



Marion Soil and Water Conservation District (MSWCD) Administrative Committee Meeting
Friday, December 13, 2024, 9:00 am to 11:00 pm

HB2560 requires that all Oregon public meetings held by a governing body of a public body, excluding executive sessions, must provide to members of the public an opportunity to access and attend the meeting by telephone, video or other electronic or virtual means. This meeting will be held by video conference and by telephone.



Link to Video Conference: [\(Zoom\) Meeting Link](#)
Meeting Call in Number: 1 (253) 215 - 8782
Meeting ID: 861 6125 6285 | **Passcode:** 720019
Staff Contact: Linda Lovett, linda.lovett@marionswcd.net

Agenda DRAFT

Chair: Call Meeting to Order, Agenda Changes & Approval

Item #	Topic	Presenter	Purpose	Time
1	Public Comment	Chair	Feedback	5 min.
2	Review October 15, 2024 Minutes	Chair	Procedure	5 min.
3	Board actions on Admin Committee recommendations	Sanchez	Discussion	10 min.
4	Staffing and Salary Administration Plan	Sanchez	Review Discussion	85 min.
5	Policy review update	Sanchez	Review Discussion	15 min.
	Meeting Adjournment	Chair		

Agenda Brief

Item #	Brief	Action
3	Board actions on Admin Committee recommendations	Discussion
4	Staffing and Salary Administration Plan – Sanchez has: restructured the level/range and identified and rated the “comparable characteristics”; created new Salary Table; created "Staffing Plan"	Recommend policy for Board approval in January
5	Policy review update – Apprise on status of work since review of Policy Binder	Discuss progress to date



Marion Soil and Water Conservation District complies with the American with Disabilities Act (ADA) and does not discriminate based on race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, and marital or family status. If special physical, language, or other accommodations are needed for this meeting, please advise the District Manager at 503-391-9927 as soon as possible, and at least 48 hours in advance of the meeting.

Meeting Minutes

Attendance

Committee Members	Present/Absent	Staff	Guests
Darin Olson Peggy Hart Angela Plowhead Brenda Sanchez Linda Lovett			

Item #	Minutes and Action/ Vote Count
1	Public Comment
2	Review of October Minutes
3	Board actions on Admin Committee recommendations
4	Staffing and Salary Administration Plan
5	Policy review update

Meeting adjourned XX:XX AM



Marion Soil and Water Conservation District (MSWCD) Administrative Committee Meeting
Tuesday, October 15, 2024, 10:00 am to 12:00 pm

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1	Public Comment	Chair	Feedback	5 min.
2	Review September 13, 2024 Minutes	Chair	Procedure	5 min.
3	Board Actions on Admin Committee Recommendations	Sanchez	Discussion	10 min.
4	Policy Review Update	Sanchez	Review Discussion	10 min.
5	DRAFT Public Records Retention Management and Disclosure Policy	Sanchez	Review Discussion Recommendation	20 min.
6	DRAFT Workers Compensation	Sanchez	Review Discussion Recommendation	10 min.
7	Public Meeting Law grievance notification and Director training	Sanchez	Discussion	15 min.
8	Policy Binder v 2.0	Sanchez	Discussion	15 min.
9	DRAFT Professional Development Training and Conference Request Form	Sanchez	Review Discussion	10 min.
10	Monthly Treasurers Report	Sanchez	Discussion	15 min.
11	Next Meeting Date	Sanchez	Discussion	5 min.
	Meeting Adjournment	Chair		

Agenda Brief

Item #	Brief	Action
3	Board Actions on Admin Committee recommendations	Discussion
4	Policy Review Update – Apprise on status of work since review of Policy Binder	Discuss progress to date
5	DRAFT Public Records Retention Management and Disclosure Policy: <ul style="list-style-type: none"> • Discuss exceptions to the state schedule for MSWCD retention • Discuss social media retention 	Recommendation policy for Board adoption
6	DRAFT Workers Compensation	Recommend Resolution for Board adoption
7	Public Meeting Law: <ul style="list-style-type: none"> • Discuss location of grievance notification on website and process for grievance with MSWCD • Required PML Director training 	Discussion
8	Policy Binder v 2.0 - Discuss timeline and completion	Discussion
9	DRAFT Professional Development Training and Conference Request Form w/ updated guidelines for training and conferences	Review and approve form
10	Monthly Treasurers Report – Discuss procedure and potential changes/additions to report components	Recommend improvements to Board
11	Next Meeting Date	

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Meeting Minutes

Attendance

Committee Members	Present/Absent	Staff	Guests
Darin Olson	Absent		
Peggy Hart	Present		
Angela Plowhead	Present		
Brenda Sanchez	Present		
Linda Lovett	Present		

Item #	Minutes and Action/ Vote Count
1	Public Comment - None
2	Review of September Minutes Lovett motioned, Hart second, to accept the September 13, 2024, Minutes as amended. No discussion. Passed 4-0
3	Board Actions on Admin Committee Recommendations Sanchez provided updates from the vehicle policy, was moved to the November meeting and the Audubon Lease was approved and Sanchez is waiting for their signature.

Progress on Prioritized Policy Work

- Sanchez provided the Committee with an update on the progress of policy development, sharing the Policy Worktable that outlines pending and completed policies and their status in the Board adoption schedule. She explained that nearly all priority policy work has been finalized, except for some updates still needed such as in the Salary
- 4 Administration Plan, and allowing the focus to shift to updating the schedule with secondary policy work. Plowhead asked if these updates can be done through emails instead of a Board meeting? Sanchez replies that Public Meeting Law requires notification of meetings and the Directors must be in the Board meeting to make decisions regarding policy. So no, we need to submit these revisions and approvals through a Board meeting.
-

DRAFT Public Records Retention Management and Disclosure Policy

Sanchez presented the newly drafted Public Records Retention, Management, and Disclosure Policy, noting that both this Committee and the Board had agreed to update it. She explained that she revised the existing policy to align with the District's specific needs for managing and using public records. The updated policy includes three key objectives:

1. Policy Overview: This outlines the District's commitment to adhering to Oregon's Public Records Retention Schedule for Special Districts.
 2. Sanchez emphasized the need for the Board to appoint a Records Officer, recommending the District Manager for this role. The Records Officer would handle public records requests, oversee records retention and destruction, and manage the District's filing systems.
 3. Public Records Request Form: This new form is designed for requesters to submit their public records inquiries and for the District to use in responding to them. Sanchez suggested integrating this form into the District's website for easy access and submission.
- 5 Sanchez highlighted that costs associated with fulfilling public records requests would be determined on a case-by-case basis, in compliance with state laws. This could include fees for printing, administrative time, and record retrieval.

Additionally, Sanchez proposed a review of exceptions to the retention schedule. For example, personnel records, which are required to be kept for three years, might warrant retention for up to seven years due to potential legal issues.

Finally, Sanchez suggested implementing a formal process for record destruction. This would include maintaining a destruction log, with the Board Secretary reviewing and approving the log annually before records are destroyed.

Hart asked if the schedule needs to be an appendix? Sanchez explained that the link to the schedule is in the policy. The schedule is very large. Plowhead adds that this policy is good and appointing a Records Officer is clearly necessary. Members discussed the public records request and how to work with those requests.

Sanchez then addressed exceptions to the records retention schedule, emphasizing that while some exceptions can be identified now, other items may arise through routine business that warrant extended retention. However, she cautioned that retaining records beyond their scheduled retention period is generally discouraged.

1. **Personnel Records:** Currently scheduled for three years of retention after an employee's last day, Sanchez shared that HR experts recommend keeping these records for seven years, as employees have up to seven years to file a grievance with the Bureau of Labor and Industries. Members agreed to adopt a minimum seven-year retention period for personnel records.
2. **Audio and Video Recordings:** These are scheduled for retention one year after the meeting minutes are approved. Sanchez noted a prior instance where older recordings proved useful in addressing a complaint. Plowhead and Hart supported extending the retention of all video and audio recordings to seven years, consistent with the policy for personnel records, given the potential for employee grievances. Plowhead also suggested documenting the management of these files. Sanchez stated that the Records Officer would draft procedures for file retention. Members further discussed managing Zoom recordings, including preferences for transcripts and chat records. They agreed that video recordings should be retained, while audio could be deleted after one year or not downloaded at all. Sanchez proposed checking if Zoom can be set to download only video files without audio.
3. **Financial Receipts:** The state schedule requires retaining financial receipts for three years. Sanchez referred to Lovett, who explained that annual audits typically address any financial concerns within this period. Lovett saw no reason to retain receipts beyond three years unless related to warranties. Plowhead suggested an exception for large purchases, such as equipment, with retention extending for the life of the equipment. Lovett added that retention could be extended for items classified as Capital Outlay.

Sanchez summarized that the Records Officer would incorporate these exceptions and related procedures into the District's policy updates before sending them to the Board.

Hart moved to **recommend the Public Records Retention, Management, and Discloser Policy for Board adoption**, 2nd Plowhead. Discussion: Plowhead would like Hart to amend her motion to say that the Admin Committee recommends this policy to the Board with the addition of the exception language for adoption. Hart amends her motion to state **the Admin Committee recommends the Public Records Retention, Management, and Discloser Policy with the addition of the exception language for Board adoption**, 2nd. Vote passed 4-0.

