



**TRAVEL
OREGON**

CEO COMPENSATION ANALYSIS AND RECOMMENDATIONS

Prepared By Trüpp
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1

Define the
Compensation
Philosophy for CEO
Pay

2

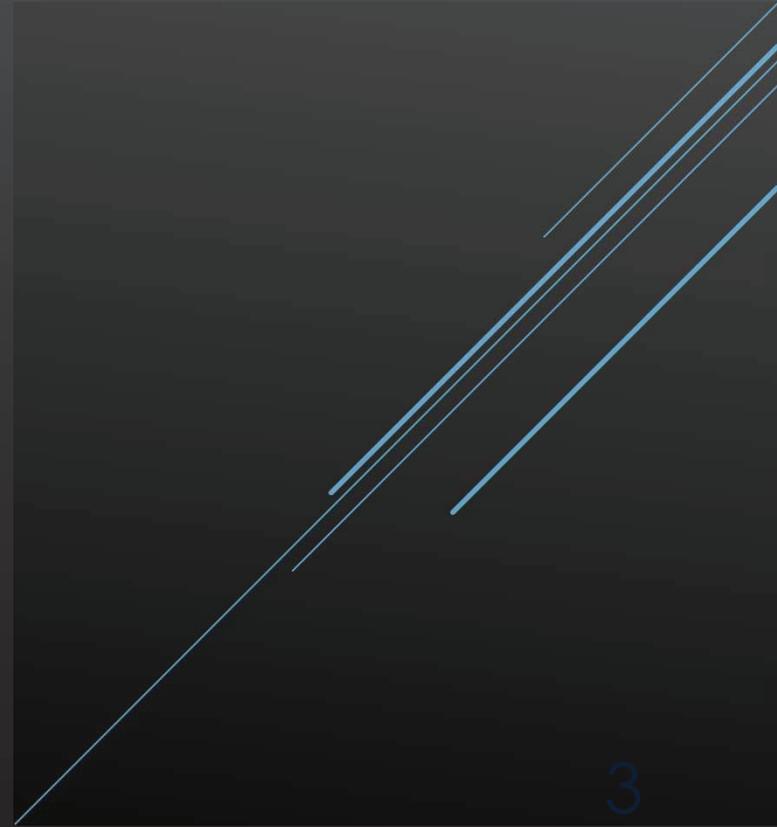
Collect market
information in line
with compensation
philosophy

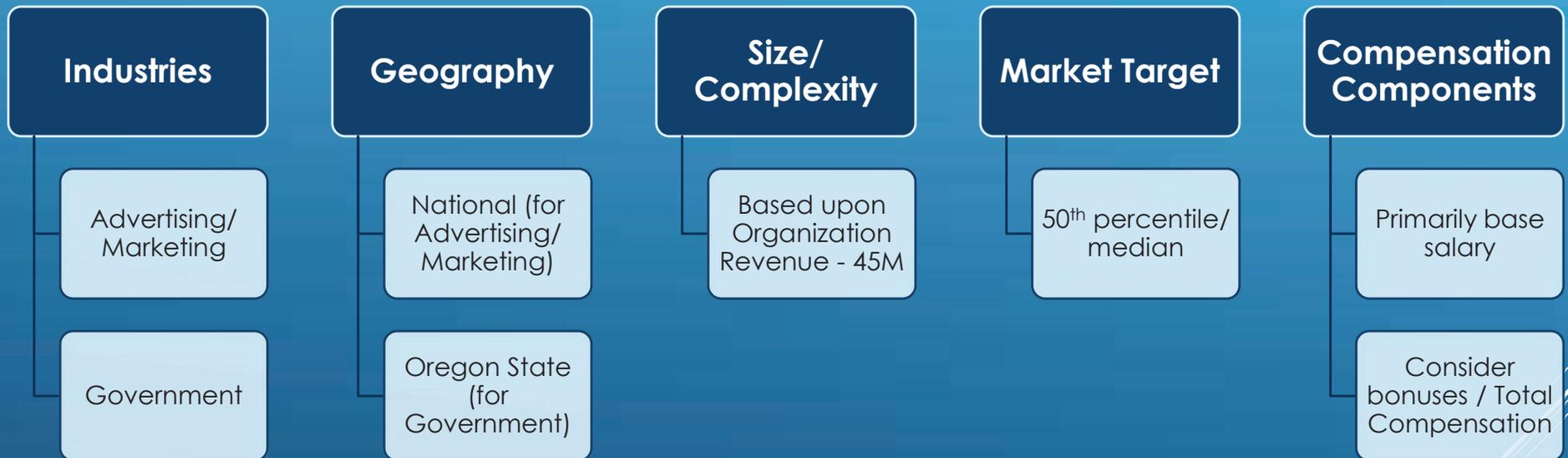
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Provide pay
recommendations

