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## COLUMBIA SWCD BOARD OF DIRECTORS MEETING AGENDA - APRIL 16, 2025

**REGULAR BOARD MEETING CALL TO ORDER – 5:00 PM**

**APPROVAL OF MEETING MINUTES – From March 19, 2025**

**TREASURER REPORT- March 31, 2025**

**PUBLIC COMMENT – TOPICS FROM THE FLOOR**

### AGENDA ITEMS

#### Reports:

- ◆ NRCS
- ◆ Watershed Councils
- ◆ Staff Reports

#### Old Business:

- |                                     |         |
|-------------------------------------|---------|
| ◆ New Resource Conservationist      | Welcome |
| ◆ District Manager job announcement | Update  |
| ◆ Salary Chart                      | Discuss |
| ◆ Ethics Training by our lawyer     | Update  |

#### New Business:

- |                                                |                 |
|------------------------------------------------|-----------------|
| ◆ 2025/26 Workplan                             | Approve         |
| ◆ Policies                                     | Discuss/Approve |
| ◆ Commissioning a strategic planning committee | Discuss/Approve |

#### Reports:

- ◆ Board

**Adjourn**

#### DATES TO REMEMBER

- 05/01 - Budget Meeting  
SWCD Office 5 PM
- 05/21 – SWCD Board  
Meeting 5 PM
- 05/21 – SWCD Budget  
Hearing 4:30 PM
- 06/18 – SWCD Board  
Meeting 5 PM



**Columbia  
Soil & Water  
Conservation District**

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**Minutes of the  
Columbia SWCD Board of Directors  
Meeting March 19, 2025**

**Directors Present:**

Debra Brimacombe, Vice Chair  
Dave Freytag, Director  
Michael Calhoun, Chair  
Bill Eagle, Treasurer  
Paul Gibbons, Secretary

**Natural Resources Conservation Service  
(NRCS):**

Hannah Isaacs, District Conservationist  
Rebekah Gaxiola, Natural Resource Specialist

**CSWCD Staff:**

Malyssa Legg, District Manager (via Zoom)  
Jennifer Chavez, Operations & Outreach  
Coordinator  
Crystalyn Bush, Resource Conservationist  
Amber Kester, Resource Conservationist

**Associate Directors:**

David Taylor (via Zoom)  
Alison Charbonneau  
Rachell Meyers, SBWC (via Zoom)

**Public:**

Jason Busch (via Zoom)  
Claudia Eagle

**CALL TO ORDER OF REGULAR BOARD MEETING: 4:00 PM**

**Prior Month's Minutes:** Bill moved, and Deb seconded a motion to approve the Minutes from the Regular Board meeting on 2-19-25 as presented. **Approved Motion passed by unanimous vote.**

Vote Record: Approve February 19, 2025, meeting minutes as presented.

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Bill Eagle	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Michael Calhoun	<input checked="" type="checkbox"/>				

A brief discussion was held regarding the amount of detail included in the minutes. Bill thinks they are too detailed; Paul likes the details to refresh his memory. Bill added that he would like to note that he would like to receive a copy of the draft minutes within a week after the board meeting.

**Special Meeting Minutes:** Deb moved, and Paul seconded a motion to approve the Minutes from the Special Board meeting on 2-26-25 as presented. **Approved Motion passed by unanimous vote.**

Vote Record: Approve February 26, 2025, meeting minutes as presented.

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Bill Eagle	<input checked="" type="checkbox"/>				
Michael Calhoun	<input checked="" type="checkbox"/>				



## Vote Record: Approve appointing Jason Busch as Zone 2 Director

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Bill Eagle	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Michael Calhoun	<input checked="" type="checkbox"/>				

No further public comment.

### **REPORTS**

- NRCS:** Hannah explained that their travel cards are unavailable due to frozen funds, so they will no longer be attending the Oregon Conservation Education and Assistance Network (OCEAN) Connect Conference in April. She also noted preparations for another Reduction in Force (RIF) and expressed hope that lower federal staffing levels in Oregon would reduce layoffs.

Bill asked about payments for standing contracts with landowners. Hannah confirmed that contract funds have been released, allowing prior contracts to proceed.

Paul mentioned that he has seen reports of numerous NRCS leases across the country going unpaid. Paul mentioned reports of unpaid NRCS leases across the country. Hannah clarified that their office is not affected, and she is not currently concerned, though she and Michael are preparing for potential issues.
- SBWC (Scappoose Bay Watershed Council):** Rachell informed the board that SBWC is in the middle of the planting season and remains busy preparing for their native plant sale, managing active small grants while planning for the next grant cycle, and launching an extensive weed collaboration with the SWCD. A brief discussion was held.
- LCRWC (Lower Columbia River Watershed Council):** Paul shared that he attended a September meeting where the council discussed becoming a 501(c)(3). Initially thinking he was appointed to the board, he later learned he was elected Chairperson. Rachel Barry is working with Malysa to help get the council back on track. While it may take a year or two for full activation, Paul is encouraged by the group's energy and commitment.

Paul inquired about the council's operating funds and whether an extension would be granted. Malysa explained that the funding is set to expire at the end of July and that this will be the council's second extension. She mentioned they are checking if they can use the remaining \$80,000, and she will continue supporting Rachel with financials and documentation as they move toward 501(c)(3) status. Paul stressed the importance of these funds for the council's progress.
- UNWC (Upper Nehalem Watershed Council):** Michael mentioned that the council had a tree planting at Vernonia Lake over the weekend.
- Staff:** Crystalyn informed the board that the Conyer's Creek project in Clatskanie is likely to receive funding and that several grants have been submitted, with responses pending. She provided a brief update on current projects, including working with the Oregon Department of Fish and Wildlife (ODFW) to secure funding for a fish passage project on Apiary Road in the next year or two. Crystalyn also highlighted the growing partnership with SBWC, focusing on weed control efforts targeting Hawthorne and Garlic Mustard.

-Amber shared that she is finalizing the capacity grant report with the Oregon Department of Agriculture (ODA), noting that the CSWCD is one of the few selected to test ODA's new electronic submission system. The district will submit applications for two small grant projects in the final quarter of this biennium and is evaluating new issues and programs to prioritize for the upcoming biennium. A discussion followed, with Allison suggesting the baseline data from the late 1990s SBWC work might be useful in setting new priorities.

-Malysa mentioned that the Columbia PUD bill might look slightly higher moving forward due to the rates slightly increasing. A brief discussion was held.

*-Jason dropped off Zoom call*

**OLD BUSINESS**

- **District Manager Job Description:** Bill believes the description has been thoroughly reviewed and looks good. Jennifer recommended running both the District Manager and Financial Manager job descriptions through a spell/grammar check, noting minor errors. She also pointed out that the two motions made in December for edits were not included in the packet. A discussion followed. Amber questioned the job qualifications, pointing out that it was previously discussed that candidates would need either a degree or relevant experience, but the current wording suggests both are required. A discussion followed. Paul supported requiring a degree, while Crystalyn suggested it be preferred. Allison emphasized the need for candidates to be comfortable with complex language and reports, given the listed duties.

**Deb moved, and Paul seconded** a motion to approve the District Manager job description with corrections, including adding 'preferred' to the higher education qualification, incorporating agriculture into the list of relevant degrees, running the document through spell-check, and updating 'climate change' to 'climate resiliency.' **Approved Motion passed by unanimous vote.**

Vote Record: Approve the District Manager job description with discussed corrections.

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Bill Eagle	<input checked="" type="checkbox"/>				
Michael Calhoun	<input checked="" type="checkbox"/>				

- **Financial Manager Job Description:** Before disconnecting from Zoom, Jason left comments regarding the Financial Manager (FM) job description, which Jennifer read. He questioned the justification for changing the position from hourly to salaried, noting the significant pay increase. He also raised concerns about the accuracy and approval status of the salary chart provided in the meeting packet, noting that previous versions placed the FM position in a lower range or did not include it at all. He also asked why the FM description doesn't mention the telework policy, as the District Manager's does, suggesting consistency between the descriptions. Paul asked whether the FM duties could be performed effectively from home. Malysa explained that for the most part, she can do most of her work from home, such as working on the budget and emails. She noted that it is nice to have a quieter environment when working with numbers, but that she does need to come into the office for filing, meetings, and to do payroll. She added that it could depend on where an individual feels comfortable working. **Bill moved, and Paul seconded a motion** to approve the Financial/HR Manager job description. **Approved Motion passed by unanimous vote.**

Vote Record: To approve the Financial/HR Manager job description.

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				
Bill Eagle	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Michael Calhoun	<input checked="" type="checkbox"/>				

A discussion followed. Hannah, based on her experience with NRCS, believes managers should be in the office. Given the SWCD's field-based work, staff are often out, and a manager should be available to engage with the public. Telework should be used primarily when beneficial to the District. Allison emphasized that remote workers, especially in financial roles, should have clear working hours so others know when to expect a response. Amber asked if the FM would continue coordinating with the District Manager (DM) on the budget, noting it's mentioned in the DM description but not the FM description. Bill agreed it should be

included. A brief discussion followed.

