requested.
3. Invoices shall be sent via email to: Stephanie.Harris@portlandoregon.gov
4. Communications between the City and the Consultant are privileged and confidential.

TERMS AND CONDITIONS

1. Compliance with Law
Consultant shall comply with all applicable federal, state and local laws and regulations.

2. Accidents
The City wants to protect itself in the event the Consultant causes an accident. Consultant shall indemnify, defend, save, andhold harmless the City of Portland, its officers, agents, and employees, from all claims, suits, or actions of whatsoever nature resulting from or arising out of the activities of Consultant, but only to the extent that Consultant has liability or automobile insurance. The Consultant and its insurer have no duties in regard to claims or losses arising out of death, or bodily injury to persons, or property damage caused solely by the negligence of the City.

3. Insurance
(a) State law requires Consultant to have Workers' Compensation insurance unless legally exempt. If exempt, sign the Consultant Certification Statement attached; otherwise provide an insurance certificate showing coverage.

(b) Consultant shall provide General Liability insurance with a combined single limit of not less than $1,000,000 per occurrence for Bodily Injury and Property Damage. City of Portland will be named a certificate holder. It shall include contractual liability coverage for the indemnity provided under this contract, and shall provide that City of Portland, and its agents, officers, and employees are Blanket Insured but only with respect to the Consultant's services to be provided under this Contract:

☒ Required and attached or ☐ Waived by City Attorney

_____ City Attorney Initials (for waiver)

(c) Automobile Liability insurance with a combined single limit of not less than $1,000,000 per occurrence for Bodily Injury and Property Damage, including coverage for owned, hired, or nonowned vehicles, as applicable. Evidence of a personal policy is acceptable, even if the limits are different than above.

☒ Required and attached or ☐ Waived by City Attorney

_____ City Attorney Initials (for waiver)

(d) Professional Liability. Consultant shall acquire insurance to cover damages caused by negligent acts, errors or omissions related to the professional Services, and performance of duties and responsibilities of the Consultant under this Contract in an amount not less than $1 million per occurrence and aggregate of $3 million for all claims per occurrence. In lieu of an occurrence-based policy, Consultant may have claims-made policy in an amount not less than $1,000,000 per claim and $3,000,000 annual aggregate, if the Consultant acquires an extended reporting period or tail coverage for not less than three (3) years following the termination or expiration of the Contract.

☐ Required and attached ☐ Reduced by Authorized Bureau Director

☐ Waived by Authorized Bureau Director

4. Governing Law

The provisions of this contract shall be construed in accordance with the provisions of the laws of the State of Oregon. Any action or suits involving any question arising under this contract must be brought in the appropriate court in Multnomah County Oregon.

EXCEPT AS EXPRESSLY SET FORTH IN THIS CONTRACT, CONSULTANT DISCLAIMS ANY AND ALL EXPRESS WARRANTIES, WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE AND IMPLIED WARRANTIES OF MERCHANTABILITY, OR OTHER EXPRESS OR IMPLIED WARRANTIES OF ANY KIND. NOTWITHSTANDING ANYTHING TO THE CONTRARY CONTAINED HEREIN, TO THE MAXIMUM EXTENT PERMITTED BY LAW, IN NO EVENT WILL EITHER PARTY BE RESPONSIBLE FOR ANY INCIDENTAL, CONSEQUENTIAL, INDIRECT, SPECIAL, PUNITIVE, OR EXEMPLARY DAMAGES OF ANY KIND, INCLUDING DAMAGES FOR LOST GOODWILL, LOST PROFITS, LOST BUSINESS OR OTHER INDIRECT ECONOMIC DAMAGES, WHETHER SUCH CLAIM IS BASED ON CONTRACT, NEGLIGENCE, TORT (INCLUDING STRICT LIABILITY) OR OTHER LEGAL THEORY, AS A RESULT OF A BREACH OF ANY WARRANTY OR ANY OTHER TERM OF THIS CONTRACT, AND REGARDLESS OF WHETHER A PARTY WAS ADVISED OR HAD REASON TO KNOW OF THE POSSIBILITY OF SUCH DAMAGES IN ADVANCE. IN NO EVENT WILL CONSULTANT'S LIABILITY HEREUNDER EXCEED THE AMOUNT OF PROFESSIONAL LIABILITY INSURANCE.