Sanchez moved to **recommend that the Board appoint a Records Officer and delegate the role to the District Manager and add the duty to the manager's job description**, 2nd Plowhead. Vote passed 4-0.

DRAFT Workers' Compensation

- 6 Sanchez presented the current 2005 resolution outlining who is covered under Volunteer Workers' Compensation (WC). She noted that the resolution does not have the box checked to specify which volunteers are covered. Upon reviewing the WC coverage agreements, Sanchez determined that the District has only been covering volunteer elected officials—namely, Board Directors. She proposed updating the resolution to clearly state that Board Directors are covered under the District's WC policy for clarification and accuracy. Members discussed current coverage details for all personnel, including volunteers who help our Salmon watch. Sanchez explained that these volunteers sign a waiver informing them they are not eligible for compensation by the District.

Hart moved to **recommend that the Board adopt the revised resolution for Volunteer Workers Compensation to make clear that only elected officials (Directors) are covered under Volunteer Workers Compensation**, 2nd Plowhead. Vote passed 4-0.

Public Meeting Law Grievance Notification and Director Training

Sanchez began by explaining that the recently amended Oregon Public Meeting Laws (PML) now include a grievance pathway for the public to report non-compliance by a public entity. Under this process, the complainant must first submit their grievance directly to the public entity. The District is required to receive the complaint, provide a response, and forward both the complaint and the response to the Oregon Ethics Commission (OEC). Additionally, the District must clearly outline the grievance process on its website, including contact information for submitting grievances. This will need to be addressed and organized. Members discussed who to contact, the District manager or the Board Chair. Plowhead states she thinks it should be the District Manager and include a report to the Board when such grievances are submitted. Members further discussed where to place the grievance contact.

Plowhead moved to **recommend that the District manager is the point of contact for Public Meeting Law grievances and complaints**, 2nd hart. Vote passed 4-0.

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Furthermore, the Board of Directors is now required to successfully complete Public Meeting Law (PML) training at least once during their term. The District must also submit an annual record to the Oregon Ethics Commission (OEC) documenting the dates of completed training and the names of participants. Only certified OEC PML training sessions qualify for this requirement. A certified PML training course is now available, although part two of the training, which addresses executive sessions, is still under development. Sanchez requested this Committee's recommendation to the Board on implementing this new requirement. Hart asked where the training courses are located. Sanchez replied that training is currently available online and they may have in-person training from time to time. It is a ninety-minute training session.

Plowhead moved to **recommend that the Board consider that the required and certified Public Meeting Law training be completed by all personnel (staff, associate Directors, and Directors) every two years and the District manager will arrange the training and track attendance**, 2nd Hart. Vote passed 4-0

Policy Binder v 2.0

8

Sanchez informed the Committee that she and Wilson are working on Policy Binder Version 2.0. This updated version will include page numbers in the table of contents and incorporate the recently completed policy updates. The updated binders are planned for distribution in February or March 2025.

DRAFT Professional Development Training and Conference Request Form

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Sanchez presented the new Professional Development Request form and sought the Committee's input on a proposed policy requiring that training and travel reimbursement requests for mileage and per diem be submitted within 30 days of the training's end date to qualify for reimbursement. She explained that staff had recently submitted several months' worth of mileage reimbursement requests, which she found challenging to verify due to the delayed submissions.

The Committee discussed the proposed policy and agreed it was a reasonable approach. Members also suggested incorporating this policy into the vehicle use policy for consistency

Monthly Treasurers Report

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Sanchez shared that she is drafting the Treasurer's Report process for inclusion in the operational handbook. Her goal is to standardize the reporting process and work with the Admin Committee to finalize the report's format and contents. While Sanchez has been refining the report since starting her role, she now seeks

feedback and direction to create a consistent, well-defined process for presenting financial information to the Board and the Treasurer. Due to time constraints, Sanchez noted that this topic would be added to the agenda for the next committee meeting. Hart suggested we bring Budeau and Walker into the discussion. Sanchez replies she will add them to the invite and suggested in January or February to have an agenda item at the Board meeting to go over the components of the Treasurers Report with the Directors.

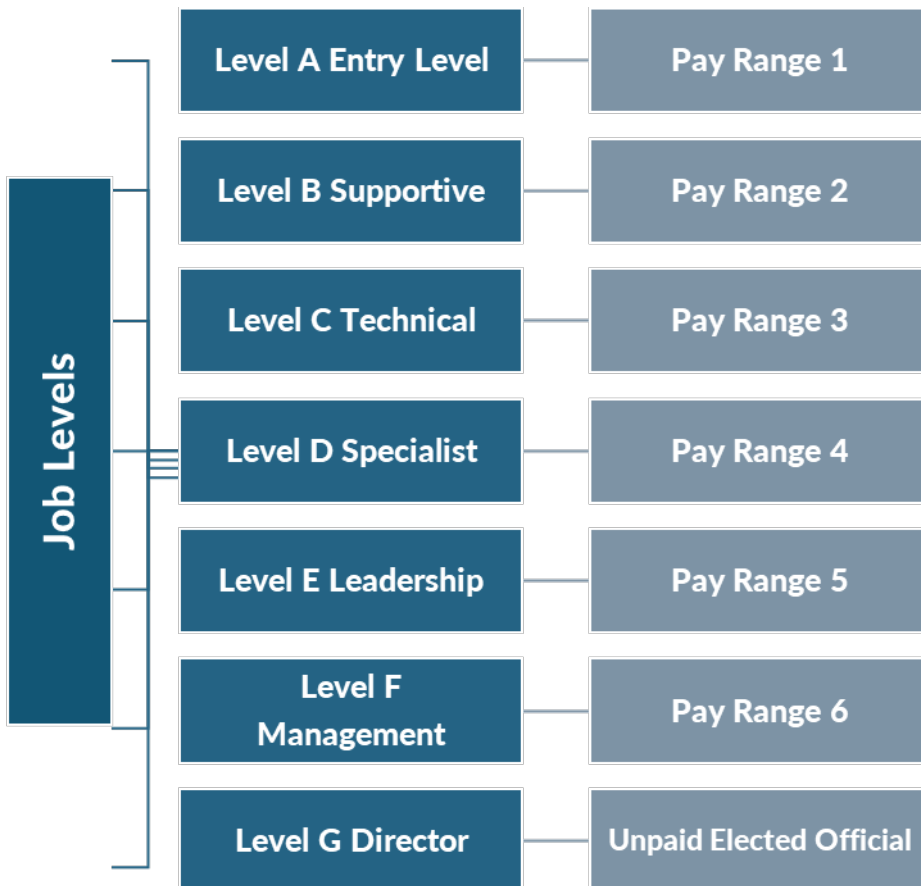
- 11** Next Meeting Date
The committee decided to have a meeting on November 15 at the usual time at 9 AM.
-

Meeting adjourned 10:06 AM

NEW! Marion SWCD Job Levels DRAFT

Note: The knowledge, responsibilities, skills, effort, and qualifications outlined below provide a general overview by Job Level. Specific details will vary based on the job’s objectives and will be communicated in the official job description.

Job Levels refer to the hierarchical structure within an organization that defines roles and compensation. Job levels are developed using the responsibilities, effort, skills, working conditions, knowledge, and qualification criteria outlined below. Jobs were identified at seven Levels: A- Entry-Level, B-Supportive, C-Technical, D-Specialist, E-Program Area Lead, F-Managerial, and G-Director.



Notes:

- Job levels determined by *CC Comparable Characteristics-see Appendix A
- E - Leadership fits well for high-level specialists and program leads. It captures the idea of individuals who are deeply skilled in their field (beyond the Specialist level) and take on responsibilities like leading programs, mentoring others, or driving significant initiatives. They are pivotal in bridging the gap between technical expertise and organizational management.

A Staffing Plan:

- Improves Efficiency: Ensures optimal workforce allocation to meet organizational goals. It identifies the roles, skills, and number of employees required to achieve goals and ensures the organization has the right people in the right positions at the right time.
 - Supports Strategic Goals: Aligns staffing with long-term goals, ensuring resources are available for critical projects.
 - Reduces Costs: Avoids overstaffing or understaffing, minimizing wasted resources and potential disruptions. Overpayment of job duties.
- Employee Satisfaction: Helps provide clear career paths and training opportunities.