PROJECT OBJECTIVES

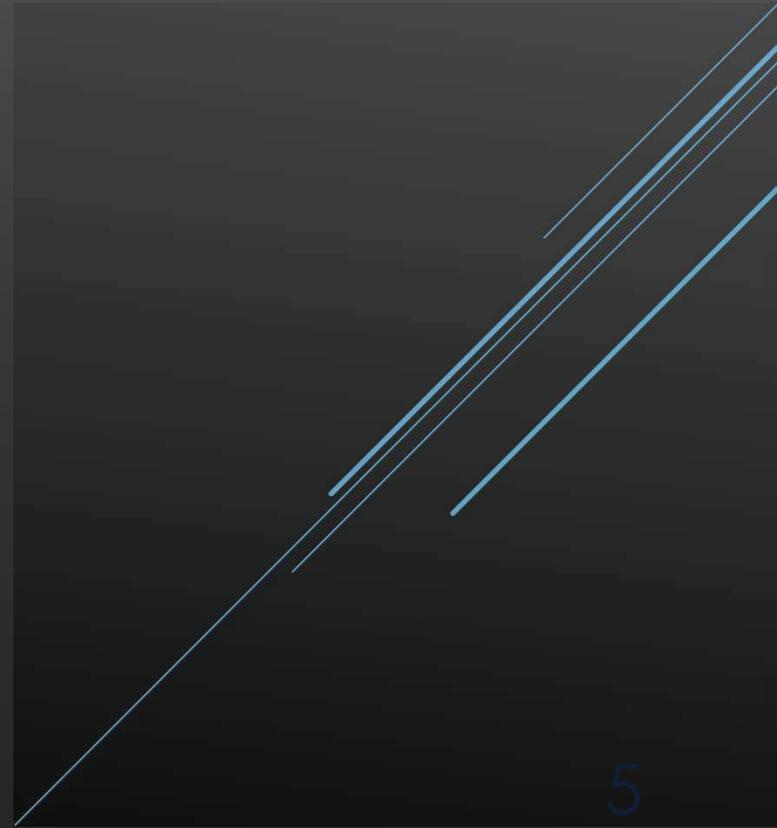
COMPENSATION PHILOSOPHY

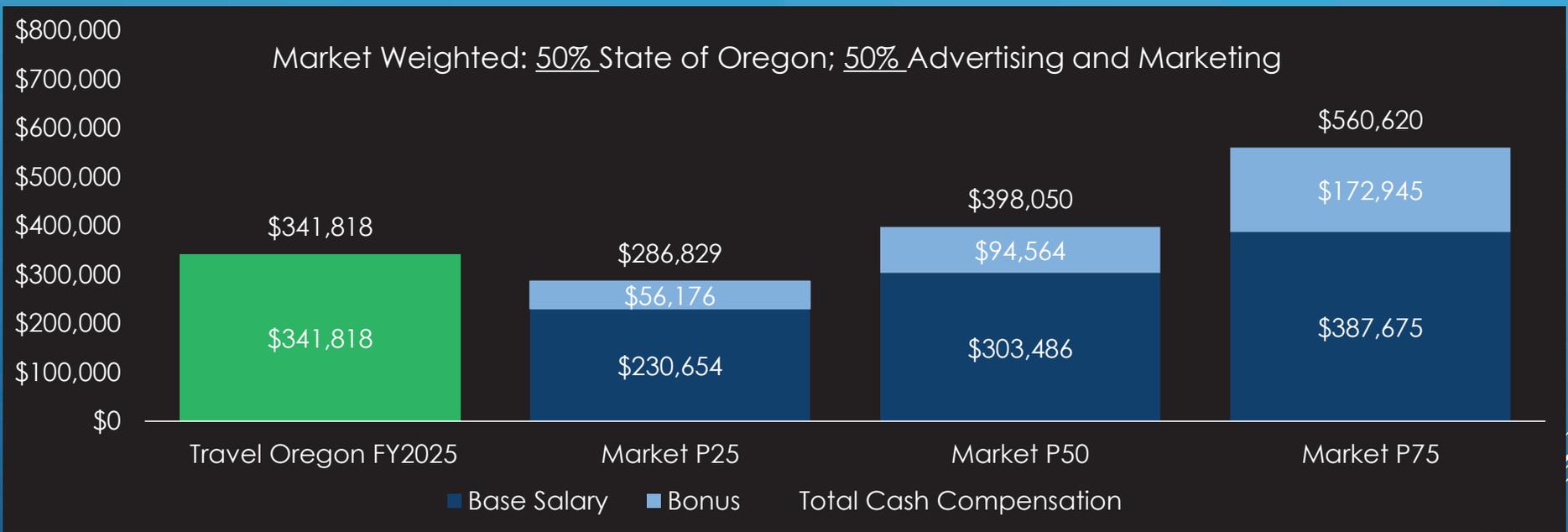




COMPENSATION PHILOSOPHY

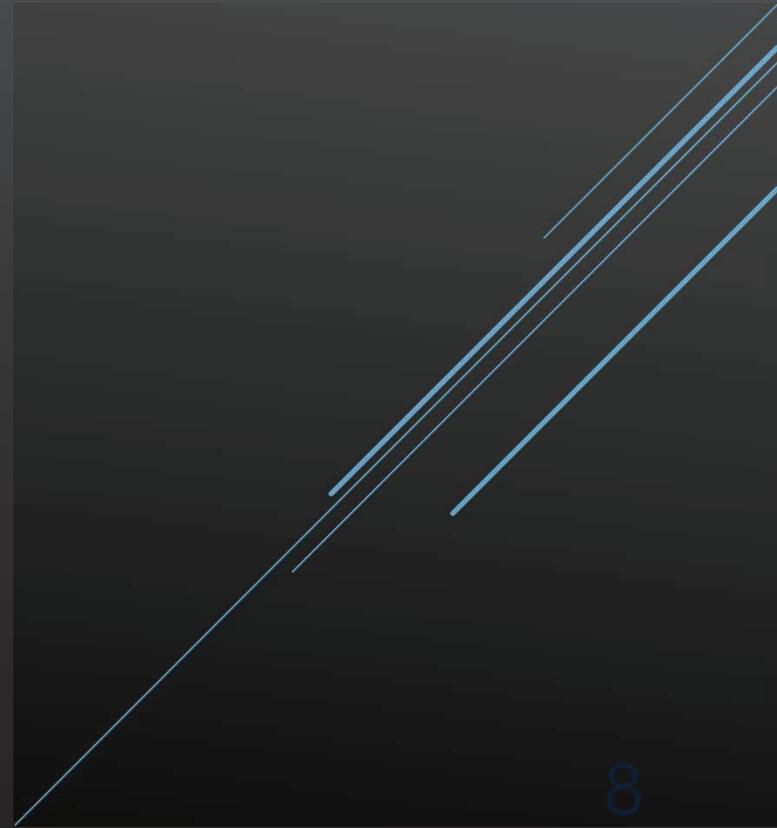
MARKET FINDINGS





OPTION 1: CHIEF EXECUTIVE OFFICER – EVEN-WEIGHTED MARKET

RECOMMENDATIONS



- ▶ Recommend aligning the CEO pay structure midpoint with the 50th percentile of the selected market base pay
- ▶ Use standard 50% pay range spread (Minimum to Maximum)

PAY RECOMMENDATION

- ▶ Option: Align with the market 50th percentile of the balanced 50/50 market between the Advertising market and State of Oregon.

| | Minimum | Midpoint | Maximum |
|-----|----------------|-----------------|----------------|
| CEO | \$242,789 | \$303,486 | \$364,183 |