5. Amendments

Amendments to this contract must be made in writing and approved by the Chief Procurement Officer and the City Attorney to be valid.

This contract may be signed in two (2) or more counterparts, each of which shall be deemed an original, and which, when taken together, shall constitute one and the same Agreement.

The parties agree the City and Consultant may conduct this transaction, including any contract amendments, by electronic means, including the use of electronic signatures.

6. Industry Standards. Consultant warrants that the Services performed under this Contract will meet the standards of skill and diligence normally employed by persons performing the same or similar services.
Time is of the Essence. The Parties agree that time is of the essence as to the delivery of Deliverables and performance of Services under this Contract. By executing this Contract and accepting the Statement of Work, Consultant agrees that the time limits specified in the Statement of Work are reasonable. By accepting late or otherwise inadequate performance of Consultant's obligations, the City will not waive its rights to require timely performance of Consultant's obligations thereafter.

6.1 Late Delivery. In the event that any specified delivery date is not met, Consultant shall be liable for any loss, expense, or damage resulting from delay in delivery or failure to deliver Deliverables or provide Services which is due to any cause except as set forth in Force Majeure. In the event of delay due to any such cause, the City may obtain substitute Services from another source and bill all additional costs directly to Consultant who shall remain financially liable for all additional acquisition costs.

6.2 Best Efforts. Consultant shall use best efforts to minimize any delay in the provision of Deliverables or performance of Services. If Consultant anticipates any delay that may prevent timely performance of Consultant's obligations under this Contract, Consultant shall promptly notify the City, including the anticipated length of the delay, the cause of the delay, measures proposed or taken to prevent or minimize the delay, and the timetable for implementation of such measures.

7 Respectful Workplace Behavior. The City is committed to a respectful work environment, free of harassment, discrimination and retaliation and other inappropriate conduct. Every individual has a right to work in a professional atmosphere where all individuals are treated with respect and dignity. The City's HR Rule 2.02 covers all employees of the City as well as consultants, vendors or consultants who provide services to the City of Portland. Consultant warrants its compliance with terms and conditions HR 2.02 as further described at: https://www.portlandoregon.gov/citycode/27929

8. No Third Party to Benefit. This Contract is entered into for the benefit of the City and Consultant. Except as set forth herein, nothing in this Contract shall be construed as giving any benefits, rights, remedies or claims to any other person, firm, corporation or other entity, including, without limitation, the general public or any member thereof, or to authorize anyone not a Party to this Contract to maintain a suit for breach of contract, personal injuries, property damage, or any other relief in law or equity in connection with this Contract.

9. Ownership of Property. All work product produced by the Consultant under this Contract is the exclusive property of the City. "Work Product" includes, but is not limited to: research, reports, computer programs, manuals, drawings, recordings, photographs, artwork and any data or information in any form. The Consultant and the City intend that such Work Product shall be deemed "work made for hire" of which the City shall be deemed the author. If for any reason a Work Product is deemed not to be a "work made for hire," the Consultant hereby irrevocably assigns and transfers to the City all right, title and interest in such Work Product, whether arising from copyright, patent, trademark, trade secret, or any other state or federal intellectual property law or doctrines. Consultant shall obtain such interests and execute all documents necessary to fully vest such rights in the City. Contractor waives all rights relating to work product, including any rights arising under 17 USC 106A, or any other rights of authorship, identification or approval, restriction or limitation on use or subsequent modifications.

Notwithstanding the above, all pre-existing trademarks, services marks, patents, copyrights, trade secrets, methodologies, formulas, and other proprietary rights of Consultant are and will remain the exclusive property of Consultant. Consultant hereby grants to the City a non-exclusive, perpetual, irrevocable license, with the right to sublicense, to disclose, copy, distribute, display, perform, prepare derivative works of and otherwise exploit any pre-existing intellectual property rights incorporated into the Work Product(s).

10. Cost of Cover. In the event of termination of this Contract by the City due to a Material Breach by Consultant, then the City may complete the project itself, by agreement with another contractor, or by a combination thereof. After termination, in the event the cost of completing the project exceeds the amount the City would have paid Consultant to complete the project under this Contract, then Consultant shall pay to the City the amount of the reasonable excess.