*-Jason returned via Zoom*

- Review Current Salary Chart:** Jason reiterated his concerns about the salary chart, noting it differs from the approved chart last year. He added that his main concern was regarding the Financial Manager's salary moving forward.

A discussion was held. Malysa explained that the SWCD did not have a Financial Manager at the time, which is why the position was not included on the chart. Jennifer added that several changes have been made since the chart was approved in March 2024, including the addition of a job description that was not approved until July 2024. Jennifer asked whether changes to job titles on the chart require reapproval. Malysa confirmed that the chart would need to be reapproved. Jennifer also referenced the salary chart for 2022-2023, which showed the Financial Manager in Range 4/5. Paul expressed concern about approving the salary chart without more background information, requesting justification for the changes. Michael expressed frustration, stating that he had hoped that more information would be provided so that this discussion would be resolved tonight. Jason suggested spelling out position titles and indicating current staff placements on the chart. Further discussion followed. Paul expressed a preference for merit-based increases over step increases and requested to review at least the previous two salary charts, along with the current budget, with relevant information clearly presented for the board.
- Board Meeting Time Change:** Michael expressed that the 6:00 pm meeting time isn't working for him and prefers a 4:00 pm start. Rachell pointed out that a 4:00 pm start might be challenging for potential board members with full-time jobs. A discussion followed about purchasing an Owl Meeting Camera to improve virtual meetings. Paul stated he'd be open to an earlier meeting time if the virtual option improves. Michael questioned why Paul hadn't considered the meeting time before running for the board. Further discussion was held. Malysa suggested the possibility of an early morning meeting. **Bill moved, and Deb seconded a motion to move the April Board meeting to 5:00 pm. Approved Motion passed.**

Vote Record: To move the April meeting to 5:00 pm.

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				
Jason Busch	<input checked="" type="checkbox"/>				
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Bill Eagle	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Michael Calhoun	<input checked="" type="checkbox"/>				

- Candid Certification for Website:** Michael asked Jenn for an update. Jenn apologized, stating that she was unaware she was responsible for leading this effort and would provide an update next month.

**NEW BUSINESS**

- Ethics Training by Our Lawyer:** Michael shared that the District's lawyer offered to provide an Ethics Training. A discussion was held. Deb noted it would be a valuable refresher, especially with the Oregon Government Ethics Coalition now overseeing the Public Meetings Law. Michael added that, while the board is scheduled for a Public Meetings Law training in September, both trainings would be beneficial. Amber will coordinate with the lawyer and send a doodle poll to the board.
- COLA (Cost of Living Adjustment):** Malysa recommended a 3% COLA increase, noting that this aligns with local SWCDs. A brief discussion was held. Paul asked if this was based on the Department of Labor Statistics. Malysa confirmed, adding that it also aligns with SDAO's (Special Districts Association of Oregon) recommendation. She noted that last year, the Board approved a 4% increase. **Paul moved, and Bill seconded a motion to approve a 3% COLA adjustment. Approved Motion passed by unanimous vote.**

Vote Record: To approve a 3% COLA increase

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Jason Busch	<input checked="" type="checkbox"/>				
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				
Bill Eagle	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Michael Calhoun	<input checked="" type="checkbox"/>				

- **Budget Calendar:** Malysa proposed that the committee have their first meeting on May 1<sup>st</sup>. A brief discussion was held.

**Bill moved, and Deb seconded a motion to approve the Budget Calendar as presented. Approved Motion passed by unanimous vote.**

Vote Record: To approve the Budget Calendar

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				
Jason Busch	<input checked="" type="checkbox"/>				
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Bill Eagle	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Michael Calhoun	<input checked="" type="checkbox"/>				

- **Budget Committee:** Bill asked if all committee members had agreed to participate. Malysa confirmed that they had.

**Bill moved, and Deb seconded a motion to accept the Budget Committee. Approved Motion passed by unanimous vote.**

Vote Record: To accept the Budget Committee.

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				
Jason Busch	<input checked="" type="checkbox"/>				
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Bill Eagle	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Michael Calhoun	<input checked="" type="checkbox"/>				

- **Budget Officer:** Bill moved, and Deb seconded a motion to approve that the Financial Manager serve as the Budget Officer. Approved Motion passed by unanimous vote.

Vote Record: To approve the Financial Manager serves as the Budget Officer.

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				
Jason Busch	<input checked="" type="checkbox"/>				
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Bill Eagle	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Michael Calhoun	<input checked="" type="checkbox"/>				

- **Outside Light Bulbs:** Michael proposed changing the District's outside light bulbs to an amber color, explaining that it is healthier for wildlife. A discussion was held. Amber will contact the contractor for a

quote on fixing the lights to turn off during the day. Michael also requested information on the specifications of the current light bulbs. Deb noted that this could be a great educational opportunity.

- **Appoint Associate Directors:** The current Associate Directors are Allison Charbonneau, Barbara Travis, David Taylor, and Rachell Meyers.

**Bill moved, and Deb seconded a motion** to re-appoint the existing Associate Directors. **Approved Motion passed by unanimous vote.**

Vote Record: To re-appoint the existing Associate Directors.

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				
Jason Busch	<input checked="" type="checkbox"/>				
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Bill Eagle	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Michael Calhoun	<input checked="" type="checkbox"/>				

- **Policy Update:** Michael asked Malysa to provide an update on the policies recently discussed with the Policy Committee so the board would have a heads-up before they are presented for approval. Malysa stated that the updated Personnel Policy will hopefully be ready for approval at April's board meeting. Michael added that upcoming policies will include a Leaf Blower Policy, permitting use for sidewalk safety while minimizing impact on pollinators, and a Cell Phone Policy requiring phones to be silenced before meetings. A discussion was held regarding bathroom products, but it was ultimately decided that no policy was necessary.

- **Interim District Manager:** **Bill made a motion** to appoint Amber as the Interim District Manager. **A discussion was held.**

*Malysa left at 8:19 pm.*

Paul explained the Interim position would have modified duties. Amber asked about the timeline, and Michael confirmed she would begin Monday, with the District Manager position posted tomorrow. The discussion shifted to the Resource Conservationist interviews. Amber requested applicant resumes in advance. Deb confirmed Amber should have received a folder with the documents. Michael assured Amber she'd receive the resumes and interview questions soon. Hannah asked if Amber and she would take an advisory role due to Amber's lack of hiring/firing authority. A Brief discussion was held. Amber asked about the District Manager hiring timeline, with Michael estimating about a month. She also expressed interest in sharing her workload with the new Resource Conservationist, but didn't want to fully transition tasks. Deb suggested a meeting with the Personnel Committee after the position is filled. Jenn inquired about the Personnel Policy, and Deb explained it's still in review due to technical issues. Deb also clarified that the telework policy is separate from the Personnel Policy. Amber requested to meet with the Personnel Committee. Paul suggested the hiring process may take two to three months, and asked Amber to be flexible. Amber agreed, adding that she wants to help the District be successful.

Michael revisited Bill's motion to request a second. **Deb seconded the motion** to appoint Amber as the Interim District Manager. **Approved Motion passed by unanimous vote.**

Vote Record: To appoint Amber as the Interim District Manager.

Director	Yes/Aye	No/Nay	Abstain	Motion	Seconded
Paul Gibbons	<input checked="" type="checkbox"/>				
Jason Busch	<input checked="" type="checkbox"/>				
Dave Freytag	<input checked="" type="checkbox"/>				
Debra Brimacombe	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Bill Eagle	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Michael Calhoun	<input checked="" type="checkbox"/>				

**BOARD REPORTS**

- Paul shared that he had been invited to speak at the Clatskanie Chamber of Commerce meeting on June 5th but wondered if someone from the District should speak instead. A brief discussion followed. Paul also provided an update on the Strategic Planning Meeting. He is in contact with facilitators and has heard back from a venue, which has availability starting in November. A discussion was held about other venue options in the county and potential invites for the meeting.