NEW! 2024-25 Staffing Plan DRAFT										
11 Full Time Equivalents (12 Positions) to Accomplish Strategic Plan Activities & Tasks										
Position	Job Level	Pay Range	*CC Group	Full or Part Time	**FLSA Status	*Responsibilities	*Effort	*Skill	*Knowledge	*Work Conditions
District Manager Goals 1-6	F	F	F	1.0	E	6	6	6	6	1
Communication & Outreach Specialist Goals 1, 2, 3, 4, & 5 New Hire	D	D	D	1.0	E	4	4	4	4	2
Environmental Education Specialist Goals 1,2, 3, 4, & 5 New Hire	D	D	D	1.0	E	4	4	4	4	2
Native & Invasive Plant Specialist Goals 1, 2, 3, 4, & 5	D	D	D	1.0	E	4	4	4	4	2
Grants Coordinator Goals 1, 2 3, 4, & 5	C	C	C	1.0	E	3	3	3	3	2
Conservation Planner - Livestock & Pasture Goals 1, 2, 3, 4, & 5	C	C	C	1.0	E	3	3	3	3	2
Conservation Planner - Natural Areas Goals 1, 2, 3, 4, & 5	C	C	C	1.0	E	3	3	3	3	2
Conservation Planner - Soil & Croplands Goals 1, 2,3,4, & 5	C	C	C	1.0	E	3	3	3	3	2
Conservation Planner - Urban Goals 1, 2, 3, 4, & 5	C	C	C	1.0	E	3	3	3	3	2
Financial Administrator Goals 1, 5, & 6	C	C	C	1.0	NE	3	3	3	3	1
Office Coordinator Goals 1, 5, & 6	B	B	B	0.5	NE	2	2	2	2	1
Administrative Assistant Goals 1, 5, & 6	B	B	B	0.5	NE	2	2	2	2	1
*CC Comparable Characteristics-see Appendix A										
**Labor Standards Act (FLSA)-E=Exempt (Salary Paid) or NE = Nonexempt (Hourly Paid)										

Why Use a Salary Table?

1. Consistency: Ensures fair pay across similar roles and levels within the organization.
2. Compliance: Helps maintain compliance with pay equity laws and regulations.
3. Budget Control: Provides a structured framework for setting wages while controlling costs.
4. Scalability: Facilitates adjustments for cost-of-living increases, market competitiveness, and role responsibilities.
5. Using a salary table ensures that compensation decisions are systematic, equitable, and aligned with organizational strategy, even for hourly non-exempt employees.

Notes

- There is a consistent 2.5% increase between Steps at all pay Levels.
- 2024 FSLA Exempt Minimum Salary=\$43,888; January 1, 2025, *\$58,656
- Minimum Wage 2024=\$14.70/ hr. \$30,576 per year. 2025 \$15.45/ hr. \$32,136
- The District can at any time adjust Job Levels and salaries. Table will be adjusted for annually approved COLAs.

2022-24 Nationwide (Approximate) Average Salaries Equivalent to Proposed Job Levels

- Level A \$15.45/hr.-\$20.00/hr.; 2025 Minimum Wage = \$32,136 (\$15.45/hr.) \$41,600 (\$20.00/hr.)
- Level B \$46,000 -\$59,000
- Level C \$57,000-\$70,000
- Level D \$67,000- \$78,000
- Level E \$78,000. - \$92,000
- Level F \$98,000 - \$120, 000.
- Level G- Unpaid Elected Officials

Proposed Job Level Equivalent	Current District Positions	Salary Range per Current Job Description	Current Salary Range from Salary Table
B	Administrative Assistant	Range 3	1-\$44,375-\$55,354
B	Office Coordinator	Range 3 through Range 5	3-\$44,375-\$72,421
C	Conservation Planner-Livestock Pasture	Range 5 through Range 6	2-\$61,447-\$80,946
C	Conservation Planner-Natural Areas	Range 5 through Range 6	2-\$61,447-\$80,946
C	Conservation Planner-Soil Croplands	Range 5 through Range 6	2-\$61,447-\$80,946
C	Conservation Planner-Urban	Range 5 through Range 6	2-\$61,447-\$80,946
C	Financial Administrator	Range 4 through Range 6	3-\$52,913-\$80,945
C	Grants Coordinator	Range 4 through Range 6	3-\$52,913-\$80,945
D	Communication & Education Specialist	Range 5 through Range 7	3-\$61,447-\$89,485
D	Native & Invasive Plants Specialist	Range 5 through Range 7	3-\$61,447-\$89,485
F	District Manager	Range 9 through Range 10	2-\$95,747-\$120,165

Level A – Entry-Level	<ul style="list-style-type: none"> • Conservation Intern • Conservation Apprenticeship
<p>Responsibility: Primary responsibility at this level is to learn, adapt, and demonstrate the ability to manage more complex tasks as experience grows. Decision-making authority is limited. Work is performed under close oversight with clearly defined tasks. Duties often involve developing skills, gaining experience through shadowing, observation, and training, and understanding District operations. Accountability is limited to ensuring accurate and timely execution of assigned duties and meeting commitments and deadlines.</p>	
<p>Effort: Light pressure and urgency. Emotional effort may include maintaining basic interactions with coworkers or the public. Physical effort could include regular handling of equipment, moderate lifting, or extended periods of physical activity and adaptability to new environments. Eagerness to learn and an enthusiasm for conservation is needed.</p>	
<p>Skill: Basic skills necessary to complete assigned tasks and follow instructions.</p>	
<p>Working Conditions: Office environment, travel, and field work.</p>	
<p>Knowledge & Qualifications: For individuals beginning their careers or transitioning to a new field. Knowledge and qualifications are highly dependent on the specific objectives of the apprenticeship or internship and may have a minimum requirement of a high school diploma, associate degree, technical degree, or bachelor's degree with additional work experience from zero to two years.</p>	

Level B – Supportive	<ul style="list-style-type: none"> • Accounts Payable Clerk • Administrative Assistant • Conservation Technician • Office Assistant
<p>Responsibility: Typically working in a supportive role with minimal decision-making authority, this position involves performing tasks under supervision. Collaborates with coworkers to coordinate simple activities, focusing on meticulous, routine, or repetitive tasks that follow established procedures. Accuracy and timeliness in executing assigned duties are essential. The role requires effectively solving routine problems. The individual is expected to take ownership of task outcomes, meet deadlines, and maintain reliability in delivering work that supports team and organizational objectives. Plays a supporting role in community education and outreach activities.</p>	
<p>Effort: Low pressure with occasional urgency. Self-motivation, ability to work independently with some supervision, and improving collaboration skills. Emotional effort may include maintaining basic interactions with coworkers or the public. Mental effort is typically straightforward, with tasks involving repetitive processes, supporting coworkers in their roles, or handling customer concerns.</p>	
<p>Skill: Applies established techniques to complete tasks with proficiency in core responsibilities, demonstrates familiarity with relevant tools and systems, and performs standard operational duties efficiently.</p>	
<p>Working Conditions: Standard office environment.</p>	
<p>Knowledge & Qualifications: Knowledge and qualifications are highly dependent on the specific objectives of the job with a minimum requirement of a high school diploma and additional work experience from one to three years. Additional personal or professional experience may also be considered.</p>	

<p>Level C – Technical</p>	<ul style="list-style-type: none"> • Conservation Planner • Financial Administrator • Grants Coordinator • Office Coordinator • Programs Assistant • Urban Conservationist
<p>Responsibility: This technical role involves moderate decision-making authority and contributes to higher-level decisions. It requires independent judgment within established policies, collaboration with team members, and ownership of task outcomes. Responsibilities include managing specialized projects, solving complex problems, meeting deadlines, and ensuring compliance with relevant laws. The role supports team goals, mentors less experienced staff, and contributes to community education and outreach efforts.</p>	
<p>Effort: Involves moderate pressure with occasional urgency. Emotional effort includes fostering basic interactions with coworkers and the public. Mental effort is straightforward but requires multitasking, problem-solving, and attention to detailed instructions. Physical effort may involve regular handling of equipment, moderate lifting, and extended periods of physical activity, combining office work with field responsibilities. Fieldwork may include site visits and traversing varied or rugged terrain.</p>	
<p>Skill: Demonstrates technical or functional expertise and critical thinking skills. Ability to assess environmental conditions, interpret data, and make informed decisions to enhance conservation efforts. Proficient in applying skills to independently complete detailed tasks with a solid understanding of natural resources management tools. Utilizes scientific principles to address real-world challenges, enhances efficiency, contributes to process improvements, and exhibits leadership in projects. Has knowledge and experience in specific areas of natural resource management or conservation.</p>	
<p>Working Conditions: Office environment, travel, and field work.</p>	
<p>Knowledge & Qualifications: A combination of education relevant to the core job responsibilities and or applicable work experience totaling a minimum of four years is required. A bachelor's degree applicable to the core duties is preferred. Relevant personal and professional experience and specialized knowledge may be considered.</p>	

Level D – Specialist	<ul style="list-style-type: none"> • Communication & Outreach Specialist • Conservation Specialist • Environmental Education Specialist • Grants Specialist • Native and Invasive Plant Specialist 	Rating
<p>Responsibility: This specialized technical role offers high autonomy and responsibility, focusing on delivering expert insights and managing complex projects that impact District goals. Key duties include coordinating tasks, conducting research, resolving challenges, and presenting effective solutions. The position requires accountability for outcomes, meeting deadlines, and ensuring compliance with laws and standards. It also supports team development, skill-building, and contributes to community education and outreach efforts.</p>		4
<p>Effort: This role involves moderate to high pressure with occasional urgency. It requires a mix of office work and field responsibilities, including equipment handling, moderate lifting, site visits on varied terrain, and community outreach. Mental engagement is critical for analyzing problems, interpreting data, and applying expertise to develop solutions. Success demands focus, efficient prioritization, patience, adaptability, and resilience to balance ecological goals with community and organizational needs.</p>		4
<p>Skills: Demonstrates advanced technical or functional expertise and strong critical thinking. Possesses highly specialized skills to tackle complex problems or lead significant initiatives, with deep expertise in specific areas of environmental education, public communications, or natural resource management and conservation. Ability to assess environmental conditions, interpret data, and make informed decisions to enhance conservation efforts. Effective written and verbal communication skills for preparing reports, drafting assessments, and engaging with partners, government agencies, and the public. Proficiency with tools and technologies used in natural resource management, such as GIS, GPS, environmental monitoring equipment, and mapping software.</p>		4
<p>Working Conditions: Office environment, travel, and field work.</p>		2
<p>Knowledge & Qualifications: A combination of education relevant to the core job responsibilities and or applicable work experience totaling a minimum of seven years is required. A bachelor’s degree is preferred. Relevant personal and professional experience and specialized knowledge are considered.</p>		4