11. Acceptance Criteria and Project Timeline. Acceptance Criteria and the Project Timeline plan shall be created and reviewed jointly by the City's Project Manager and Consultant's Project Manager. When agreed upon, the Acceptance Criteria and Project Timeline plan shall be attached and incorporated in the Statement of Work as Schedule A-1. The Project Timeline plan shall be created and approved no later than 30 days after the last signature on this agreement.

12. Order of Precedence. In the event there is a conflict or ambiguity between the terms and conditions of one portion of this Contract with another portion of this Contract, the conflict or ambiguity will be resolved in accordance with the order of precedence below. This order of precedence designates which portion of the Contract takes precedence over the other for purposes of interpretation. For the avoidance of doubt, no other terms and conditions will override the Parties' obligations in the Confidentiality, Indemnification, or Choice of Law provisions in these City Consultant Terms and Conditions. In this Contract the order of precedence shall be:

    1. Amendments
    2. City Attorney Consultant Contract Terms and Conditions
    3. Exhibit C, Confidentiality Agreement
    4. Schedule A-1, Project Timeline
    5. Exhibit A, Contractor's Price and Statement of Work
    6. Change Orders
    7. Exhibit B, Travel Reimbursement

Merger Clause

THIS CONTRACT AND ATTACHED EXHIBITS CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES. NO WAIVER, CONSENT, MODIFICATION, OR CHANGE OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY BOTH PARTIES. SUCH WAIVER, CONSENT, MODIFICATION, OR CHANGE IF MADE, SHALL BE EFFECTIVE ONLY IN SPECIFIC INSTANCES AND FOR THE SPECIFIC PURPOSE GIVEN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT.

CONSULTANT SIGNATURE:

University of Southern California

By: Mark Todd (May 18, 2021 15:53 PDT) Date: May 18, 2021

Name: Mark Todd

Title: Vice Provost for Academic Operations

CITY OF PORTLAND SIGNATURES:

By: _____ Date: _____
Chief Procurement Officer

Approved as to Form:

By: _____ Date: 05/11/2021
Office of City Attorney

CONSULTANT CERTIFICATION STATEMENT

IF CONSULTANT HAS CURRENT WORKERS' COMPENSATION INSURANCE, CONSULTANT MUST SIGN HERE:

I, undersigned, am authorized to act on behalf of entity designated below, and I hereby certify that this entity has current Workers' Compensation Insurance.

Consultant Signature_____Date_____ Entity_____

IF CONSULTANT DOES NOT HAVE CURRENT WORKERS' COMPENSATION INSURANCE, CONSULTANT MUST COMPLETE THE FOLLOWING INDEPENDENT CONTRACTOR CERTIFICATION STATEMENT:

As an independent contractor, I certify that I meet the following standards:

1. The individual or business entity providing labor or services is registered under ORS Chapter 701, if the individual or business entity provides labor or services for which such registration is required;

2. Federal and state income tax returns in the name of the business or a business Schedule C or form Schedule F as part of the personal income tax return were filed for the previous year if the individual or business entity performed labor or services as an independent contractor in the previous year; and

3. The individual or business entity represents to the public that the labor or services are to be provided by an independently established business. Except when an individual or business entity files a Schedule F as part of the personal income tax returns and the individual or business entity performs farm labor or services that are reportable on Schedule C, an individual or business entity is considered to be engaged in an independently established business when four or more of the following circumstances exist. Consultant check four or more of the following:

   _____ A. The labor or services are primarily carried out at a location that is separate from the residence of an individual who performs the labor or services, or are primarily carried out in a specific portion of the residence, which portion is set aside as the location of the business;

   _____ B. Commercial advertising or business cards as is customary in operating similar businesses are purchased for the business, or the individual or business entity has a trade association membership;

   _____ C. Telephone listing and service are used for the business that is separate from the personal residence listing and service used by an individual who performs the labor or services;

   _____ D. Labor or services are performed only pursuant to written contracts;

   _____ E. Labor or services are performed for two or more different persons within a period of one year; or

   _____ F. The individual or business entity assumes financial responsibility for defective workmanship or for service not provided as evidenced by the ownership of performance bonds, warranties, errors and omission insurance or liability insurance relating to the labor or services to be provided.