***MEETING ADJOURNED AT 8:37 PM***

Respectfully Submitted by: *Jennifer Chavez*  
Jennifer Chavez, Operations & Outreach Coordinator

DRAFT

## Columbia Soil and Water Conservation District Treasurer's Report

SUMMARY OF ALL ACCOUNTS		March 31, 2025	
Local Government Investment Pool		\$1,042,314.68	
US Bank Account		\$119,425.13	
<b>TOTAL CASH AVAILABLE</b>		<b>\$1,161,739.81</b>	
Local Government Investment Pool			
Balance forward		\$1,029,371.30	
<i>bank reconciliation detail attached</i>	Credit	Debit	
total deposit	\$12,943.43		\$12,943.43
total cleared transactions		-\$0.05	-\$0.05
Ending balance as of March 31, 2025		\$1,042,314.68	
US Bank Account			
Balance forward		\$217,237.13	
<i>bank reconciliation detail attached</i>	Credit	Debit	
total deposit	\$6,437.31		\$6,437.31
total cleared Checks (details follow)		-\$60,135.72	-\$60,135.72
total cleared EFT (details follow)		-\$17,953.20	-\$17,953.20
total cleared Payroll		-\$26,160.39	-\$26,160.39
Ending balance as of March 31, 2025		\$119,425.13	



**COLUMBIA SWCD**  
**EFT Detail**  
**March 2025**

Num	Date	Name	Memo	Paid Amount
<b>EFT</b>	<b>03/06/2025</b>	<b>Recur360 Technologies</b>		
			MONTHLY QUICKBOOKS HOSTING	-146.00
<b>EFT</b>	<b>03/06/2025</b>	<b>Comcast</b>		
			INTERNET SERVICES	-194.89
<b>EFT</b>	<b>03/06/2025</b>	<b>USAble Life</b>		
			JENNIFER CHAVEZ LIFE, AD&D, LTD, STD	-46.73
			CRYSTALYN BUSH LIFE, AD&D, LTD, STD	-74.39
			MALYSSA LEGG LIFE, AD&D, LTD, STD	-94.88
			AMBER KESTER LIFE, AD&D, LTD, STD	-93.07
<b>EFT</b>	<b>03/11/2025</b>	<b>NW Natural Gas</b>		
			GAS BILL	-93.66
<b>EFT</b>	<b>03/11/2025</b>	<b>WEX Card</b>		
			PAYMENT FOR CLOSING DATE 01.31.25	-175.85
<b>EFT</b>	<b>03/11/2025</b>	<b>Sierra Springs</b>		
			WATER DELIVERY	-52.46
<b>EFT</b>	<b>03/14/2025</b>	<b>US Bank</b>		
			ONLINE ACCOUNT ACCESS	-55.27
<b>EFT</b>	<b>03/19/2025</b>	<b>Aflac</b>		
			EMPLOYER PAID	-82.08
			EMPLOYEE PAID	-34.68
			EMPLOYEE PAID	-37.32
			EMPLOYEE PAID	-34.52
<b>EFT</b>	<b>03/20/2025</b>	<b>US Bank Visa</b>		
	03/06/2025		CHARGES 02/04/25 - 03/03/25	-13,327.65

Num	Date	Name	Memo	Paid Amount
EFT	03/24/2025	CIT		
			COPY MACHINE LEASE	<u>-461.98</u>
EFT	03/24/2025	Moda Health		
			HEALTH/VISION/DENTAL INSURANCE	<u>-2,886.59</u>
EFT	03/28/2025	WEX Card		
			PAYMENT FOR CLOSING DATE 02.28.25	<u>-61.18</u>
			<b>TOTAL</b>	<b><u>-17,953.20</u></b>

**COLUMBIA SWCD  
Cleared Checks  
March 2025**

<u>Num</u>	<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Paid Amount</u>
3066	02/24/25	Pershing LLC		
			EMPLOYEE PAID	-1,140.26
			SWCD MATCH	-780.29
				<hr/>
3073	02/24/25	Pershing LLC		
			EMPLOYEE PAID	-1,140.26
			SWCD MATCH	-732.02
				<hr/>
3068	02/24/25	Jennifer Heidrich		
			CLEANING SERVICES 01/05/25 - 01/26/25	-480.00
				<hr/>
3069	02/24/25	Northwest Local Gov Legal Advisors		
			SERVICES 01/08/25 - 01/24/25	-741.00
				<hr/>
3070	02/24/25	Pacific Office Automation		
			EXCESS PRINTING 08/29/24 - 11/29/24	-102.44
				<hr/>
3071	02/24/25	SDAO/SDIS	01/01/25 - 12/31/25	
			GENERAL LIABILITY	-14,912.00
			AUTO INSURANCE	-759.00
			PROPERTY & CRIME	-5,595.00
				<hr/>
3072	02/24/25	Lower Columbia Estuary Partnership		
			LABOR SERVICES 07/01/24 - 12/31/24	-3,733.29
			SHIPPING SAMPLES 07/01/24 - 12/31/24	-253.23
			INDIRECT COSTS	-436.64
			MILEAGE 07/01/24 -12/31/24	-379.89
				<hr/>

**COLUMBIA SWCD  
Cleared Checks  
March 2025**

<u>Num</u>	<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Paid Amount</u>
3075	02/26/25	RA Barry Consulting		
		...	LCRWC PROJECT PAYMENT 1	-1,575.00
3076	02/26/25	Umpqua Valley Financial		
			FINAL BILLING 2023/2024 AUDIT	-16,647.00
3077	03/04/25	Northwest Local Gov Legal Advisors		
			SERVICES 02/21/25 - 02/26/25	-2,508.40
3078	03/19/25	Pershing LLC		
			EMPLOYEE PAID	-1,140.26
			SWCD MATCH	-732.02
3079	03/19/25	Deer Island Nursery		
			MCNULTY CREEK RESTORATION PLANT MATERIALS	-3,000.00
			HAWTHORN REMOVAL	-630.00
3080	03/19/25	Jennifer Heidrich		
			CLEANING SERVICES 02/02/25 - 02/27/25	-480.00
3080	03/19/25	Jennifer Heidrich		
			CLEANING SERVICES 02/02/25 - 02/27/25	-480.00
			The check had to run twice because US bank rejected the check with their Positive Pay system. It was fixed the same day and she was able to redeposit and we were refunded \$480.00	

**COLUMBIA SWCD  
Cleared Checks  
March 2025**

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<u>Num</u>	<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Paid Amount</u>
3081	03/19/25	Deer Island Nursery		
			MCNULTY CREEK RESTORATION PLANT MATERIALS	-3,000.00
			HAWTHORN REMOVAL	-630.00
				<hr/>

This had to be reprinted because US Bank Positive Pay wasn't working. This was approve for deposit. We received a refund of \$3630.00

**Total    \$60,135.72**

## COLUMBIA SWCD

## Balance Sheet

As of April 9, 2025

	<u>Apr 9, 25</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	
US Bank (4349)	101,676.04
Local Gov Investment Pool 6/13	1,042,314.68
Petty Cash	63.83
<b>Total Checking/Savings</b>	<u>1,144,054.55</u>
<b>Accounts Receivable</b>	
Accounts Receivable	7,438.60
<b>Total Accounts Receivable</b>	<u>7,438.60</u>
<b>Other Current Assets</b>	
Simple Plan Overpayment	2,152.92
Property Taxes Receivable	27,610.32
Grant Receivable	-12,490.50
Undeposited Funds	1,000.00
<b>Total Other Current Assets</b>	<u>18,272.74</u>
<b>Total Current Assets</b>	1,169,765.89
<b>Fixed Assets</b>	
Property, Plant & Equipment	
Land	150,000.00
Building Improvements	1,281,477.47
Equipment	15,757.25
Vehicles	27,500.00
<b>Total Property, Plant &amp; Equipment</b>	<u>1,474,734.72</u>
Accumulated Depreciation	-287,942.99
<b>Total Fixed Assets</b>	<u>1,186,791.73</u>
<b>Other Assets</b>	
Prepaid Insurance	16,289.75
<b>Total Other Assets</b>	<u>16,289.75</u>
<b>TOTAL ASSETS</b>	<u><u>2,372,847.37</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	
Accounts Payable	4,711.06
<b>Total Accounts Payable</b>	<u>4,711.06</u>
<b>Credit Cards</b>	
WEX Card	-415.21
<b>Total Credit Cards</b>	<u>-415.21</u>
<b>Other Current Liabilities</b>	
Prepaid Grants	91,908.26
Deferred Tax Revenue	24,627.82
Accrued Vacation Pay	26,230.05

## COLUMBIA SWCD

## Balance Sheet

As of April 9, 2025

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	<u>Apr 9, 25</u>
<b>Payroll Liabilities</b>	
Simple Plan Payable	2,879.30
Aflac Payable	282.90
<b>Total Payroll Liabilities</b>	<u>3,162.20</u>
<b>Total Other Current Liabilities</b>	<u>145,928.33</u>
<b>Total Current Liabilities</b>	<u>150,224.18</u>
<b>Total Liabilities</b>	150,224.18
<b>Equity</b>	
Net Investment in Capital Asset	3,407.15
Fund Balance	1,861,593.73
Net Income	357,622.31
<b>Total Equity</b>	<u>2,222,623.19</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>2,372,847.37</u></u>