<p>Level E – Leadership</p>	<ul style="list-style-type: none"> • Education & Outreach Program Area Lead • Natural Resources Program Area Lead • Senior Specialist
<p>Responsibility: This leadership position holds significant decision-making authority and accountability for program outcomes. The individual ensures alignment with strategic goals, manages complex projects, and delivers high-quality results in their area of expertise. Responsibilities include guiding program performance, coordinating tasks, conducting research, resolving challenges, and providing expert recommendations. They contribute to higher-level decisions, ensure compliance with laws and regulations, and may supervise and support team development. Additionally, they play a key role in community education and outreach and may oversee District operations in the Manager’s absence.</p>	
<p>Effort: This role involves moderate to high pressure and urgency, requiring mental focus to manage operations, coordinate teams, and implement strategies. Effective prioritization, diplomacy, and adaptability are essential for balancing responsibilities and aligning goals with community needs. Emotional effort includes managing team dynamics, addressing public concerns, and maintaining morale. Physical demands involve handling equipment, moderate lifting, and balancing office work with field activities.</p>	
<p>Skills: A strong understanding of environmental conservation. Familiarity with relevant regulations, policies, and best practices in natural resource conservation and sustainability. Ability to plan, coordinate, and oversee projects related to land management, habitat restoration, or conservation programs. Strong analytical skills to identify issues in natural resource management and develop effective solutions. Effective written and verbal communication skills for preparing reports, drafting assessments, and engaging with partners, government agencies, and the public. Ability to collaborate with multidisciplinary teams, including scientists, field workers, and community partners, to achieve conservation objectives. Experience in mentoring a team and delegating tasks. Ability to motivate, guide, and provide feedback to team members, fostering a positive and productive work environment. Commitment to promoting sustainable practices that protect and preserve natural resources for future generations.</p>	
<p>Working Conditions: Office environment, travel, and field work.</p>	
<p>Knowledge & Qualifications: A combination of education relevant to the core job responsibilities and or applicable work experience totaling a minimum of ten years is required. A bachelor’s or master’s degree is preferred. Relevant personal and professional experience and specialized knowledge may be considered. Typically, 3-5 years of progressively responsible experience in management, leadership, or supervisory roles is desired.</p>	

Level F – Management	District Manager
<p>Responsibility: The Manager holds broad decision-making authority over staffing, budgeting, strategy implementation, operations, and program execution. They make critical, independent decisions that shape policies and initiatives, oversee entire program areas, and manage organizational functions. Responsibilities include planning, leading teams, monitoring performance, allocating resources, fiscal management, and addressing complex challenges. Managers resolve conflicts, ensure compliance, maintain records, hire staff, and drive innovation and continuous improvement. They align program areas with strategic goals to advance the District's mission and maintain program performance. A strong understanding of laws, regulations, and ethical standards is essential, as poor judgment can have serious financial and reputational impacts. Acting as key intermediaries between employees, the Board of Directors, partners, and the community, Managers build trust, foster collaboration, and mentor staff. Their leadership and decision-making shape the organization's culture, drive performance, and are critical to achieving long-term success.</p>	
<p>Effort: This role demands high mental engagement to balance operations, coordinate teams, and execute strategies under significant pressure and urgency. It involves moderate physical effort and requires advanced problem-solving, critical thinking, and interpreting complex data to develop actionable plans. Key challenges include managing competing priorities, tight deadlines, and sustaining conservation initiatives. Emotional effort is significant, requiring leadership, collaboration, patience, empathy, and resilience to address challenges and ensure smooth operations. Diplomacy, adaptability, and composure under pressure are essential.</p>	
<p>Skills: Expertise in environmental conservation, regulations, and sustainability. Proficiency in fiscal management, problem-solving, and ensuring compliance. Skilled in navigating change, addressing challenges with innovation, and maintaining resilience. Exceptional communication abilities, including public speaking and stakeholder engagement. Knowledge of laws and policies relevant to district operations, with adaptability and flexibility in dynamic environments. Strong leadership skills to inspire teams and foster a positive culture.</p>	
<p>Working Conditions: Standard office environment. (occasional field and travel)</p>	
<p>Knowledge & Qualifications: A combination of education and experience directly related to the core responsibilities of the position, totaling at least twelve years, is required. A bachelor's or master's degree is preferred. Relevant personal and professional experience, along with specialized knowledge, will be considered. This typically includes 6-10 years of progressively responsible experience in management, leadership, or supervisory roles. Demonstrated success in planning, executing, and completing large-scale projects is essential. Strong experience in budgeting, financial planning, human resources, and program development is highly desirable.</p>	

Appendix A: Comparable Characteristic Ratings

<p>Responsibility in the context of a job level refers to the scope, complexity, and impact of the duties and decisions a role entails. It encompasses the expectations for performance, the level of authority exercised, and the degree to which an individual is accountable for outcomes. In a job grading system, responsibility helps differentiate roles based on their contribution to the organization's goals and their potential influence on its success.</p>	<p>Responsibility Rating</p>
<p>Primary responsibility at this level is to learn, adapt, and demonstrate the ability to manage more complex tasks as experience grows. Decision-making authority is limited. Work is performed under close oversight with clearly defined tasks. Duties often involve developing skills, gaining experience through shadowing, observation, and training, and understanding District operations. Accountability is limited to ensuring accurate and timely execution of assigned duties and meeting commitments and deadlines. Does not supervise other staff.</p>	<p>1 Limited</p>
<p>Typically working in a supportive role with minimal decision-making authority, this position involves performing tasks under supervision. Collaborates with coworkers to coordinate simple activities, focusing on meticulous, routine, or repetitive tasks that follow established procedures. Accuracy and timeliness in executing assigned duties are essential. The role requires effectively solving routine problems. The individual is expected to take ownership of task outcomes, meet deadlines, and maintain reliability in delivering work that supports team and organizational objectives. Plays a supporting role in community education and outreach activities. Does not supervise other staff.</p>	<p>2 Low</p>
<p>This technical role involves moderate decision-making authority and contributes to higher-level decisions. It requires independent judgment within established policies, collaboration with team members, and ownership of task outcomes. Responsibilities include managing specialized projects, solving complex problems, meeting deadlines, and ensuring compliance with relevant laws. The role supports team goals, mentors less experienced staff, and contributes to community education and outreach efforts. Does not supervise other staff.</p>	<p>3 Moderate</p>
<p>This specialized technical role offers high autonomy and responsibility, focusing on delivering expert insights and managing complex projects that impact District goals. Key duties include coordinating tasks, conducting research, resolving challenges, and presenting effective solutions. The position requires accountability for outcomes, meeting deadlines, and ensuring compliance with laws and standards. It also supports team development, skill-building, and contributes to community education and outreach efforts. Does not supervise other staff.</p>	<p>4 High</p>
<p>This leadership position holds significant decision-making authority and accountability for program outcomes. The individual ensures alignment with strategic goals, manages complex projects, and delivers high-quality results in their area of expertise. Responsibilities include guiding program performance, coordinating tasks, conducting research, resolving challenges, and providing expert recommendations. They contribute to higher-level decisions, ensure compliance with laws and regulations, and may supervise and support team development. Additionally, they play a key role in community education and outreach and may oversee District operations in the Manager's absence.</p>	<p>5 Very High</p>
<p>The Manager holds broad decision-making authority over staffing, budgeting, strategy implementation, operations, and program execution. They make critical, independent decisions that shape policies and initiatives, oversee entire program areas, and manage organizational functions. Responsibilities include planning, leading teams, monitoring performance, allocating resources, fiscal management, and addressing complex challenges. Managers resolve conflicts, ensure compliance, maintain records, hire staff, and drive innovation and continuous improvement. They align program areas with strategic goals to advance the District's mission and maintain program performance. A strong understanding of laws, regulations, and ethical standards is essential, as poor judgment can have serious financial and reputational impacts. Acting as key intermediaries between employees, the Board of Directors, partners, and the community, Managers build trust, foster collaboration, and mentor staff. Their leadership and decision-making shape the organization's culture, drive performance, and are critical to achieving long-term success.</p>	<p>6 Significant</p>