_____ _____
Consultant Signature Date

FOR CITY USE ONLY

PROJECT MANAGER: COMPLETE ONLY IF CONSULTANT DOES NOT HAVE WORKER'S COMPENSATION INSURANCE

ORS 670.600 Independent contractor standards. As used in various provisions of ORS Chapters 316, 656, 657, and 701, an individual or business entity that performs labor or services for remuneration shall be considered to perform the labor or services as an "independent contractor" if the standards of this section are met. The contracted work meets the following standards:

1. The individual or business entity providing the labor or services is free from direction and control over the means and manner of providing the labor or services, subject only to the right of the person for whom the labor or services are provided to specify the desired results;

2. The individual or business entity providing labor or services is responsible for obtaining all assumed business registrations or professional occupation licenses required by state law or local government ordinances for the individual or business entity to conduct the business;

3. The individual or business entity providing labor or services furnishes the tools or equipment necessary for performance of the contracted labor or services;

4. The individual or business entity providing labor or services has the authority to hire and fire employees to perform the labor or services;

5. Payment for the labor or services is made upon completion of the performance of specific portions of the project or is made on the basis of an annual or periodic retainer.

_____ _____
City Project Manager Signature Date

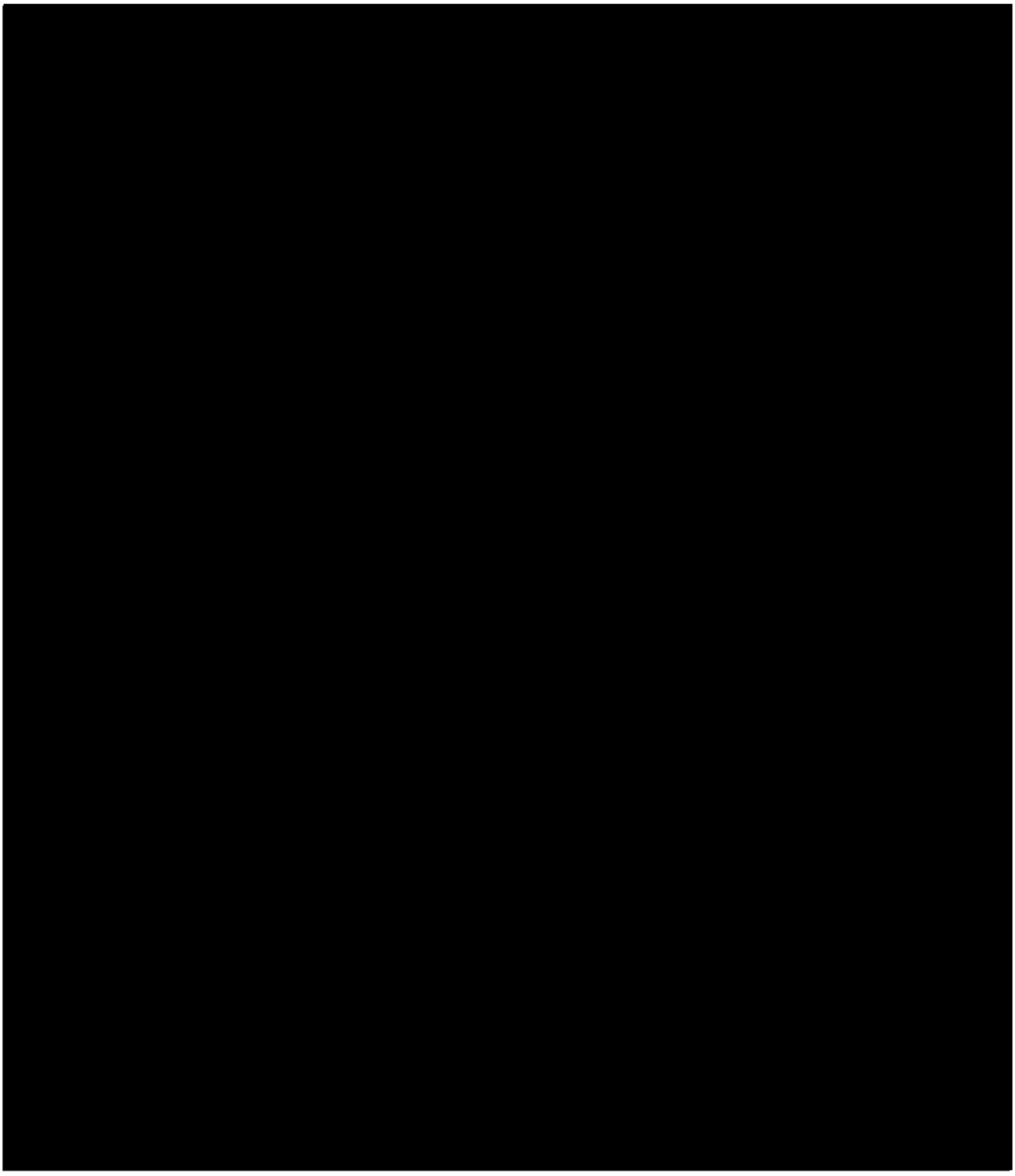
CITY OF PORTLAND PARTNERSHIP SCOPE OF WORK