**COLUMBIA SWCD**  
**Profit & Loss**  
 July 2024 through June 2025

	Jul '24 - Jun 25
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Grant Revenue	163,888.17
<b>TAX LEVY</b>	
YEAR 2024	623,172.08
YEAR 2023	8,047.82
YEAR 2022	1,839.57
YEAR 2021	1,372.52
YEAR 2020	1,600.92
YEAR 2019	79.44
YEAR 2018	17.06
YEAR 2017	16.99
YEAR 2016	10.28
YEAR 2015	10.69
YEAR 2014	29.64
OTHER TAXES	-581.61
YEAR 2013	0.54
UNSEGREGATED INTEREST	895.31
<b>Total TAX LEVY</b>	636,511.25
<b>Rent Income</b>	
NRCS Rent Payments	23,270.00
<b>Total Rent Income</b>	23,270.00
Mileage Reimbursement	1,353.40
CSWCD FUNDS	24,844.81
<b>Interest Earned</b>	32,317.30
<b>Total Income</b>	882,184.93
<b>Gross Profit</b>	882,184.93
<b>Expense</b>	
<b>LCRWC</b>	
Contracted Services	3,150.00
<b>Total LCRWC</b>	3,150.00
<b>PERSONNEL SERVICES</b>	
<b>Compensation</b>	
Operations Coordinator	51,712.00
District Manager	76,057.28
Financial Manager	3,730.08
Resource Conservationist	122,653.10
Outreach Coordinator	1,574.45
Overtime Pay	205.12
<b>Total Compensation</b>	255,932.03
Accrued Vacation Pay	35.40
Employer Payroll Taxes	21,747.32
Workers' Compensation	101.06
Health Insurance Benefits	21,804.90
Supplemental Insurance	3,602.43
Retirement Benefits	7,423.69
PERSONNEL SERVICES - Other	-0.03
<b>Total PERSONNEL SERVICES</b>	310,646.80
<b>MATERIALS AND SERVICES</b>	
<b>Vehicle</b>	
Vehicle Maintenance	6,505.10
Gas	352.27
<b>Total Vehicle</b>	6,857.37

**COLUMBIA SWCD**  
**Profit & Loss**  
 July 2024 through June 2025

	Jul '24 - Jun 25
<b>Volunteers</b>	
Volunteer Recognition	39.99
<b>Total Volunteers</b>	39.99
<b>Contracted Services</b>	
Monitoring	50,735.93
Weed Spraying/Removal	11,845.50
Project Implementation	1,543.50
<b>Total Contracted Services</b>	64,124.93
<b>Education &amp; Outreach</b>	
Rental Fees	-600.00
Supplies	202.33
<b>Total Education &amp; Outreach</b>	-397.67
<b>Building Operations</b>	
Copy Machine Lease	5,003.34
Supplies (TP, Cleaning, etc.)	351.99
Water Delivery	434.72
Janitorial Services	5,076.00
Lawn Maintenance	3,600.00
Elevator	
Elevator Maintenance	1,982.75
<b>Total Elevator</b>	1,982.75
<b>Total Building Operations</b>	16,448.80
<b>Bank Service Charges</b>	598.47
<b>Dues &amp; Subscriptions</b>	
Web Subscriptions	7,234.58
Newspaper Subscriptions	122.00
Membership Dues	7,485.41
<b>Total Dues &amp; Subscriptions</b>	14,841.99
<b>Insurance</b>	
Property & Crime Ins	5,374.35
Vehicle Ins	597.15
General Liability Ins	8,957.25
<b>Total Insurance</b>	14,928.75
<b>Licenses &amp; Fees</b>	84.00
<b>Marketing</b>	866.68
<b>Materials &amp; Supplies</b>	
Project Supplies	17,481.45
Office Supplies	2,689.33
Expense Reimbursements	2,233.11
IT/Computer	
Hardware	209.00
Software	1,194.67
<b>Total IT/Computer</b>	1,403.67
Field Equipment	1,224.75
<b>Total Materials &amp; Supplies</b>	25,032.31
<b>Meetings, Workshops, Events</b>	
Food/Supplies	1,618.04
Meetings, Workshops, Events - Other	230.00
<b>Total Meetings, Workshops, Events</b>	1,848.04

**COLUMBIA SWCD**  
**Profit & Loss**  
 July 2024 through June 2025

	Jul '24 - Jun 25
Postage & Mailing	
Postage & Shipping Charges	704.20
<b>Total Postage &amp; Mailing</b>	<b>704.20</b>
Printing & Reproduction	1,925.00
Professional Fees	
Accountant/Bookkeeper	725.00
Audit	16,697.00
Consulting	5,830.00
Legal Fees	5,130.40
Newspaper Publishing	475.73
Payroll Service Fees	1,620.75
Recruitment	355.00
Web/IT Services	20,095.26
<b>Total Professional Fees</b>	<b>50,929.14</b>
Repairs & Maintenance	
Building Maintenance	3,676.46
<b>Total Repairs &amp; Maintenance</b>	<b>3,676.46</b>
Telecommunications	
Internet Costs	1,660.01
Business Phones	3,708.29
Cell Phones	2,197.85
<b>Total Telecommunications</b>	<b>7,566.15</b>
Training & Conferences	
Training Registration Fees	3,488.96
Conference Registration Fees	4,065.76
<b>Total Training &amp; Conferences</b>	<b>7,554.72</b>
Travel Expense	
Mileage Reimbursement	798.85
Parking/Public Transportation	15.00
Lodging	2,648.91
<b>Total Travel Expense</b>	<b>3,462.76</b>
Utilities	
Garbage & Recycle	514.14
Electric	2,834.67
Gas	438.86
Water/Sewer	885.06
<b>Total Utilities</b>	<b>4,672.73</b>
<b>Total MATERIALS AND SERVICES</b>	<b>225,764.82</b>
<b>Total Expense</b>	<b>539,561.62</b>
<b>Net Ordinary Income</b>	<b>342,623.31</b>
Other Income/Expense	
Other Income	
Misc Income	14,999.00
<b>Total Other Income</b>	<b>14,999.00</b>
Other Expense	
Other Expense	0.00
<b>Total Other Expense</b>	<b>0.00</b>
<b>Net Other Income</b>	<b>14,999.00</b>
<b>Net Income</b>	<b>357,622.31</b>

**COLUMBIA SWCD**  
**US Bank Visa Charges**  
**03/04/25 - 04/01/25**

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
<b>US Bank Visa</b>				
03/04/25	0578	Amazon.com	office supplies	3.78
03/04/25	0578	Dropbox	annual subscription	119.88
03/04/25	0578	Hudson Garbage.	garbage/recycle	57.40
03/04/25	0578	Amazon.com	office supplies	13.81
03/04/25	0578	Amazon.com	office supplies	24.70
03/04/25	0578	CRPUD	electric	470.11
03/07/25	0578	PAMPLIN MEDI...	subscription	50.00
03/07/25	0578	HR Answers	ml webinar training	215.10
03/10/25	0578	City of St. Helens	sewer	28.86
03/10/25	0578	Amazon.com	office supplies	19.58
03/10/25	0578	Amazon.com	field supplies	210.36
03/10/25	0578	LCEP	water monitoring	26.19
03/10/25	0578	CenturyLink	elevator phone line	60.65
03/15/25	0578	Ramos' Yard M...	lawn service	400.00
03/19/25	0578	McNulty Water ...	water	75.00
03/19/25	0578	Fred Meyer	snacks March board meeting	53.22
03/19/25	0578	VERIZON WIR...	cell phone service	248.97
03/19/25	0578	ADOBE CREAT...	monthly fee	52.99
03/19/25	0578	Comcast	phone system	320.78
03/20/25	0578	Amazon.com	office supplies	28.84
03/20/25	0578	Amazon.com	office supplies	20.89
03/20/25	0578	Amazon.com	office supplies	14.79
03/24/25	0578	Amazon.com	office supplies	25.99
03/26/25	0578	Wiley	DM job posting	325.00
03/27/25	0578	Oregon Chapter...	DM job posting	30.00
03/28/25	0578	EVENTBRITE	Refund for Connect for ML	-320.00
03/28/25	0578	Real World Trai...	Jennifer QB training	39.95
04/01/25	0578	Amazon.com	office supplies	3.22
Total US Bank Visa				-2,620.06
<b>TOTAL</b>				<b>-2,620.06</b>

## Paul's Questions

- 1) The table we were provided at our meeting last week had "Approved 3/20/2024" in the lower left-hand corner, so I assumed it was from last year, but then at the meeting it was presented as a new table for us to approve. Which was it? **The one from last meeting should not say approved, the approval from last year's salary chart was left by mistake.**
  - 2) The table had coded information. Provide a legend explaining abbreviations so any member of the public can easily interpret it.
  - 3) Provide context for the table including, **DM – District Manager, FM – Financial Manager, RC – Resource Conservationist, SRC, Senior Resource Conservationist, AA, Admin Assistant, OA, Office Assistant, O/OC – Operations & Outreach Coordinator, RS – Riparian Specialist, CE&EC - Community Engagement & Education Coordinator**
    - a. recent similar tables for comparison, the last 3 versions if available or just the one from last year if it was the first time we used this; **Included in packet**
    - b. written explanation of where the extra money is coming from to pay for increases; and
    - c. written explanation of what effect it will have on related budget categories.
- The ODA Capacity grant has increased we can cover 1.5 RC's instead of just one. We will have a higher amount of cash on hand this year when the fiscal year begins. We have over \$300,000 more in our LGIP account. We are also expecting around \$20,000 more in property taxes. I do not expect it to affect the budget in other areas.**
- 4) Provide an excerpt of the Personnel Services section of our budget that includes a draft proposal showing how a change in the table will affect the 2025-2026 budget. Include columns of the Personnel Services section from 2021-2022, '22-'23, '23-'24, and '24-'25 for comparison. I am requesting back to 2021, because there were substantial changes between the years that are necessary to understand how we arrived where we are now. **In board packet**
  - 5) Bill said we compared our compensation to other SWCDs. Provide verifiable sources of our information and the dates that the information was accessed. One could make a table showing data from a few other Districts compared to us, or cite an industry report if one exists. **OACD is always reaching out to Districts for salary information. A new salary report has not been given yet, Other districts share their salary information if they want to. When we originally did our salary comparison in 2013 we were in the middle between non tax based districts and District with no tax base. If a new report is shared, I will share it with the board.**
  - 6) Provide the justification for why you recommend a step system instead of percentage increases based upon performance. For example, one option for merit-based raises could be:
    - a. Meets Some but not all Expectations=1-2.5%;
    - b. Fully Meets Expectations = 2.5-3.5%;

- c. Exceeds Expectations=3.6-4.5%;
- d. Significantly Exceeds Expectations=4.6-6%.