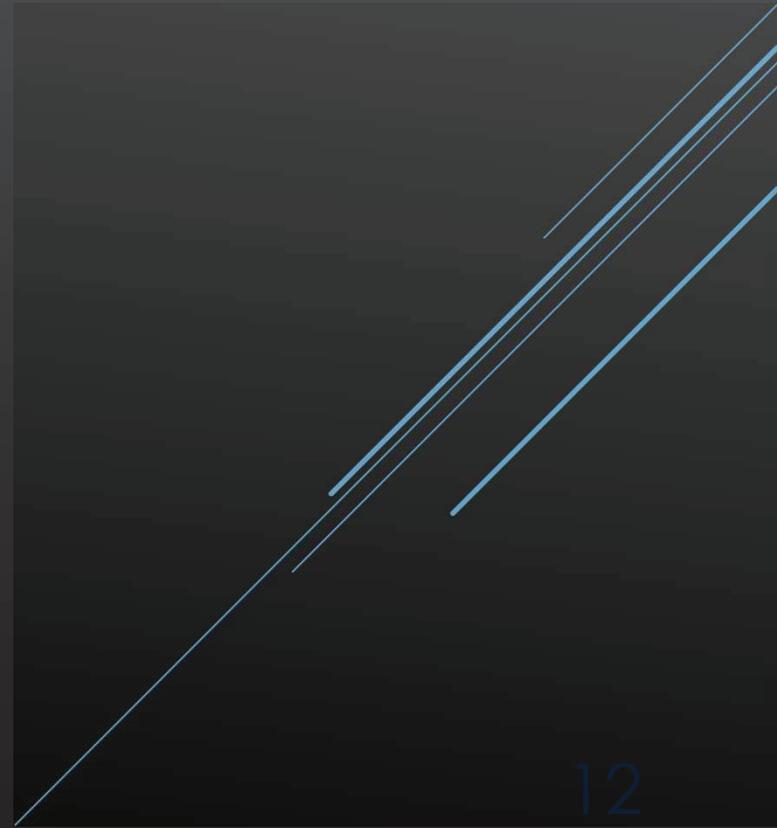
PAY RANGE RECOMMENDATION

(NOTE: NOT THE SAME AS A HIRING RANGE)



PAY PLACEMENT (BEST PRACTICE) GUIDANCE

ADDITIONAL DETAIL



| Source | Match Title | Detail |
|-----------------------------------|-------------------------|---|
| Economic Research Institute (ERI) | Chief Executive Officer | Geography: National Industry: Advertising & Marketing Services Size: 45 Million Revenue |
| CompAnalyst | Chief Executive Officer | Geography: National Industry: Marketing & Advertising Services Size: 10-50 Million Revenue |
| State of Oregon - DAS | Agency Head 3 | Geography: Oregon State Industry: State Government Size: n/a |

DATA SOURCES AND MATCHES

DAS Agency Head 3

- Provides statewide impact and support for Oregon Travel
- Steward of state funding (tourism tax)

CEO – Advertising and Marketing (Non-State Agency)

- Competitive recruitments required; not appointed
- Responsible for policy and operations for the full organization; state enterprise support not provided
- Responsible for growth of the organization and to support state-wide economic growth

MATCH SUPPORT

- ▶ State of Oregon Department of Administration (DAS) has 9 levels of Agency Head Classifications (1 being the highest; 9 the lowest)
 - ▶ Factors considered in the DAS's evaluation process includes:
 - ▶ Agency statutory mandate(s)
 - ▶ Scope and impact to the state
 - ▶ Complexity
 - ▶ Budget size
 - ▶ Full-time equivalent (FTE) positions

DAS AGENCY HEAD - BACKGROUND

Level 1

Reserved for the Governor's Chief of Staff and the State Chief Operating Officer/DAS Director.

Level 2

The largest state agencies with the highest impact statewide, directly or indirectly, affecting all Oregonians on a daily basis. Political exposure is great and represents administrative priorities of the Executive Branch. Operating budgets typically are in the billions and FTE are generally multiple thousands.

Level 3

Very large agencies with a statewide impact, providing necessary services utilized by a substantial number of Oregonians. Operating budgets are large, ranging from \$300 million to multiple billions, and FTE generally ranges from hundreds of employees to over 1,000. There can be differences in FTE due to the nature of the agency; some agencies at this level are highly political and have a policy setting focus which requires fewer staff, while others provide direct services to Oregonians and requires more staff to perform the duties.

DAS AGENCY HEAD – LEVEL DESCRIPTIONS (1-3)

Level 4

Mid- to large-sized agencies with oversight of key areas within the state. Agency scope is focused on a specific area, but the agency has overall statewide responsibility for a particular area. Operating budgets are generally \$200 to \$600 million, and FTE is typically multiple hundreds, but in some cases over 1,000 FTE.

Level 5

Smaller agencies that provide direct services or oversight to a specific group. The scope of the agency is typically more focused and defined than Level 4 agencies. Operating budgets range from \$40 to \$200 million, and agency staffing is typically between 100 and 200 FTE.