March 2021 – March 2022

[redacted]

PUBLIC RECORDS REQUESTS

Exhibit A 2 of 3



[redacted]

Cost and Billing

- [redacted]: $60,000
- [redacted] $15,000
- [redacted]: $12,000 - $20,000
- Total cost: $87,000 - $95,000

Payment is due within 30 days of deliverable acceptance according to the invoice schedule below:

Phase	Description	Cost	Due Date
Phase 1	[redacted]	$5,000	Due upon full execution of contract
Phase 2	[redacted]	$10,000	May 1, 2021
Phase 3	[redacted]	$12,000-$20,000 *TBD	June 1, 2021
Phase 4	[redacted]	$20,000	August 1, 2021
Phase 5	[redacted]	$20,000	September 1, 2021
Phase 6	[redacted]	$5,000	October 1, 2021
Phase 7	[redacted]	$15,000	March 1, 2022

EXHIBIT B
CITY OF PORTLAND
CITY ATTORNEY'S OFFICE
TRAVEL REIMBURSEMENT

Reimbursement. Outside Counsel or Expert may be reimbursed, upon advance written approval by authorized City personnel, for certain expenses incurred in connection with Outside Counsel or Expert hired to provide services for the City on the City's site. All invoices shall be accompanied by physical or electronic copies of original receipts and any additional supporting documentation that may be appropriate, including those require by any subsequent Task/Change Order. Reimbursement will be made based on the following guidelines:

2. Normal overhead expenses will not be reimbursed unless prior written approval has been obtained from the City's Project Manager, and provided that the written approval is attached to the invoice where the charge is reflected. Normal overhead expenses include local travel expenses, including mileage under 100 miles, toll charges, parking fees, local train fare, local taxicab fares, and normal postage. Taxicab, shuttle, and mass transit fares for Experts and Outside Counsel traveling from out-of-town will be reimbursed if pursuant to the terms stated in this Agreement.

3. Out-of-Town Travel. Outside Counsel or Expert must receive prior approval for all out-of-town travel reimbursement. The City Attorney encourages Outside Counsel or Expert to make travel arrangements through means that will ensure that the best and most reasonable prices for air or ground transportation are obtained, and that are consistent with the terms stated herein. The City will only reimburse Outside Counsel or Experts for coach rates. Only in very unusual circumstances, and with prior written approval, will the City approve travel for more than one attorney or expert from the same organization who is working on the same matter for the City.

4. Commercial Air Travel**.** Commercial air travel reservations are to be arranged based on the lowest coach fare available within a reasonable time frame surrounding the desired arrival or departure time. When possible, air travel arrangements should be reserved at least seven (7) to fourteen (14) Calendar Days in advance. Direct billing for commercial air travel is NOT permitted; however, City may elect to arrange travel reservations on behalf of Outside Counsel or Expert personnel. Weekend travel is not reimbursable, unless otherwise agreed to by the City's Project Manager in writing. In the event weekend travel is reimbursed, such reimbursement shall be made based on an amount up to and in lieu of any authorized per diem amounts and, if applicable, any other daily expense reimbursement.