**We have always done steps since we approved our first salary chart in 2009 when we received our tax base. We just continued to use it.**

7) If we decide a step system is the best option instead of a range of percentages, explain why we chose to make up our own step system rather than using the federal GS system. For example, here is a link to the GS system page for the Portland-Vancouver area: <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/25Tables/html/POR.aspx>. Provide this Federal GS table in the Board package for our April meeting for the Board to review and compare to the proposed table.

**We chose to use the chart that Marion SWCD shared with us. They had a similar budget at the time and that is what was approved at the time. No talk of changing it was ever brought up. The listed chart is in board packet**

8) Explain why \$2000 was chosen for each step rather than a percentage or some other method. In the proposed table, people at the lowest pay grade get the greatest percentage raises between steps. In my experience working in many different organizations, raises are proportional to the compensation level, so people at the highest ranges would get more per step than those at the lowest ranges. I am concerned that the flat \$2000 system could be demotivating for high performing employees who are entrusted with the greatest responsibility. **A few other SWCDs were doing a flat rate of \$2,000. I proposed it to the board, and they approved it. We can always change it to a merit based system.**

9) Explain how an employee moves from one step to the next. It is not clear whether this is based on a performance review or time served or some combination of both. Are the steps applied uniformly when one employee “fully meets expectations” while another “significantly exceeds expectations”? Can someone move up more than one step at a time? **They move up a step if they fully meet expectations. Yes, they can move more than one step if they have superior work.**

10) Explain how much time is required before one can move to the next step. For example, Federal steps can be achieved after 1 year for the first several steps, then 2 years between middle steps, and then 3 years between the highest step levels. This information is available at the Office of Personnel Management website, [www.opm.gov](http://www.opm.gov). **Employees are eligible for step increases each year in June during reviews.**

## Jason's Questions

"1. This job is being changed from an hourly to salary position with a substantial increase. Is that justified or necessary? The old financial manager job was in the 5/6 range, and paid just above 60k a year. The salary chart presented in the meeting packet is not accurate and has not been approved. The minutes from the March meeting show that salary chart but there's no financial manager job listed at all. **If you are referring to the**

2022/23 chart all jobs totals have increased. The max for DM was \$95,922.32 max for FM was \$83,843.76 all jobs totals have increased.

2. The district manager job description states “ This position works primarily in the office, the District does have a teleworking policy to be used on a case by case basis.” Why doesn’t the financial job manager description state that should it be different? I feel like they should be the same.” **In the March minutes it shows this as the response “He (Jason) also asked why the FM description doesn’t mention the telework policy, as the District Manager’s does, suggesting consistency between the descriptions.**

**Paul asked whether the FM duties could be performed effectively from home. Malysa explained that for the most part, she can do most of her work from home, such as working on the budget and emails. She noted that it is nice to have a quieter environment when working with numbers, but that she does need to come into the office for filing, meetings, and to do payroll. She added that it could depend on where an individual feels comfortable working.” Nothing else was discussed after that.**

### Jen’s Questions

1. What is AA? **Admin Assistant**
2. The Community Engagement & Education Coordinator position (CE&EC) was approved in July 2024. How is this on a chart that was approved 3 months prior? **Honestly what I think happened is I was working on what the new salary proposal would be for this coming year 25/26 and I saved this without saving the approved chart 1<sup>st</sup>. That is my only logical reason.**
3. The Resource Conservationist was on Range 4 and 5 on the chart approved in March 2024. It has since been changed to only Range 5. Why? **I think it is easier for each position to have a line. Sometimes if there are multiple lines, the max on one line might be quite a bit more than the start of the next line. I was going to propose it for this new fiscal year.**
4. Senior Resource Conservationist was on Range 5 & 6. It has since been removed completely. Why? **We no longer have a senior RC job.**
5. The Financial Manager position was not listed on the chart that was approved in March 2024. Previously, this position was listed on Range 4 & 5 (with a scheduled max at \$83,843.76. The max on the proposed chart is now \$99,850.30). **We can change the chart to start at a different min and end with a different max. The whole salary chart can be changed up per the board's request.**
6. All of Range 5 has been increased by \$1,000. Why? **It probably got changed while I was making adjustments for the new chart to be approved for 25/26.**
7. If job titles are added/removed (whether new or vacant), does the chart need to be re-approved by the board? **Yes, we would remove or add jobs for the new year. If it happened in the middle of the year, unless we need to add something, there would be no changes made till the next fiscal year.**

	Historical Data				REQUIREMENTS DESCRIPTION	# of employees	Budget For Current Year 2024-2025	# of employees	Budget for Next Year 2025-2026
	Actual		Adopted Budget				Proposed By		Proposed By
	Second Preceding	First Preceding	Last Year				Budget Officer		Budget Officer
	2021-2022	2022-2023	2023-2024						
					<b>PERSONNEL SERVICES</b>				
1	\$90,463.39	\$86,831.56	\$94,232.91	1	District Manager	1	\$96,982.00	1	\$96,982.00
2	\$53,650.51	\$0.00	\$0.00	2	Financial Manager	0	\$0.00	1	\$85,850.30
3	\$136,931.04	\$196,247.19	\$237,609.84	3	Resource Conservationist	4	\$306,110.00	3	\$235,000.00
4	\$45,971.17	\$54,900.19	\$52,857.40	4	Operations Coordinator (was Outreach Coordinator)	1	\$66,032.00	1	\$76,585.60
5	\$44,369.31	\$10,925.15	\$0.00	5	Riparian Specialist	0	\$0.00	0	\$0.00
6	\$37,707.87	\$32,014.37	\$33,507.07	6	Payroll liabilities (district share of taxes)		\$42,000.00		\$45,000.00
7	\$54,863.20	\$49,956.97	\$56,095.94	7	Employee benefits		\$71,000.00		\$71,000.00
8	\$11,481.90	\$10,128.57	\$11,279.94	8	Retirement - employer contribution		\$14,000.00		\$15,500.00
9	\$0.00	\$0.00	\$0.00	9	Temporary employees and interns		\$0.00		\$0.00
10	\$3,998.79	\$0.00	\$28,100.00	10	Salary adjustments		\$12,000.00		\$15,500.00
11	\$1,370.41	\$1,144.46	\$1,138.18	11	worker's comp insurance		\$3,000.00		\$2,000.00
12	\$516.50	\$0.00	\$1,288.43	12	Overtime		\$750.00		\$750.00
13	<b>\$481,324.09</b>	<b>\$442,148.46</b>	<b>\$516,109.71</b>	13	<b>TOTAL PERSONNEL SERVICES</b>		<b>\$611,874.00</b>		<b>\$644,167.90</b>

DM & FM have not been determined  
DM has not been hired.