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Effort refers to the physical, mental, and emotional exertion required to perform the duties of a role effectively. It helps distinguish roles based on the intensity, frequency, and consistency of the effort and demands placed on an individual.	Effort Rating
Light pressure and urgency. Emotional effort may include maintaining basic interactions with coworkers or the public. Physical effort could include regular handling of equipment, moderate lifting, or extended periods of physical activity and adaptability to new environments. Eagerness to learn and an enthusiasm for conservation is needed.	1 Light
Low pressure with occasional urgency. Self-motivation, ability to work independently with some supervision, and improving collaboration skills. Emotional effort may include maintaining basic interactions with coworkers or the public. Mental effort is typically straightforward, with tasks involving repetitive processes, supporting coworkers in their roles, or handling customer concerns.	2 Low
Involves moderate pressure with occasional urgency. Emotional effort includes fostering basic interactions with coworkers and the public. Mental effort is straightforward but requires multitasking, problem-solving, and attention to detailed instructions. Physical effort may involve regular handling of equipment, moderate lifting, and extended periods of physical activity, combining office work with field responsibilities. Fieldwork may include site visits and traversing varied or rugged terrain.	3 Moderate
This role involves moderate to high pressure with occasional urgency. It requires a mix of office work and field responsibilities, including equipment handling, moderate lifting, site visits on varied terrain, and community outreach. Mental engagement is critical for analyzing problems, interpreting data, and applying expertise to develop solutions. Success demands focus, efficient prioritization, patience, adaptability, and resilience to balance ecological goals with community and organizational needs.	4 High
This role involves moderate to high pressure and urgency, requiring mental focus to manage operations, coordinate teams, and implement strategies. Effective prioritization, diplomacy, and adaptability are essential for balancing responsibilities and aligning goals with community needs. Emotional effort includes managing team dynamics, addressing public concerns, and maintaining morale. Physical demands involve handling equipment, moderate lifting, and balancing office work with field activities.	5 Very High
Effort: This role demands high mental engagement to balance operations, coordinate teams, and execute strategies under significant pressure and urgency. It involves moderate physical effort and requires advanced problem-solving, critical thinking, and interpreting complex data to develop actionable plans. Key challenges include managing competing priorities, tight deadlines, and sustaining conservation initiatives. Emotional effort is significant, requiring leadership, collaboration, patience, empathy, and resilience to address challenges and ensure smooth operations. Diplomacy, adaptability, and composure under pressure are essential.	6 Significant
Knowledge refers to familiarity, awareness, understanding, or learning gained through experience or study. Requirement to know and understand data, facts, processes, and ways to apply information and methodology.	Knowledge Rating
For individuals beginning their careers or transitioning to a new field. Knowledge and qualifications are highly dependent on the specific objectives of the apprenticeship or internship and may have a minimum requirement of a high school diploma, associate degree, technical degree, or bachelor's degree with additional work experience from	1
Knowledge and qualifications are highly dependent on the specific objectives of the job with a minimum requirement of a high school diploma and additional work experience from one to three years. Additional personal or professional experience may also be considered.	2 1 - 3 years of education and experience
A combination of education relevant to the core job responsibilities and or applicable work experience totaling a minimum of four years is required. A bachelor's degree applicable to the core duties is preferred. Relevant personal and professional experience and specialized knowledge may be considered.	3 4 - 6 years education and experience

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<p>A combination of education relevant to the core job responsibilities and or applicable work experience totaling a minimum of seven years is required. A bachelor's degree is preferred. Relevant personal and professional experience and specialized knowledge are considered.</p>	<p align="center">4 7 - 9 years education and experience</p>
<p>A combination of education relevant to the core job responsibilities and or applicable work experience totaling a minimum of ten years is required. A bachelor's or master's degree is preferred. Relevant personal and professional experience and specialized knowledge may be considered. Typically, 3-6 years of progressively responsible experience in management, leadership, or supervisory roles is desired.</p>	<p align="center">5 10 - 12 years education and experience</p>
<p>A combination of education and experience directly related to the core responsibilities of the position, totaling at least twelve years, is required. A bachelor's or master's degree is preferred. Relevant personal and professional experience, along with specialized knowledge, will be considered. This typically includes 6-10 years of progressively responsible experience in management, leadership, or supervisory roles. Demonstrated success in planning, executing, and completing large-scale projects is essential. Strong experience in budgeting, financial planning, human resources, and program development is highly desirable.</p>	<p align="center">6 12 + years education and experience</p>
<p>Skill refers to the ability or degree to which application of learned information is required; the ability to do something well or with expertise. skill levels, reflecting the complexity of the tasks, autonomy, and expertise required at each stage.</p>	<p align="center">Skill Rating</p>
<p>Basic skills necessary to complete assigned tasks and follow instructions. Required to perform simple tasks Ability to follow instructions for activities like data collection or basic fieldwork</p>	<p align="center">1 Foundational</p>
<p>Applies established techniques to complete tasks with proficiency in core responsibilities, demonstrates familiarity with relevant tools and systems, and performs standard operational duties efficiently.</p>	<p align="center">2 Advanced Beginner</p>
<p>Demonstrates technical or functional expertise and critical thinking skills. Ability to assess environmental conditions, interpret data, and make informed decisions to enhance conservation efforts. Proficient in applying skills to independently complete detailed tasks with a solid understanding of natural resources management tools. Utilizes scientific principles to address real-world challenges, enhances efficiency, contributes to process improvements, and exhibits leadership in projects. Has knowledge and experience in specific areas of natural resource management or conservation.</p>	<p align="center">3 Proficient</p>
<p>Demonstrates advanced technical or functional expertise and strong critical thinking. Possesses highly specialized skills to tackle complex problems or lead significant initiatives, with deep expertise in specific areas of environmental education, public communications, or natural resource management and conservation. Ability to assess environmental conditions, interpret data, and make informed decisions to enhance conservation efforts. Effective written and verbal communication skills for preparing reports, drafting assessments, and engaging with partners, government agencies, and the public. Proficiency with tools and technologies used in natural resource management, such as GIS, GPS, environmental monitoring equipment, and mapping software.</p>	<p align="center">4 Specialized</p>
<p>A strong understanding of environmental conservation. Familiarity with relevant regulations, policies, and best practices in natural resource conservation and sustainability. Ability to plan, coordinate, and oversee projects related to land management, habitat restoration, or conservation programs Strong analytical skills to identify issues in natural resource management and develop effective solutions. Effective written and verbal communication skills for preparing reports, drafting assessments, and engaging with partners, government agencies, and the public. Ability to collaborate with multidisciplinary teams, including scientists, field workers, and community partners, to achieve conservation objectives. Experience in mentoring a team and delegating tasks. Ability to motivate, guide, and provide feedback to team members, fostering a positive and productive work environment. Commitment to promoting sustainable practices that protect and preserve natural resources for future generations.</p>	<p align="center">5 Expert</p>
<p>Expertise in environmental conservation, regulations, and sustainability. Proficiency in fiscal management, problem-solving, and ensuring compliance. Skilled in navigating change, addressing challenges with innovation, and maintaining resilience. Exceptional communication abilities,</p>	<p align="center">6 Mastery</p>

including public speaking and stakeholder engagement. Knowledge of laws and policies relevant to district operations, with adaptability and flexibility in dynamic environments. Strong leadership skills to inspire teams and foster a positive culture.	
Working Conditions – The work environment with consideration for travel.	Working Condition
Mostly travel and field work.	3
Office environment, travel, and field work.	2
Standard office environment.	1

Qualifications: refers to the education and experience an individual must possess to perform the duties and responsibilities of a specific job effectively. The District considers the combination of relevant education and work experience to determine if an individual meets the qualifications. Education can be considered equivalent to work experience in the following ways:

- High School Diploma: Consider only actual work experience.
- Technical Diploma or Certificate: Equivalent to course work hours up to one year of experience.
- Associate's Degree: Equivalent to one and a half years of experience
- Bachelor's Degree: Equivalent to three years of experience
- Master's Degree: Equivalent to four years of experience
- PhD: Equivalent to five years of experience

Level	Steps							
	1	2	3	4	5	6	7	8
A	Intern-Apprentiship \$32,136 (Minimum Wage)							
B	\$48,000	\$49,200	\$50,430	\$51,691	\$52,983	\$54,308	\$55,665	\$57,057
C	\$58,750	\$60,219	\$61,724	\$63,267	\$64,849	\$66,470	\$68,132	\$69,835
D	\$68,000	\$69,700	\$71,443	\$73,229	\$75,059	\$76,936	\$78,859	\$80,831
E	\$78,000	\$79,950	\$81,949	\$83,997	\$86,097	\$88,250	\$90,456	\$92,717
F	\$98,000	\$100,450	\$102,961	\$105,535	\$108,174	\$110,878	\$113,650	\$116,491
G	Unpaid Elected Official							



Marion Soil and Water Conservation District

Salary Administration Plan

Adopted 2002-09-04

Revision Adopted: 2023-12-06



**Marion Soil and Water Conservation District
Resolution #: 2002-09-04**

In the matter of adopting the salary Administration Plan and Organizational Structure

PURPOSE:

The purpose of this resolution is to adopt a Salary Administration Plan on behalf of the Marion Soil and Water Conservation District (District or MSWCD).