Level 6

Larger boards or commissions or the smallest agencies. Organizations at this level primarily support other groups with regulation and oversight. Boards and commissions are typically more politically exposed, and their scope affects a greater number of Oregonians. Operating budgets are generally \$9 to \$100+ million and agency staffing is generally between 20 to 60 FTE. Exceptions to this are found and are generally due to Federal or other pass-through funding.

DAS AGENCY HEAD – LEVEL DESCRIPTIONS (4-6)

Level 1 Agencies

Administrative Services
Office of the Governor – Chief of Staff

Level 2 Agencies

Health Authority
Human Services
Corrections
Transportation
Education

Level 3 Agencies

Higher Education Coordinating Commission
Housing and Community Services
Employment
Public Employees Retirement System
Military
Business Oregon
Revenue
Early Learning and Care
Justice
Consumer & Business Services
State Police

DAS AGENCY HEAD – CURRENT AGENCY HEAD ASSIGNMENTS (1-3)

18:

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Level 4 Agencies

Forestry
Agriculture
Environmental Quality
Fish & Wildlife
Youth Authority
Veterans Affairs
Liquor & Cannabis Control Commission
Parks & Recreation

Level 5 Agencies

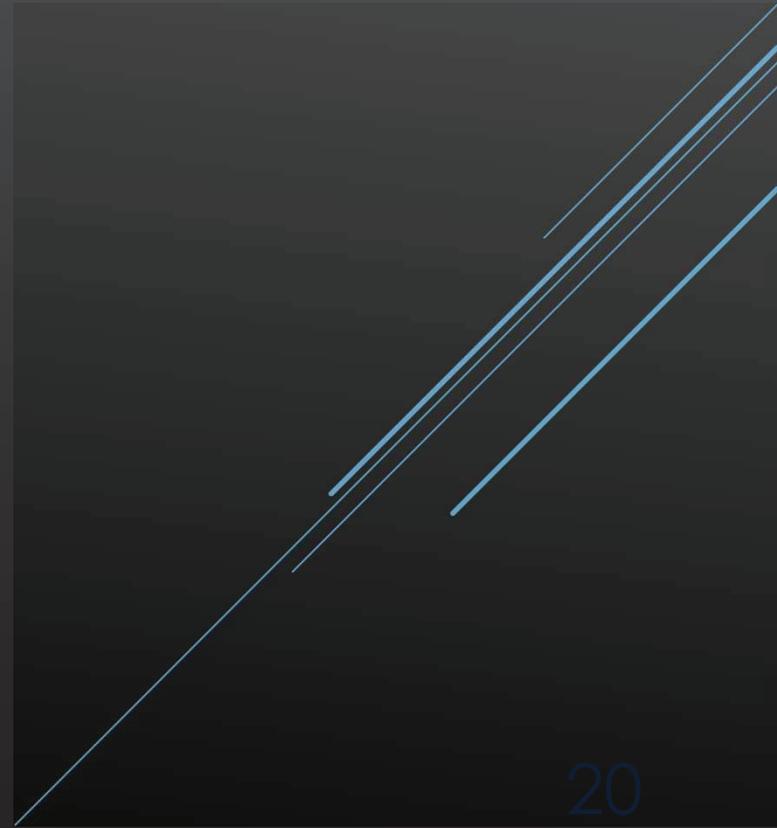
Water Resources
Energy
Emergency Management
Public Utilities Commission
State Fire Marshal
Public Safety Standards & Training
State Lands
Bureau of Labor & Industries
Land Use Board of Appeals

Level 6 Agencies

Criminal Justice Commission
Land Conservation & Development
Watershed Enhancement Board
Pharmacy
Board of Nursing
Geology & Minerals Industries
Medical Board
Real Estate
Commission for the Blind

DAS AGENCY HEAD – CURRENT AGENCY HEAD ASSIGNMENTS (4-6)

THANK YOU!





Compensation Market Pricing Report - 50% State of Oregon DAS; 50% Advertising and Marketing