5. Rental Cars/Surface Transportation. Outside Counsel or Expert shall choose the most economical mode of transportation. Except when there is only one person traveling by rented auto, vehicle rental will be reimbursed based on a minimum ratio of one compact auto per two people (Outside Counsel or Expert). Reimbursement for vehicle rental will not be approved for rentals that fall below the stated ratio. Cost for additional insurance is not reimbursable, nor will reimbursement be permitted for fuel obtained at a vehicle rental agency. City does not assume any liability, of any type, in connection with rental vehicles reserved or operated by Outside Counsel or Expert personnel. Direct billing for rental vehicles is not permitted. If the City's Project Manager chooses to provide a per diem for auto rental, such per diem shall be the same per diem as allowed for City employees. The City will reimburse Outside Counsel or Expert for surface transportation, such as taxicabs, shuttles, and mass transit, at actual cost when reimbursement requests are accompanied by original receipts.

6. Lodging. If required, and approved in writing, by the City, then Outside Counsel or Expert shall arrange for lodging. The City will reimburse Outside Counsel or Expert per individual for daily lodging expenses based on U.S. General Services Administration website (GSA) per diem rates; such per diem

shall be the same per diem as allowed for City employees. GSA lodging allowances can be found at the U.S. General Services Administration website: http://www.gsa.gov/perdiem

7. Meal and Incidental Expenses (M&IE). The City will provide per diem for each full day (eight hours) worked by Outside Counsel or Expert personnel assigned to deliver Services. The per diem rate will be the same as the one published on the GSA website, identified as the Meal and Incidental Expenses (M&IE) for the Portland, Oregon area. GSA per diem rates can be found at the U.S. General Services Administration website: http://www.gsa.gov/perdiem. Per diem pam include the following expenses (but see paragraph (5) for non-reimburseable expenses): (i) meals; laundry; tips and gratuities; communications for personal reasons; additional miscellaneous expenses not specifically prohibited by this agreement and that are reasonable expenses for someone travelling and working.

8. Non-reimbursable Expenses. Expenses incurred for personal entertainment while traveling on the City business are not reimbursable. Personal entertainment includes items such as in-room movie charges, sightseeing, attendance at sporting events, reading materials, gifts, haircuts, etc. Expenses incurred for travel to and from, and parking at, the departure airport are not reimbursable.

EXHIBIT C
CITY OF PORTLAND
CITY ATTORNEY'S OFFICE
CONFIDENTIALITY AGREEMENT

Outside Counsel or Expert acknowledges that disclosure of City's confidential and/or privileged information could compromise and otherwise damage City. Therefore, Outside Counsel or Expert has agreed to execute this Confidentiality Agreement.

All references to "Monitoring Attorney" means the attorney at the Portland City Attorney's Office who is supervising the contract.

For purposes of any contract with an Expert, such person is being retained by the Portland City Attorney's Office as an agent of the Monitoring Attorney, and all work performed shall fall be considered attorney work product.

All information shared with Outside Counsel or Expert for purposes of this Agreement, in any format whatsoever (including orally and in writing), shall be retained by Outside Counsel or Expert as confidential.

For the purposes of this Agreement, "Confidential Information" means all communications, documents and information of any type or format (including audio recordings) that are obtained directly or indirectly that are subject to the attorney client privilege, attorney work product doctrine, confidential business or trade secret information, or are obtained during the scope of the investigation for which Outside Counsel or Expert is retained. Confidential Information includes information obtained before this Agreement was formally executed if it relates to the investigation, except for articles published in a newspaper.

All information created or obtained by Outside Counsel or Expert under the terms of this Agreement may not be used for any purpose not authorized and/or related to the matter for which the person's services were retained. Such information shall be retained by Outside Counsel or Expert only as needed or required. To the extent such information is retained by Outside Counsel or Expert, it shall be held confidentially.

Outside Counsel or Expert is responsible for the safekeeping of such information, documents and material and for the handling of such information, documents and material so as to prevent their disclosure to unauthorized persons. "Unauthorized persons" are those not authorized by City to receive information about this matter. If Outside Counsel or Expert is uncertain of whether someone falls under this category, clarification from the Monitoring Attorney will be obtained.