**Salary/Wages,  
Benefits ,  
with retirement  
2024-2025**

**Monthly Expenses (Employer Costs for employee compensation - ECEC)**

**Breakdown By Expense Category**

Columbia SWCD Positions	RATES	July	August	Sept.	October	Nov.	Dec.	January	February	March	April	May	June	Annual total	Salary/ wages	employer cost	Benefits	TOTAL
	07/01/24 - 06/30/25																	
<b>District Manager</b>	<b>46.6200</b>	7,459.20	7,459.20	7,459.20	11,188.80	7,459.20	7,459.20	7,459.20	7,459.20	7,459.20	11,188.80	7,459.20	7,459.20	96,982.00	\$96,982.00			
ML	SS/Med/SUI	0.1000	745.92	745.92	745.92	1,118.88	745.92	745.92	745.92	745.92	1,118.88	745.92	745.92	9,696.96				
\$63.50	Workers Comp	0.0051	38.04	38.04	38.04	57.06	38.04	38.04	38.04	38.04	57.06	38.04	38.04	494.52		\$10,191.48		
	Medical/Vision	797.2700	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	9,567.24				
	Dental	107.4000	107.40	107.40	107.40	107.40	107.40	107.40	107.40	107.40	107.40	107.40	107.40	1,288.80			\$12,312.84	
	USABLE Life	94.8800	94.88	94.88	94.88	94.88	94.88	94.88	94.88	94.88	94.88	94.88	94.88	1,138.56				
	Aflac	24.4800	24.48	24.48	24.48	36.72	24.48	24.48	24.48	24.48	36.72	24.48	24.48	318.24				
	Vacation	46.6200	745.92	745.92	745.92	1,118.88	745.92	745.92	745.92	745.92	1,118.88	745.92	745.92	9,696.96			\$9,696.96	
	Retirement	0.0300	223.78	223.78	223.78	335.66	223.78	223.78	223.78	223.78	335.66	223.78	223.78	2,909.09			\$2,909.09	\$132,092.37
<b>Operations/Outreach Coordinator</b>	<b>31.8200</b>	5,091.20	5,091.20	5,091.20	7,632.00	5,091.20	5,091.20	5,091.20	5,091.20	5,091.20	7,632.00	5,091.20	5,091.20	66,176.00	\$66,176.00			
JC	SS/Med/SUI	0.1000	509.12	509.12	509.12	763.20	509.12	509.12	509.12	509.12	763.20	509.12	509.12	6,617.60				
\$44.76	Workers Comp	0.0051	25.97	25.97	25.97	38.92	25.97	25.97	25.97	25.97	38.92	25.97	25.97	337.50		\$6,617.60		
	Medical/Vision	797.2700	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	9,567.24				
	Dental	184.2300	184.23	184.23	184.23	184.23	184.23	184.23	184.23	184.23	184.23	184.23	184.23	2,210.76			\$12,696.72	
	USABLE Life	45.3600	45.36	45.36	45.36	45.36	45.36	45.36	45.36	45.36	45.36	45.36	45.36	544.32				
	Aflac	28.8000	28.80	28.80	28.80	28.80	43.20	28.80	28.80	28.80	28.80	43.20	28.80	374.40				
	Vacation	31.8200	445.48	445.48	445.48	667.80	445.48	445.48	445.48	445.48	667.80	445.48	445.48	5,790.40			\$5,790.40	
	Retirement	0.0300	152.74	152.74	114.86	114.86	143.33	152.74	152.74	152.74	228.96	143.33	152.74	1,814.49			\$1,814.49	\$93,095.21
<b>Resource Conservationist</b>	<b>37.5100</b>	6,001.60	6,001.60	6,001.60	9,002.40	6,001.60	6,001.60	6,001.60	6,001.60	6,001.60	9,002.40	6,001.60	6,001.60	78,020.80	\$78,020.80			
CB	SS/Med/SUI	0.1000	600.16	600.16	600.16	900.24	600.16	600.16	600.16	600.16	900.24	600.16	600.16	7,802.08				
\$48.21	Workers Comp	0.0051	30.61	30.61	30.61	45.91	30.61	30.61	30.61	30.61	45.91	30.61	30.61	397.91		\$8,199.99		
	Medical/Vision	151.0000	302.00	302.00	302.00	302.00	302.00	302.00	302.00	302.00	302.00	302.00	302.00	3,624.00				
	Dental	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			\$4,891.08	
	USABLE Life	74.3900	74.39	74.39	74.39	74.39	74.39	74.39	74.39	74.39	74.39	74.39	74.39	892.68				
	Aflac	28.8000	28.80	28.80	28.80	28.80	43.20	28.80	28.80	28.80	28.80	43.20	28.80	374.40				
	Vacation	37.5100	525.14	525.14	525.14	787.71	525.14	525.14	525.14	525.14	787.71	525.14	525.14	6,826.82			\$6,826.82	
	Retirement	0.0300	180.05	180.05	180.05	270.07	180.05	180.05	180.05	180.05	270.07	180.05	180.05	2,340.62			\$2,340.62	\$100,279.31
<b>Resource Conservationist</b>	<b>36.5500</b>	5,848.00	5,848.00	5,848.00	8,772.00	5,848.00	5,848.00	5,848.00	5,848.00	5,848.00	8,772.00	5,848.00	5,848.00	76,024.00	\$76,024.00			
AK	SS/Med/SUI	0.1000	584.80	584.80	584.80	877.20	584.80	584.80	584.80	584.80	877.20	584.80	584.80	7,602.40				
\$50.51	Workers Comp	0.0051	29.82	29.82	29.82	44.74	29.82	29.82	29.82	29.82	44.74	29.82	29.82	387.72		\$7,990.12		
	Medical/Vision	797.2700	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	797.27	9,567.24				
	Dental	184.2300	184.23	184.23	184.23	184.23	184.23	184.23	184.23	184.23	184.23	184.23	184.23	2,210.76			\$12,651.00	
	USABLE Life	93.0700	72.75	72.75	72.75	72.75	72.75	72.75	72.75	72.75	72.75	72.75	72.75	873.00				
	Aflac	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				
	Vacation	36.5500	438.60	438.60	438.60	657.90	438.60	438.60	438.60	438.60	657.90	438.60	438.60	5,701.80			\$5,701.80	
	Retirement	0.0300	175.44	175.44	175.44	263.16	175.44	175.44	175.44	175.44	263.16	175.44	175.44	2,699.64			\$2,699.64	\$105,066.56
<b>Monthly payroll/benefit requirements</b>			25,259.80	25,259.79	25,221.92	36,539.52	25,279.19	25,259.79	25,259.79	25,259.79	36,653.62	25,279.19	25,259.79	325,791.99	\$241,178.80	\$25,009.07	\$59,279.02	\$325,466.89
															74.102%	7.684%	18.214%	100.000%

Total average ECEC hourly rate **\$40.89**

Salary % **74.102%**  
benefits and other % **25.898%**

**COLUMBIA SWCD TEN STEP ANNUAL RANGE AND STEP SALARY CHART (40 HOUR WEEK)**

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	
Range 1	29,536.00	31,536.00	33,536.00	35,536.00	37,536.00	39,536.00	41,536.00	43,536.00	45,536.00	47,536.00	OA
Range 2	40,196.00	42,196.00	44,196.00	46,196.00	48,196.00	50,196.00	52,196.00	54,196.00	56,196.00	58,196.00	AA
Range 3	45,508.32	47,508.32	49,508.32	51,508.32	53,508.32	55,508.32	57,508.32	59,508.32	61,508.32	63,508.32	RS
Range 4	56,194.32	58,194.32	60,194.32	62,194.32	64,194.32	66,194.32	68,194.32	70,194.32	72,194.32	74,194.32	RC/OC
Range 5	69,022.32	71,022.32	73,022.32	75,022.32	77,022.32	79,022.32	81,022.32	83,022.32	85,022.32	87,022.32	RC/SRC
Range 6	81,850.30	83,850.30	85,850.30	87,850.30	89,850.30	91,850.30	93,850.30	95,850.30	97,850.30	99,850.30	SRC
Range 7	92,982.60	94,982.60	96,982.60	98,982.60	100,982.60	102,982.60	104,982.60	106,982.60	108,982.60	110,982.60	DM

**COLUMBIA SWCD TEN STEP ANNUAL RANGE AND STEP SALARY CHART (40 HOUR WEEK)**

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	
Range 1	31,200.00	33,200.00	35,200.00	37,200.00	39,200.00	41,200.00	43,200.00	45,200.00	47,200.00	49,200.00	OA
Range 2	40,196.00	42,196.00	44,196.00	46,196.00	48,196.00	50,196.00	52,196.00	54,196.00	56,196.00	58,196.00	AA
Range 3	45,508.32	47,508.32	49,508.32	51,508.32	53,508.32	55,508.32	57,508.32	59,508.32	61,508.32	63,508.32	RS/CE&EC
Range 4	56,194.32	58,194.32	60,194.32	62,194.32	64,194.32	66,194.32	68,194.32	70,194.32	72,194.32	74,194.32	OC/OC
Range 5	70,022.32	72,022.32	74,022.32	76,022.32	78,022.32	80,022.32	82,022.32	84,022.32	86,022.32	88,022.32	RC
Range 6	81,850.30	83,850.30	85,850.30	87,850.30	89,850.30	91,850.30	93,850.30	95,850.30	97,850.30	99,850.30	FM
Range 7	92,982.60	94,982.60	96,982.60	98,982.60	100,982.60	102,982.60	104,982.60	106,982.60	108,982.60	110,982.60	DM

**COLUMBIA SWCD TEN STEP ANNUAL RANGE AND STEP SALARY CHART (40 HOUR WEEK)**

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
Range 1	28,179.84	29,245.84	30,311.84	31,377.84	32,443.84	33,509.84	34,575.84	35,641.84	36,707.84	37,773.84
Range 2	35,112.48	36,178.48	37,244.48	38,310.48	39,376.48	40,442.48	41,508.48	42,574.48	43,640.48	44,706.48
Range 3	45,508.32	46,574.32	47,640.32	48,706.32	49,772.32	50,838.32	51,904.32	52,970.32	54,036.32	55,102.32
Range 4	61,327.76	62,419.76	63,511.76	64,603.76	65,695.76	66,787.76	67,879.76	68,971.76	70,063.76	71,155.76
Range 5	74,015.76	75,107.76	76,199.76	77,291.76	78,383.76	79,475.76	80,567.76	81,659.76	82,751.76	83,843.76
Range 6	86,094.32	87,186.32	88,278.32	89,370.32	90,462.32	91,554.32	92,646.32	93,738.32	94,830.32	95,922.32