Job Title: Chief Executive Officer
Report Date: November 2025

| Travel Oregon |
|------------------|
| Base |
| \$341,818 |

| | Base Pay | | | Total Cash Comp | | | Weight |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------|
| | 25th Percentile | 50th Percentile | 75th Percentile | 25th Percentile | 50th Percentile | 75th Percentile | |
| Advertising & Marketing Services | \$293,115 | \$392,538 | \$514,674 | \$405,466 | \$581,665 | \$860,564 | 50% |
| Government (Oregon DAS Only) | \$168,192 | \$214,434 | \$260,676 | \$168,192 | \$214,434 | \$260,676 | 50% |
| Weighted Market | \$230,654 | \$303,486 | \$387,675 | \$286,829 | \$398,050 | \$560,620 | |
| <i>Travel Oregon Base vs Market:</i> | 148% | 113% | 88% | 119% | 86% | 61% | |

| Survey Source | Source Job Title | Source Scope | Base | | | TCC | | |
|---------------|--|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | | 25th Percentile | 50th Percentile | 75th Percentile | 25th Percentile | 50th Percentile | 75th Percentile |
| ERI | Chief Executive Officer Fiscal: 45,000,000 | United States Average Advertising and Marketing Services | \$308,730 | \$423,476 | \$572,647 | \$443,932 | \$608,930 | \$823,427 |
| CompAnalyst | Chief Executive Officer | All United States Marketing & Advertising Services \$10M - \$50M Revenues (\$ USD) | \$277,500 | \$361,600 | \$456,700 | \$367,000 | \$554,400 | \$897,700 |
| DAS | Agency Head 3 | MEAH - A | \$168,192 | \$214,434 | \$260,676 | \$168,192 | \$214,434 | \$260,676 |

| Survey | Source Job Title | Source Job Description | Notes |
|-------------|--|--|-------|
| ERI | Chief Executive Officer Fiscal: 45,000,000 | Plans, develops, establishes, and oversees interpretation and implementation of policies and objectives of organization in accordance with board directives and corporation charter. Responsible for the profitability of the entire organization. Holds position of the top executive and principal organization leader in the organization. This position is distinguished from others in that it is the top ranking executive and, in most cases, is the highest paid executive in the organization. Confers with organization officials to plan business objectives, to develop organizational policies to coordinate functions and operations between divisions and departments, and to establish responsibilities and procedures for attaining objectives. Reviews activity reports and financial statements to determine progress and status in attaining objectives and revises objectives and plans in accordance with current conditions. Directs and coordinates formulation of financial programs to provide funding for new or continuing operations to maximize returns on investments, and to increase productivity. Plans and develops industrial, labor, and public relations policies designed to improve company's image and relations with customers, employees, stockholders, and public. Evaluates performance of executives for compliance with established policies and objectives of firm and contributions in attaining objectives. May preside over Board of Directors. May serve as chairman of committees, such as management, executive, engineering, and sales. | |
| CompAnalyst | Chief Executive Officer | Responsible for an organization's short and long-term profitability and growth. Defines and executes the company's vision, mission, and long-term goals. Organizes leadership and staff to meet strategic goals. Collaborates with C-suite executives to provide strategic guidance and technical oversight to drive business efficiencies and competitive advantages. Ensures appropriate governance and controls to mitigate risks and protect the organization. Prepares and presents summary reports and technical presentations to represent the organization to investors, board members, and government agencies. May require an advanced degree. Typically reports to board of directors. M08-Chief Executive Officer / President : Top level management. Aligns the company's long-term vision with actionable plans. Responsible for building relationships with key stakeholders, including the board of directors, investors, partners, and regulators. Provides overall vision, direction, and leadership for an organization. Develops organizational strategic initiatives and guides business operations. Defines key metrics and sets KPIs for organization. Typically requires extensive leadership experience in senior management or executive roles. Has extensive industry and/or operational knowledge. Past leadership of a company or business unit, including overall P&L responsibility. | |
| DAS | Agency Head 3 | Very large agencies with a statewide impact, providing necessary services utilized by a substantial number of Oregonians. Operating budgets are large, ranging from \$300 million to multiple billions, and FTE generally range from hundreds of employees to over 1,000. There can be differences in FTE due to the nature of the agency; some agencies at this level are highly political and have a policy-setting focus which requires fewer staff, while others provide direct services to Oregonians and require more staff to perform the duties. Includes Business Oregon, Consumer and Business Services and 9 agencies. | |

Additional Notes

Source Information

Economic Research Institute (or ERI for short) Data is collected from thousands of survey sources over the years and modeled to reflect real-time market data trends. ERI gathers data from 3 types of sources: surveys they conduct themselves, surveys they purchase from other organizations, and reports from publicly traded organization, such as proxies and 10-Ks.

CompAnalyst/ Salary.com uses their own HR-sourced data. Additionally, Salary.com identifies and purchases the most current compensation surveys covering the targeted jobs. All of the surveys are published by reputable compensation data firms and Salary.com. Crowd-sourced or employee reported data is not used.