Outside Counsel or Expert acknowledges the responsibility for the protection of all such information, documents and materials in Outside Counsel or Expert's possession that relates to the matter for which Outside Counsel or Expert was retained, no matter how acquired.

Outside Counsel or Expert will only discuss the investigation or issues related thereto with those who have a need to know, as determined by the City. If Outside Counsel or Expert is uncertain of whether someone falls under this category, clarification from the Monitoring Attorney will be obtained.

Outside Counsel or Expert agrees to use all City information and management systems in a manner consistent with their intended use in support of official City business, and to protect system password(s) to information and management systems if such information is provided.

Outside Counsel or Expert agrees to protect information technology equipment, as well as documents and material of any kind, while in Outside Counsel or Expert's possession if the work requires that such equipment be taken outside the City work facility.

Confidential Information shall not be deemed to be in the public domain merely because any part of said information is embodied in general disclosures or because individual features, components or combinations thereof are now or become known to the public.

For the duration of Outside Counsel or Expert's work on this project with the City, Outside Counsel or Expert agrees to abide by all Human Resources Administrative Rules (HRARs) relevant to contractors, specifically including HRAR 2.02. All HRARs can be found on the following website: https://www.portlandoregon.gov/bhr/61163. HRAR 2.02 can be found on the following website: https://www.portlandoregon.gov/citycode/article/12121.

Except as specifically stated herein, the confidentiality obligations and requirements of this Agreement shall survive termination by any means of the hiring agreement between the City and Outside Counsel or Expert.

No amendment to this agreement shall be effective without the written agreement of City and Outside Counsel or Expert.

This agreement is binding on the Parties, their agents, successors, assigns, officers, directors and principals.

If any provision of this Agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any the law, the validity of the remaining terms shall not be affected.

This Agreement shall be construed, interpreted and applied in accordance with the laws of the State of Oregon including, but not limited to, ORS 192.311 to 192.431. Nothing in this Agreement shall be construed to constrain the City's ability to comply with the public record disclosure requirements of the Oregon Public Records Laws. Jurisdiction and venue for any disputes arising under this Agreement shall be in Multnomah County, Oregon.

University of Southern California

Signature: Mark Todd (May 18, 2021 15:53 PDT)

Name: Mark Todd

Title: Vice Provost for Academic Operations

Date: May 18, 2021

City of Portland

Signature:

Name: Anne Milligan

Title: Deputy City Attorney

Date: May 11, 2021

View File(s)

View File(s)

View Message(s)

View Message(s)

Request Type:	City Public Records Request
Contact E-Mail:	rellis@opb.org
Reference No:	C196154-092821
Status:	Request Fulfilled
Balance Due:	$0.00
Payments:	$0.00

	UPLOAD DATE	
Files:	10/18/2021	155079386219O5Order.pdf

Type of record(s) requested or applicable bureau/office:	Management and Finance Bureau (OMF)
Describe the Record(s) Requested or Provide Additional Information:	I would like the pay equity study the city paid for from the university of southern california (PO22293005) Thanks!
For Immigration Purposes:	B) I certify that I AM NOT making this request for the purpose of enforcement of federal immigration laws. If you are requesting records about yourself for your own immigration application, select Option B.
Preferred Method to Receive Records:	Electronically Please note not all public documents are available in electronic format. If the document(s) requested are not available electronically, we will make them

available for inspection or by paper copy in accordance with the Public Records Law.

Matter Is Related to Litigation or a Tort Claim With the City of Portland:	No
Fee Waiver or Reduction Requested:	Yes

Please be advised that you are responsible for the costs "reasonably calculated to reimburse the public body for the public's actual cost of making the public records available" pursuant to ORS 192.324. You may view the City of Portland Fee schedule by clicking here.

If the estimated costs involved in fulfilling your request exceed $25, the City will advise you of those costs and require your approval before beginning work. If the fee estimate exceeds $25, a 50% deposit will be required to begin work. Full payment of the total amount of costs incurred is required before the public records may be inspected or copies released.