RESOLUTION:

WHEREAS the Marion SWCD has grown in staff with resulting diversity in job responsibilities, skill requirements and salary levels; and,

WHEREAS the Board of Directors of the MSWCD desires to establish consistent guidelines and policies in the setting and administration of staff salaries; and,

WHEREAS the board of Directors of the MSWCD desires to establish a salary schedule that fairly compensates its staff within the context of its financial resources, priorities, standing as a public entity receiving tax-based revenue, and in comparison with other comparable employers; now, therefore

BE IT RESOLVED that the MSWCD Board of Directors hereby adopts the attached Salary Administration Plan and Organizational Structure as official policy of the District, to be followed and administered as provided therein, effective as of the date of adoption by the Board; and, further

BE IT RESOLVED that the MSWCD will annually review and approve the Salary Administration Plan no later than the end of the fiscal year.

Adopted: September 4, 2002

Approved: September 4, 2002

Amended: December 6, 2023

The amended resolution was adopted by a unanimous vote of the Board of Directors at its regularly scheduled meeting on **December 6, 2023**

Marion Soil and Water Conservation District

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Marion SWCD Salary Administrative Plan

1.0 Purpose

While maintaining fiscal responsibility, the Marion Soil and Water Conservation District (District or SWCD) is committed to pay all employees fairly, balancing a wide variety of important internal and external factors aligned to the District's vision, mission, and budget.

The Salary Administrative Plan (SAP) establishes standards for the equitable and consistent administration of pay and for the orderly progression of an employee's pay from the established minimum to the maximum of the salary range based on documented meritorious performance.

1.2 Applicability

The policy applies to all regular full and part-time employees of the Marion Soil and Water Conservation District.

1.3 Compensation Policy

Employee compensation depends on various factors, consistent with federal and state pay equity laws. These factors may include a merit system; seniority system; working conditions; education, knowledge, and experience applicable to the job position; and level of responsibility within the organization.

The Board of Directors (Board), in consultation with the District Manager, will periodically review employee compensation levels and may grant cost-of-living increases and/or step increases as deemed appropriate. All compensation increases and promotions must be approved by the Board. The Salary Administration Plan is reviewed annually and approved by the Board before the fiscal year end.

1.4 Organizational Structure

The Marion SWCD is a mission driven municipal corporation developed in a hierarchical organizational structure (Chart 1), the most common type of organizational structure. The chain of command goes from the public to an elected seven-member Board of Directors, then to the District Manager, and then to staff.

Mission Driven Municipal Corporation

Mission Driven Municipal Corporations are formed and managed to accomplish goals that extend beyond profits to have a positive impact on a social or environmental issues while considering all stakeholders and staying committed to program development, social responsibility, and sustainability.

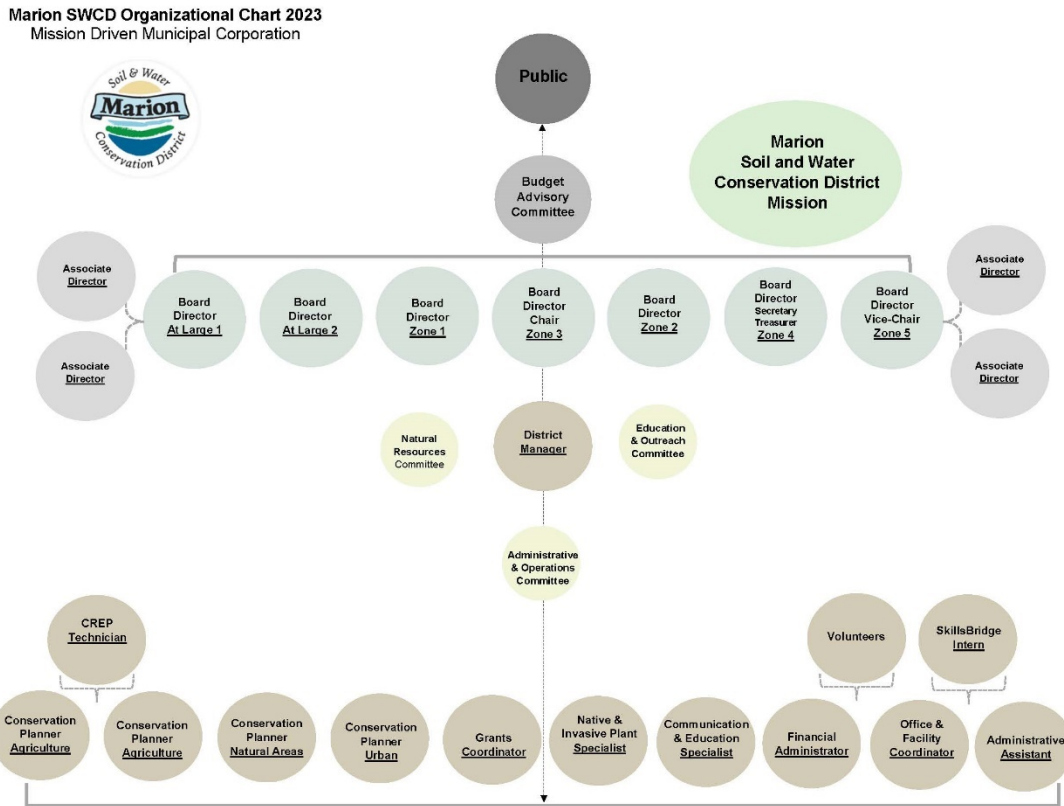
There are two main work groups at Marion SWCD; administration and conservation program services and activities (technical and educational). The District has 10.5 full-time equivalent (FTE) positions budgeted for FY23-24.

Marion SWCD Staffing Plan FY 23-24

The staffing plan provides a presentation of the staff required to implement Marion SWCD operations, programs, and customer service to the public.

Job Title	Full Time Equivalent	General Responsibilities (Not a Complete list)
District Manager	1.0	Manages administration and operations, fiscal management, personnel & provides Board support; Budget Officer.
Financial Administrator	1.0	Fiscal administration, bookkeeping, audit, payroll taxes.
Office and Facility Coordinator	1.0	Receptionist, purchasing, mail services, oversees facility maintenance, and office support.
Administrative Assistant	0.5	Office tasks, staff support website, CATs training and updates
Communications and Education Specialist	1.0	Provides educational activities & opportunities for kids and adults. Engages in multiple education and outreach events, manages website, plant sale monthly e-news, and annual report,
Native and Invasive Plant Specialist	1.0	Native Plant Sale, Weed Program, GIS Work, CATS, Technical Assistance to Public. Works as part of the Natural Resources team.
Grants Coordinator	1.0	Coordinates and oversees internal, and external (ODA, OWEB) grant administration, processes, and procedures; grant related financial tracking, reporting, and requests. Foundant administrator. Works as part of the Natural Resources team, member of the OWEB small grant team.
Conservation Planner – Urban Conservationist	1.0	Technical Assistance, Backyard Habitat Improvement Program, partner workgroups, tracking and reporting; outreach and education. Works as part of the Natural Resources team.
Conservation Planner – Natural Areas	1.0	Technical Assistance, Conservation Assistance Grant planner, Oak woodland program lead, partner workgroups, grant tracking and reporting, outreach, and education. Works as part of the Natural Resources team.
Conservation Planner – Livestock and Pasture	1.0	Technical Assistance, Conservation Assistance Grant planner, Oregon Department of Agriculture (ODA) grant program co-lead, Focus Area Lead, liaison to Ag Groups, current watershed council liaison, grant tracking and reporting, outreach, and education. Works as part of the Natural Resources team.
Conservation Planner – Soil and Croplands	1.0	Technical Assistance, Conservation Assistance Grant planner, Oregon Department of Agriculture (ODA) grant program co-lead, PSP Lead, liaison to Ag Groups, grant tracking and reporting, outreach, and education. Works as part of the Natural Resources team.

Chart 1: Marion SWCD Organizational Structure Chart 2023



1.5 Salary Administration

Annual Salary Table

An Annual Salary Table (Appendix A) is a matrix of ranges and steps reflecting the minimum and maximum salaries that the District pays for a job position. The Salary Table is used to establish the salary ranges and steps of each job based on the level of difficulty, responsibility, and qualifications required. All positions and their descriptions (including revisions) and associated salary ranges (or changes to) must be approved by the MSWCD Board of Directors

- **Range:** The Salary Table has twelve [12] pay Ranges. Range 1 (lowest) to Range 12 (highest). The pay increase moving up each range averages 9-10 percent.
- **Step:** Each Range has ten [10] step rates. Step 1 (lowest) to Step 10 (highest). The pay increase moving up each step averages 1.5 percent.

Salary increases for good performance can be managed by elevating an employee a step up in a Range or by promoting to the next level Range.

Temporary, summer, or other special-hire employees are paid on an hourly basis set at their time of hire and are not subject to these provisions. Consultants are not considered employees and are paid on a contract or fee-for-service basis.

Most positions are assigned to multiple salary ranges to provide additional incentive and advancement in recognition of professional performance, experience, skill, and education.

Table 1: Positions and Salary Ranges

The following positions have been established and have approved salary ranges as of March 2023.