## Columbia SWCD Salary Schedule and Chart 2022-2023

Job Family	Job Classifications		2022-2023 Salary and Wage Schedule		
			Min	Mid	Max
ADMIN	Range 5/6	District Manager	\$74,015.76	\$86,094.32	\$95,922.32
	Range 4/5	Financial Manager	\$61,327.76	\$74,015.76	\$83,843.76
	Range 3/4	Operations Coordinator	\$45,508.32	\$61,327.76	\$71,155.76
	Range 1	Office Assistant *	\$28,179.84	\$32,443.84	\$37,773.84
TECH	Range 4/5	Senior Resource Conservationist	\$65,695.76	\$75,107.76	\$83,843.76
	Range 4/5	Resource Conservationist	\$61,327.76	\$74,015.76	\$83,843.76
	Range 3	Riparian Specialist	\$45,508.32	\$49,772.32	\$55,102.32

COLUMBIA SWCD TEN STEP ANNUAL RANGE AND STEP SALARY CHART (40 HOUR WEEK)										
	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
Range 1	28,179.84	29,245.84	30,311.84	31,377.84	32,443.84	33,509.84	34,575.84	35,641.84	36,707.84	37,773.84
Range 2	35,112.48	36,178.48	37,244.48	38,310.48	39,376.48	40,442.48	41,508.48	42,574.48	43,640.48	44,706.48
Range 3	45,508.32	46,574.32	47,640.32	48,706.32	49,772.32	50,838.32	51,904.32	52,970.32	54,036.32	55,102.32
Range 4	61,327.76	62,419.76	63,511.76	64,603.76	65,695.76	66,787.76	67,879.76	68,971.76	70,063.76	71,155.76
Range 5	74,015.76	75,107.76	76,199.76	77,291.76	78,383.76	79,475.76	80,567.76	81,659.76	82,751.76	83,843.76
Range 6	86,094.32	87,186.32	88,278.32	89,370.32	90,462.32	91,554.32	92,646.32	93,738.32	94,830.32	95,922.32

**COLUMBIA SWCD TEN STEP ANNUAL RANGE AND STEP SALARY CHART (40 HOUR WEEK)**

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
Range 1	27,096.00	28,121.00	29,146.00	30,171.00	31,196.00	32,221.00	33,246.00	34,271.00	35,296.00	36,321.00
Range 2	33,762.00	34,787.00	35,812.00	36,837.00	37,862.00	38,887.00	39,912.00	40,937.00	41,962.00	42,987.00
Range 3	43,758.00	44,783.00	45,808.00	46,833.00	47,858.00	48,883.00	49,908.00	50,933.00	51,958.00	52,983.00
Range 4	58,969.00	60,019.00	61,069.00	62,119.00	63,169.00	64,219.00	65,269.00	66,319.00	67,369.00	68,419.00
Range 5	71,169.00	72,219.00	73,269.00	74,319.00	75,369.00	76,419.00	77,469.00	78,519.00	79,569.00	80,619.00
Range 6	82,783.00	83,833.00	84,883.00	85,933.00	86,983.00	88,033.00	89,083.00	90,133.00	91,183.00	92,233.00



## Columbia SWCD Salary Schedule and Chart 2019-2020

Job Family	Job Classifications		2019-2020 Salary and Wage Schedule		
			Min	Mid	Max
ADMIN	Range 5/6	District Manager	\$66,997	\$75,424	\$83,850
	Range 4/5	Financial Manager	\$54,500	\$63,750	\$73,000
	Range 2	Operations/Outreach Coordinator	\$31,200	\$35,360	\$39,520
	Range 1	Office Assistant *	\$24,960	\$27,040	\$29,120
TECH	Range 4/5	Senior Resource Conservationist	\$55,550	\$63,140	\$70,730
	Range 4/5	Resource Conservationist	\$55,550	\$63,140	\$70,730
	Range 3	Riparian Specialist	\$41,600	\$46,800	\$52,000

\*Not an active position

TEN STEP ANNUAL RANGE AND STEP SALARY CHART (40 HOUR WEEK)										
	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
Range 1	24,960.00	25,985.00	27,010.00	28,035.00	29,060.00	30,085.00	31,110.00	32,135.00	33,160.00	31,731.00
Range 2	<b>31,200.00</b>	32,225.00	33,250.00	34,275.00	35,300.00	36,325.00	37,350.00	38,375.00	39,520.00	40,545.00
Range 3	41,600.00	42,625.00	43,650.00	44,675.00	45,700.00	46,800.00	47,825.00	48,850.00	49,875.00	52,000.00
Range 4	54,500.00	55,550.00	57,650.00	57,650.00	58,500.00	59,550.00	60,600.00	61,650.00	62,700.00	63,750.00
Range 5	66,997.00	68,047.00	69,680.00	70,730.00	71,780.00	73,00.00	74,050.00	75,100.00	76,150.00	77,200.00
Range 6	76,500.00	77,550.00	78,600.00	79,650.00	80,700.00	81,750.00	82,800.00	83,850.00	84,900.00	87,360.00

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.

# Pay & Leave

## Salaries & Wages

Salary Table 2025-POR

Incorporating the 1.7% General Schedule Increase and a Locality Payment of

For the Locality Pay Area of Portland-Vancouver-Salem, OR-WA

Total Increase: 2.08%

Effective January 2025

Annual Rates by Grade and Step

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	28203	29149	30086	31020	31956	32504	33432	34367	34404	35279
2	31712	32466	33517	34404	34790	35813	36836	37859	38882	39905
3	34603	35755	36908	38061	39214	40367	41519	42672	43825	44978
4	38842	40137	41432	42728	44023	45319	46614	47909	49205	50500
5	43457	44905	46353	47801	49249	50697	52145	53593	55041	56489
6	48443	50057	51672	53286	54901	56515	58130	59744	61358	62973
7	53831	55626	57421	59216	61010	62805	64600	66395	68190	69984
8	59615	61603	63591	65579	67567	69554	71542	73530	75518	77506
9	65846	68041	70235	72430	74625	76819	79014	81209	83403	85598
10	72511	74928	77344	79761	82177	84594	87011	89427	91844	94261
11	79667	82323	84978	87633	90288	92943	95598	98253	100908	103563
12	95488	98671	101855	105039	108222	111406	114589	117773	120956	124140
13	113549	117334	121119	124904	128689	132474	136260	140045	143830	147615
14	134180	138652	143125	147597	152070	156542	161015	165488	169960	174433
15	157830	163091	168352	173613	178874	184135	189396	194656	195200 *	195200 *

\* Rate limited to the rate for level IV of the Executive Schedule (5 U.S.C. 5304 (g)(1)).

COLUMBIA SOIL AND WATER CONSERVATION DISTRICT  
WORK PLAN 2024 - 2025

<b>ACTION ITEMS</b>
<b>SWCD Operations - (planning, fiscal, policy, personnel, facilities, technology)</b>
<b>Establish SWCD direction through annual plan and long range planning</b>
Produce or review annual work plan
<b>Receive public input into activities, maintain office files and support</b>
Conduct monthly board meetings, develop agenda items with board chair if available
Encourage recruitment of committee members, and volunteers
<b>Prepare Annual Budget, maintain sound accounting practices, annual audit</b>
Prepare annual budget, present budget to budget committee and public
Prepare for and conduct annual audit
Office filing, database maintenance, correspondence, payroll, and accounting
Review financial records regularly
<b>Building and Yard maintenance and repairs</b>
Maintenance to property and building
Install Greenhouse
Get water run to shop
<b>Maintain district policies</b>
Maintain Policy and procedures manual
Review all policies with Policy committee
Review insurance and other benefits annually
Recognize employees, partners, and volunteers for their achievements (submit for awards)
Staff and board participate in trainings, meeting, webinars, and conferences
Provide staff evaluations and allow for staff training and growth
<b>Provide facilities and tools necessary to implement work plan</b>
Provide computer upgrades and maintenance to system
Provide software upgrades and new installations as needed
Provide tools and gear as reasonable and appropriate
<b>Local and Regional Partnerships</b>
Review MOU's and other agreements with partners
Network at OACD, SDAO, OWEB, OCEAN, SWCC and other meetings/trainings with other organizations
Administer the Lower Columbia River Watershed Council
Collaborate with the SBWC and UNWC and provide technical assistance
Assist watershed councils with project management as needed and when work loads allow
Work with NRCS to continue development of building protocols, project development, and partner relations
<b>Conservation Planning</b>
Utilize and develop existing programs
Participate in local and basin work groups and roundtable discussions
Work with landowners to determine program and resource needs in the county
Provide assistance to landowners with regards to Federal, State, and Local regulatory compliance, within approved employee job duties
Partner with other agencies to develop conservation strategies and programs