I HAVE READ AND AGREE TO COMPLY WITH THE ABOVE CONDITIONS, and further agree to pay the cost of fulfilling this Public Records Request according to the conditions set forth above. These costs may include the cost of searching for records, reviewing records to redact exempt material, supervising the inspection of records, certifying records, and mailing records. Costs include research time to locate and analyze the requested records, even if no records are located or if the requested records are determined to be exempt from disclosure. I agree to pay a maximum of $25 without further approval.

Fees Acknowledgement:	I Understand Refund Policy

New Message

New Message

Cancel

Cancel

Messages 4 Print Messages (PDF)

C196154-092821 - City Public Records Request

Message History (4)

On 10/18/2021 10:17:05 AM, Portland Public Records Request Center wrote:

Subject: City Public Records Request :: C196154-092821
Body:
RE: City Public Records Request of September 28, 2021 Reference #**C196154-092821**

Dear Rebecca,

The City received a Public Records Request from you on September 28, 2021 for the following:

"I would like the pay equity study the city paid for from the university of southern california (PO22293005)

Thanks!"

The public records requested are exempt from disclosure and will not be provided. The City asserts the following exemptions to disclosure:

ORS 192.345(01): litigation

15507938621905Order.pdf (mcda.us)

Pursuant to ORS 192.329(2)(b) the City now considers your request fulfilled and it will be closed. Please note, messages sent on closed requests will not be monitored.

Ability to Appeal:
If you were denied the right to inspect or to receive a copy of any public record of the City of Portland you may seek review of the public body's determination pursuant to ORS 192.401, 192.411, 192.415, 192.418, 192.422, 192.427 and 192.431.

NATASHA EBERTH

503-823-4159

If you are having technical difficulties with the website, please contact the website administrator by phone or email. (503) 823-6040 or prrhelp@portlandoregon.gov

On 9/28/2021 11:49:18 AM, Portland Public Records Request Center wrote:

Subject: [City of Portland Public Records Request] Fee Waiver Information Required :: C196154-092821
Body:
RE: City Public Records Request of September 28, 2021 Reference #**C196154-092821**

Dear Rebecca,

The City received a Public Records Request from you on September 28, 2021 for the following:

"I would like the pay equity study the city paid for from the university of southern california (PO22293005)

Thanks!"

You have requested a fee waiver from the City of Portland for the fees associated with your public records request. Your request is complicated enough to require me to complete a cost estimate according to statute. I want to give you an opportunity to provide more information related to your waiver request while I prepare my estimate. Please provide the following information to help me evaluate your fee waiver request:

1) How do you or your organization intend to use the information? (Please answer regarding the specific information requested as opposed to speaking generally regarding information on the general topic requested);

2) How will the information benefit the wider public? (Please explain how this specific information assists the public given the information already provided to the public on this topic);

3) How do you or your organization intend to disseminate the information to the wider public?

Without responses to all 3 of these questions it may be difficult, or even impossible, to assess whether the requested disclosure is in the public interest because it will primarily benefit the public.

Please also bear in mind that the Bureau providing the records must weigh the public's interest in disclosure against the cost to the public of fulfilling the request without reimbursement. As part of that balancing of interests, the City may consider the volume of the records requested. Please discuss whether a more narrowly tailored, and thus less expensive, request could equally meet the public interest.

Sincerely,

JANET STORM
Management Analyst

On 9/28/2021 11:45:43 AM, Portland Public Records Request Center wrote:

Dear Rebecca:

The City of Portland acknowledges receipt of your Public Records Request. Your request was received in this office on **September 28, 2021** and given the reference number **C196154-092821** for tracking purposes.

Record Requested: I would like the pay equity study the city paid for from the university of southern california (PO22293005)

Thanks!

At this time, the City is uncertain whether it is the custodian of the requested record. The City will review your request to determine if it has responsive records. The City will then gather an estimate of the costs to provide copies of requested public records for which the City does not claim an exemption from disclosure. The City is permitted to charge its actual costs to provide records. Fees include research time to locate and analyze the requested records, even if no records are located or if the requested records are determined to be exempt from disclosure.

You can monitor the progress of your request at the link below. Thank you for using the Portland Public Records Request Center.

To monitor the progress or update your request click here: Portland Public Records Request Center

On 9/28/2021 11:45:41 AM, Rebecca Ellis wrote:

Request Created on Public Portal