Positions	Salary Range
Administrative Assistant-Non-Exempt	Range 3
Communication and Education Specialist-Exempt	Range 5 through Range 7
Conservation Planner-Livestock Pasture-Exempt	Range 5 through Range 6
Conservation Planner-Natural Areas-Exempt	Range 5 through Range 6
Conservation Planner-Soil Croplands-Exempt	Range 5 through Range 6
Conservation Planner-Urban-Exempt	Range 5 through Range 6
District Manager-Exempt	Range 9 through Range 10
Financial Administrator-Non-Exempt	Range 5 through Range 6
Grants Coordinator-Non-Exempt	Range 5 through Range 6
Native and Invasive Plants Specialist-Exempt	Range 5 through Range 7
Office and Facility Coordinator-Non-Exempt	Range 3 through Range 5

Overtime Work

Employees who are classified as Exempt are paid a salary or other lawful method of compensation to cover all their hours worked and are not entitled to additional pay for overtime, however, employees who are classified as Non-Exempt receive overtime pay when earned.

The District’s workweek for overtime purposes runs from Sunday at 12:00 a.m. through Saturday at 11:59 p.m.

Overtime pay is generally calculated at one and one-half (1½) times an employee’s regular hourly rate of pay for hours worked more than 40 hours in a workweek, as documented on the employee’s timesheet. Only actual hours worked are counted toward overtime pay. Holiday, sick, and vacation leave is not considered for overtime pay purposes.

Compensatory Time - Non-Exempt Employees

Non-Exempt employees may elect to accrue compensatory time in lieu of receiving overtime pay. Compensatory time is taken as paid time off and shall be earned at the rate of one and a half (1.5) hours for each hour of overtime worked. Compensatory time should be used within the same month it was accrued.

Non-Exempt employees may accumulate up to four (4) hours of overtime pay or compensatory time without prior approval of the District Manager, and up to a cap of twenty-four (24) hours over a one-month period with approval of the District Manager. When the cap is reached, no additional overtime pay or compensatory time will accrue or be approved until the total is reduced below the cap. Accrued overtime not used as compensatory time by the end of the second pay period from accrual, will be cashed out at the rate of one and a half (1.5) hours for each hour of overtime worked.

Box 1: Employee Classification

- **Exempt:** An employee who is exempt from the overtime pay and minimum wage requirements under federal and state laws. Exempt employees may include managers, executives, supervisors, professional staff, outside sales representatives, owners, and others who are generally paid a salary and whose duties and responsibilities allow them to be classified as exempt under federal and state law.
- **Non-Exempt:** An employee who is paid on an hourly basis, or on a salaried basis even though the position duties and responsibilities do not allow them to be classified as exempt. These positions are paid at least minimum wage for all hours worked and earn overtime as specified under state or federal regulations.
- **Regular Status:** When an employee successfully completes the introductory period, they are moved into regular status.
 - Regular Full-time: An employee who is regularly scheduled to work 40 hours or more per week.
 - Regular Part-time: An employee who is regularly scheduled to work less than 40 hours per week

If an employee ends his/her employment and has compensatory time due, this time will be cashed out at the rate of one and a half (1.5) hours at the final rate of overtime pay received.

Credit Leave - Exempt Employees

Exempt employees accrue credit leave for hours worked over forty (40) hours in a workweek, as documented on the employee's time sheet. They may accumulate up to eight (8) hours of credit leave without prior approval of the District Manager, and up to a cap of twenty-four (24) hours over a one-month period with approval of the District Manager. When the cap is reached, no additional credit leave can accrue or be approved until credit leave is reduced below the cap.

Credit leave is paid time off and shall be earned at the rate of one (1) hour credit time off for each hour of credit time worked. Credit leave should be used within the month it was accrued. Only actual hours worked are counted toward credit leave. Holiday, sick, and vacation leave is not considered for credit leave purposes.

If an employee ends employment and has accrued unused credit leave, this time will be cashed out at the rate of one (1) hour for each hour of credit leave.

1.6 Salary Increases

There are two ways to increase salaries, a merit system of step increases and cost-of-living adjustments.

Performance Reviews Range and Step Increases

Step increases move an employee to a higher step in their current approved salary range. When an employee gets to Step 10, they either are elevated to the next higher approved salary range or stay at Step 10, having reached the highest step in the approved ranges. Step increases are considered at the time of an employee's introductory period review and then after two consecutive annual performance reviews.

Regular status employees, after demonstrating an acceptable level of competence, may receive a step increase every other year on their annual hire date. To be eligible, the employee must have two consecutive annual performance evaluations that result in a “Meets Expectations” (Table 2) rating or higher. A step increase shall not exceed the top step of the position’s approved salary range.

When a new hire receives an “Exceeds Expectations” (Table 2) or higher at their six-month performance review and have regular status approved by the Board they may receive a step increase at their six months hire date.

The District Manager is responsible for the timely performance review of employees, notification to the Administrative Committee of employee review completion, proposal of raises within the budget, and completion of personnel action forms memorializing wage changes.

Table 2: Performance Evaluation Ratings

U-Unsatisfactory Performance	N-Needs Improvement	M-Meets Expectations	E-Exceeds Expectations	O-Outstanding Performance
Seldom meets established standards; must improve for continued employment.	Meets most position performance requirements, requires significant direct supervision, performs work assignments and no more, works close to the lower limit of acceptability.	(6-Month IP) Employee is developing new skills and gaining new knowledge. (Annual) Employee meets and occasionally exceeds established standards.	Consistently meets and frequently exceeds expected levels of performance.	Consistently meets and almost always exceeds expected levels of performance.

Cost-of-Living Adjustments (COLA)

(Cost-of-Living Adjustment Policy 2023-01-11 – Appendix B)

Annually MSWCD will calculate a cost-of-living adjustment rate for wages and salaries that applies to all staff. The District Manager works with the Financial Administrator to calculate the COLA. The District Manager submits the proposed COLA rate to the Board of Directors for review. Approved COLA rates apply July 1 at the start of the next fiscal year budget or at some other date determined by the Board.

When the District implements a COLA, the District retains an employee at the same step or rate in the salary range.

The District Manager may recommend cost-of-living adjustments and individual step increases, or the Board may initiate them on its own. However, salary increases also must be considered in the context of the District’s position as a public entity, along with its revenue, budget, and operational limitations. Salary increases are not “automatic” and may not occur on a regular basis.

1.7 Promotions

Another key factor to effective salary and personnel management is ability to promote. Small organizations such as Marion SWCD lack some of the opportunities for professional growth and development that larger organizations provide. While we may not have size, we can offer opportunity via promotion.

An employee may be promoted to Specialist upon recommendation of the District Manager and with approval of the Board. A specialist is a professional who uses specialized knowledge to work within a particular subject area for an organization. They typically have furthered their experience working in their industries. A specialist may sometimes hold a leadership position and they often focus on supporting a key area of their organization, typically related to their area of expertise.

The promotion proposal would include the identification of additional responsibilities and a specific program role. The eligible employee would have a defined period, between six months to one year, to demonstrate competency at the Specialist level. The employee would earn another approved Range and be elevated in pay to that Range and at a Step higher than their current pay. All job positions and responsibilities, promotions, pay ranges, and employee raises must be approved by the Board of Directors.

1.8 Benefits

Health Care

Marion SWCD currently provides health insurance coverage for all employees and their dependents if they are eligible to participate in the plan. Marion SWCD contributes one hundred percent (100%) of the monthly premium for each employee who is regularly scheduled to work seventeen and a half (17.5) hours or more in a workweek, and sixty-six percent (66%) for their eligible family members. Employee pays the remaining thirty-four (34%) of the premium costs for family members, which will be deducted from the employee's monthly paycheck if the employee has authorized the deduction in writing. Eligible employees will be notified on an annual basis regarding the cost of premiums for the next enrollment year.

Dental Care

Marion SWCD provides a Dental Insurance plan for employees. Marion SWCD contributes one hundred percent (100%) of the monthly premium for each employee working twenty (20) hours or more in a workweek and sixty-six percent (66%) for their eligible dependents. Employee pays the remaining thirty-four (34%) of the premium costs, which will be deducted from the employee's paycheck. Eligible employees will be notified on an annual basis regarding the cost of premiums for the next enrollment year.

Annual Leave

All full-time and regularly scheduled part-time employees at a minimum of 17.5 hours per week are eligible for annual leave based on the schedule below. Accrued leave benefits may be used for vacation, and other personal time off not covered by Paid Sick Leave benefits, after the completion of ninety (90) days of employment.

Continuous Years of Employment	Benefit per Year
Through 4 years	8 hours/month (96 hours per year)
5th Anniversary through 9 years	10 hours/month (144 hours per year)
10th Anniversary or more	12 hours/month (168 hours per year)

NOTE: The above changes in accrual rates will take effect for the first complete payroll period after the employee's anniversary date.

In addition to the accrual rates above, full-time employees will receive an added eight (8) hours of annual leave per year, on their annual hire date through their 10th anniversary of continuous employment and part time employees will receive (4) hours of annual leave per year through their 10th anniversary of continuous employment.

Accrual for regular part-time employees is on a pro-rated basis calculated on the employee's regular work schedule.

Cap on Annual Leave Accrual

Annual leave is provided so an employee can enjoy periods of time away from work for vacation or attend personal business, and accrued annual leave should be used rather than saved indefinitely. Therefore, accrual is capped at 240 hours. When the maximum allowed has been reached, no further benefits will accrue until the amount is reduced below the cap.

Personal Days

Employees also receive two (2) personal days (aka floating holidays) on January 1 of each year, which must be used prior to December 31 of that year and taken as an eight [8] hour workday off with pay. If an employee does not use their personal days within the year, they will be forfeited. Unused Personal days are not paid out upon separation from the District.

Paid Holidays

All employees are eligible for holiday pay on District recognized holidays. Holiday pay is paid at eight [8] hours per holiday for full-time employees and pro-rated for part-time employees based on the hours that the employee would have worked that day.

Recognized District Holidays are:

New Year's Day	January 1
Martin Luther King Jr's Birthday	Third Monday in January
Presidents Day	Third Monday in February
Memorial Day	Last Monday in May
Juneteenth	June 19
Independence Day	July 4
Labor Day	First Monday in September
Veteran's Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25

Sick Leave

Marion SWCD provides paid sick leave to all employees in accordance with state law. The accrual of sick leave for full-time and part-time employees begins on the first day of employment at the rate of 4 hours of sick leave earned for every 20 hours worked, up to a maximum of eight (8) hours per month. Employees may use accrued sick time beginning on the 30th calendar day of employment and may carry over unused sick leave from one year to the next. However, employees are not paid for unused sick leave upon terminating their employment.

Accrual hours for full-time and part-time employees is capped at 192 hours. When the maximum allowed has been reached, no further sick leave will accrue.

Temporary employees earn sick time benefits at the rate of 1 hour for every 40 hours worked, up to a maximum of 40 hours per calendar year. Temporary employees may begin using sick time benefits after 90 days of employment.

Retirement Plan

Full-time and part-time benefit-eligible employees may participate in the 401[k] Retirement Plan beginning six (6) calendar months after the most recent date of hire. To be eligible for any employer's contribution to the plan, an individual must have been employed with the Marion SWCD for six (6) months and have worked more than 1,000 hours. Contributions to the plan are always 100% vested. Contributions are made through voluntary pre-tax salary deduction. Employees may elect and adjust their contribution amounts as desired, not to exceed the maximums allowed by applicable law.

Our 457b and 401(A) Deferred Compensation Plan allows employees to select personal investment options to adapt to individual risk tolerance. The Marion SWCD automatically contributes 3% of an employee's gross monthly pay to employees who participate in the District's retirement program. In addition, the District will match up to 4% of the employee's gross monthly wages that an employee chooses to contribute to their retirement account (for limits on employee contributions, please refer to actual plan documents).

Other Benefits

Group Life Insurance

We provide group life insurance coverage for eligible employees. Employees who are regularly scheduled to work twenty (20) hours per workweek or more become eligible for this coverage after 6 months' employment. The amount of insurance coverage is a maximum of \$20,000. Marion SWCD pays the full premium for eligible employees. Employees select their beneficiaries.

Premium Only 125 Plan

Marion SWCD provides Flexible Spending Accounts (Section 125 Plans). Regular full-time and part-time employees are eligible to enroll in these accounts upon hiring. Flexible Spending Accounts allow eligible employees the opportunity to set-aside pre-tax money to pay for one or more of the following: 1) medically necessary healthcare expenses that are not covered by a health plan, 2) dependent care, and 3) their portion of their health and/or dental insurance premiums for eligible family members under the District's group plan.

Glossary

Merit system: A means of an orderly progression of an employee’s pay from the established minimum to maximum rate of a salary range based on documented performance.

Workweek: The District’s workweek is from Saturday 12 a.m. to Friday at 11:59 p.m.

Appendix A 2023 Ten-Step Annual Salary Table

A Ten-Step Annual Salary Table is a matrix of ranges and steps reflecting the minimum and maximum salaries for a job position. The Salary Table is used to establish the wage Ranges and Steps of each job based on the level of difficulty, responsibility, and qualifications required.

TABLE 1 TEN STEP -- ANNUAL SALARY TABLE MARION SWCD Range and Step (2022 Salary Base with 5% COLA begins July 1, 2023)										
	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
Range 1	28167	29114	30063	31009	31956	32902	33852	34798	35744	36694
Range 2	34798	35981	37164	38347	39530	40713	41897	43083	44263	45446
Range 3	43083	44267	45452	46637	47817	49002	50187	51372	52556	53741
Range 4	51372	52553	53735	54921	56103	57290	58471	59658	60839	62021
Range 5	59656	60838	62025	63206	64393	65574	66756	67943	69124	70311
Range 6	67941	69123	70306	71488	72677	73859	75041	76223	77405	78588
Range 7	76222	77403	78592	79774	80955	82144	83326	84507	85696	86877
Range 8	84506	85833	87151	88478	89797	91123	92442	93768	95095	96413
Range 9	92957	94416	95867	97326	98776	100236	101686	103145	104605	106055
Range 10	102253	103858	105453	107059	108654	110259	111854	113460	115065	116660
Range 11	112478	114244	115999	117765	119519	121285	123040	124806	126572	128326
Range 12	123726	125668	127598	129541	131471	133414	135344	137286	139229	141159

SWCD_5%_Salary_Adjustment_Effec_January_2022
Approved by MSWCD March 2, 2022

- **Range:** The Salary Table has twelve [12] Ranges. Range 1 (lowest) to Range 12 (highest). Wage increases for good performance can be managed by elevating an employee up one step in the range.
- **Step:** Each Range has ten [10] step rates (1 to 10) that are each worth approximately 1.5 percent of the employee’s salary.

Appendix B Cost-of-Living Adjustment (COLA) Policy

Cost-of-Living Adjustments – MSWCD Policy January 2023



Marion Soil and Water Conservation District

Policy: Cost-of-Living Adjustments

Effective Date of Policy: 01/11/2023

Purpose

This policy provides a clear, transparent, and consistent process with respect to the annual implementation of a cost-of-living adjustment.

Definitions

- **Cost-of-Living Adjustment (COLA)** is an increase in wages, salaries, or benefits to counteract inflation. COLAs are typically equal to the percentage increase in the Consumer Price Index for a specific period.
- **Consumer Price Index (CPI)** (U.S. Bureau of Labor Statistics) is based on an objective measure that estimates how much additional money a typical person or household needs to maintain their standard of living over time. CPI determines the rate of inflation and is compared yearly. When consumer prices, or if inflation, has not been high enough to substantiate a COLA increase there is no COLA increase.
- **Seasonal Adjustment** removes the effects of recurring seasonal influences from many economic series, including consumer prices. The adjustment process quantifies seasonal patterns and then factors them out of the series to permit analysis of non-seasonal price movements; This allows data users to focus on changes that are not typical for the time of year. The unadjusted data are of primary interest to consumers concerned about the prices they pay.

Policy Requirements

Annually the Marion Soil and Water Conservation District (Marion SWCD) will calculate a cost-of-living adjustment rate for wages and salaries and applies to all staff.

- By July 1, the Financial Administrator compiles information to determine the COLA rate. Regional CPI (Census Region-West) data is to be considered over national data. Information for determination:
 - The CPI (not seasonally adjusted) will be compared to the previous year, considering any shifts in the CPI over the past year, to determine a COLA;
 - Additional information will be reviewed such as federal and state COLA calculations or projections and Marion County property tax revenue projections to support the proposed COLA rate;
 - And any other information necessary such as cost of food, healthcare, transportation, and energy.
- The District Manager works with the Financial Administrator to calculate the COLA.
- The District Manager submits the proposed COLA rate to the Board of Directors for review.
- Approved COLA rates apply July 1 at the start of the next fiscal year budget.

This policy was adopted by a 4 to 1 vote of the Board of Directors on January 11, 2023

Marion Soil and Water Conservation District

Chair

A handwritten signature in blue ink, appearing to read "D. S. Allen", is written over a horizontal line.

3/1/2023

TABLE 1
TEN STEP -- ANNUAL SALARY TABLE
MARION SWCD Range and Step
(2023 Salary Base with 3% COLA begins July 1, 2024)

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
Range 1	29013	29988	30965	31940	32915	33890	34867	35842	36817	37795
Range 2	35842	37061	38279	39498	40717	41935	43154	44376	45591	46810
Range 3	44375	45596	46816	48036	49252	50473	51693	52913	54134	55354
Range 4	52913	54130	55347	56570	57787	59009	60226	61448	62665	63882
Range 5	61447	62663	63886	65103	66326	67542	68759	69982	71198	72421
Range 6	69980	71198	72415	73633	74858	76075	77293	78511	79728	80946
Range 7	78509	79726	80951	82168	83385	84609	85826	87043	88268	89485
Range 8	87043	88409	89767	91134	92491	93858	95216	96582	97949	99307
Range 9	95747	97250	98744	100247	101741	103244	104737	106241	107744	109237
Range 10	105321	106975	108618	110272	111915	113568	115211	116865	118518	120161
Range 11	115854	117673	119480	121299	123106	124925	126732	128551	130370	132177
Range 12	127439	129440	131428	133429	135417	137417	139405	141406	143407	145395

Bold indicates base number for Excel table calculations. Increasing (or decreasing) this number will automatically increase (or decrease) all other numbers by the same percentage.