COLUMBIA SOIL AND WATER CONSERVATION DISTRICT  
WORK PLAN 2024 - 2025

Provide TA to landowners
Record keeping and reporting for SWCD and other agencies
Implement and build on water quality monitoring program
<b>Conservation Implementation</b>
Riverhawk Surface Water Filtration and Pollinator Project - Small Grant
Upper Page Creek Fish Passage - Small Grant
Ruley Trailhead Pollinator Project - Small Grant
Conyers Creek Habitat Diversification and Enhancement
Scappoose Oak Woodland Restoration & Education
Carcus Creek Phase II
Columbia County Water Quality Monitoring Program
Milton and McNulty Creeks eDNA E. Coli Source Tracing
<b>Conservation Monitoring and Maintenance</b>
Johnson - Fishhawk creek - LWD structures
Hazel Road - Small Grant
Yankton - Small Grant
Womack Forest Understory Diversification - Small Grant
Carcus Creek Phase I - In-stream habitat enhancement/ LWD
McBride Creek Riparian Revegetation - Small Grant
Perkins Creek Project
<b>Conservation Project Development</b>
Carr Slough Phase II
Clatskanie Headwaters LWD
Stewart Creek (fish passage and wetland improvements)
Little Clatskanie - Apiary Road Project
McBride Creek Fish Passage and Restoration
Lower Conyers Floodplain Restoration
McNulty Creek - Small Grant
CCMH Wetland - Small Grant
Canaan Road Improvement - Small Grant
<b>Ag Water Quality Program</b>
Implement Strategic Implementation Area (2024-2029)
Implement the Ag Water Quality Management Plan in Columbia County
Develop and implement AgWQM scope of work annually
Provide quarterly reports for Oregon Dept of Agriculture
Follow up on water quality complaints from ODA and other sources/provide TA when appropriate
<b>Backyard Habitat Certification Program</b>
Develop program
Further define partnerships
<b>Conservation Easement Program</b>

COLUMBIA SOIL AND WATER CONSERVATION DISTRICT  
WORK PLAN 2024 - 2025

Develop program
Further define partnerships
<b>Invasive Species Program</b>
Implement OSWB grant work
Host Biannual meeting with local workgroup and follow through on action items
Create weed garden
Noxious weed workshops for ODF and Park hosts
<b>Local Municipal Planning</b>
Engage local municipalities on conservation issues
Participate in land use reviews and planning
Participate in place-based water resource planning
<b>Inform Citizens and Public Representatives</b>
Host the SWCD annual meeting
Produce Annual Report
Provide opportunities for SWCD board members to engage with projects and other SWCD work
Promote SWCD projects and work through various media sources
Develop and install signage for SWCD projects
<b>K-12 Education</b>
Continue to develop and implement the Education Program
Consider new staff position
<b>Community Education/Outreach</b>
Distribute conservation materials to appropriate organizations and agencies
Provide literature to landowners in person, by mail or electronically
Produce spring and summer newsletters
Conduct presentations at local community groups and clubs, as requested
Ensure brochures are up to date and relevant to conservation
Update Rural Living Handbook
Implement annual outreach theme

COLUMBIA SOIL AND WATER CONSERVATION DISTRICT  
WORK PLAN 2025 - 2026

<b>2025 - 2026 Columbia SWCD Workplan</b>
<b>SWCD Administrative Functions</b>
Establish SWCD direction through annual plan, strategic planning (5 years), and long-range planning (10 years)
Host the SWCD annual meeting
Produce and distribute an Annual Report
<b>Financial</b>
Prepare and obtain approval for the annual budget
Complete the annual audit
Create best practices processes and protocols between Board Treasurer and Financial Manager
Train second person in financials
Create and implement best practices to safeguard the integrity of sensitive/important documents (i.e. personnel records, Board approved documents, meeting materials etc...)
Establish a more efficient, integrated, and modern system for tracking budgets and billable hours
Sort and store unfiled financial records currently in boxes
Implement a record retention plan; identify files for shredding and execute a shred day
Remove SWCD documents from the NRCS file room and designate a space for archived files
<b>Human Resources</b>
Review insurance and other benefits annually
Research improved insurance options, including potential partnerships with local agencies to secure better group rates and coverage, and incorporate staff input into the decision-making process
Provide full insurance benefit packets when the enrollment period opens
Work with the DM to adopt a new staff evaluation process that better identifies staff accomplishments and areas for growth and allows for incentive-based raises. Conduct annual evaluations
Facilitate staff participation in relevant trainings, meeting, webinars, and conferences
<b>Board &amp; Public Relations</b>
Conduct monthly board meetings, develop agenda items with acting board chair
Review and update current committee assignments annually
Encourage recruitment of associate directors, committee members, and volunteers
Recognize employees, partners, and volunteers for their achievements at the annual meeting (submit for awards)
Facilitate Board participation in relevant trainings, meeting, webinars, and conferences
Provide opportunities for SWCD board members to engage with projects and other SWCD work
<b>Policies</b>
Review all standing policies with board annually
Compile a Policy Manual containing all current approved policies
Conduct quarterly (and as necessary) Policy Committee Meetings
Review and revise Grievances and Discipline procedures outlined within Personnel Policy
<b>Systems</b>
Provide computer upgrades and maintenance to systems as needed
Provide software upgrades and new installations as needed
Identify and implement new programs to promote greater efficiency and ease of workflow
<b>Facilities/Equipment/Supplies</b>
Oversee and contract maintenance/repairs as necessary to property and building
Move Greenhouse location
Install bathroom in shop
Powerwash impervious surfaces annually
Wash windows annually
Annual vehicle maintenance and tire exchange
Clean indoor carpets bi-annually
Annual service of fire extinguishers and elevator
Develop a plan to improve grounds as a habitat/bioswale demonstration area
Identify and order (if appropriate) equipment/supplies necessary for conducting District work
<b>Local and Regional Partnerships</b>

COLUMBIA SOIL AND WATER CONSERVATION DISTRICT  
WORK PLAN 2025 - 2026

Engage in strategic planning with partner agencies
Network at annual conferences and meetings
Assist the Lower Columbia River Watershed Council in becoming a 501©(3)
Collaborate with all local watershed councils
Coordinate with NRCS on protocols, projects, and partnerships
<b>Local Municipal Planning</b>
Engage in strategic planning with partner agencies
Participate in land use reviews and planning discussions
Develop short and long-term water quality monitoring plans and participate in local discussions involving resource planning, as appropriate
<b>Conservation Planning</b>
Participate in local and basin work groups, Board meetings, roundtable discussions etc, to identify priorities and shared goals
Work with landowners to determine program and resource needs in the county
Provide assistance to landowners with regards to Federal, State, and Local regulatory compliance, within approved employee job duties
Engage in strategic planning with Board, partner agencies, and community members
Partner with other agencies to develop conservation strategies and programs
Provide TA to landowners
Implement and build on water quality monitoring program
<b>Conservation Project Development</b>
Assorted fish passage projects throughout County
Bennett Rd. Wetland - Small Grant
CCMH Wetland - Small Grant
Little Clatskanie - Apiary Road Project Fish Passage
McBride Creek Fish Passage and Restoration
Oak restoration and pollinator habitat projects
Upper Clatskanie LWD Phase 1
<b>Conservation Implementation</b>
Columbia County Water Quality Monitoring Program
Conyers Creek Habitat Diversification and Enhancement (Design, permitting, and contracting in 25/26; Implementation in 26/27)
LaCombe/Port - S. Scappoose Creek Riparian Fencing and Planting - Small Grant
McBride Creek Fish Passage and Habitat Enhancement (Fish passage component in 25/26; Restoration component in 26/27)
McNulty - Small Grant
Scappoose Oak Woodland Restoration & Education
Wolf Creek - Small Grant
<b>Conservation Monitoring and Maintenance</b>
Carcus Creek Phase I - In-stream habitat enhancement/ LWD
Johnson - Fishhawk creek - LWD structures
McBride Creek Riparian Revegetation - Small Grant
Perkins Creek Project
Riverhawk Surface Water Filtration and Pollinator Project - Small Grant
Ruley Trailhead Pollinator Project - Small Grant
Upper Page Creek Fish Passage - Small Grant
<b>ODA Water Quality Program</b>
Implement the Ag Water Quality Management Plan in Columbia County
Develop and implement AgWQM scope of work
Provide quarterly reports for Oregon Dept of Agriculture
Follow up on water quality complaints from ODA and other sources/provide TA when appropriate
Publish and disseminate new Rural Living Guidebook

COLUMBIA SOIL AND WATER CONSERVATION DISTRICT  
WORK PLAN 2025 - 2026

Identify ways to expand SWCD capacity for Ag. assistance
<b>CSWCD Programs</b>
<b>Backyard Habitat</b>
Assess & define current staff roles to determine the value of hiring a Community Engagement & Education Coordinator
Develop program
Further define partnerships
<b>Invasive Species</b>
Implement OSWB grant work. Continue planning for better long-term outcomes, greater local involvement, & reduced costs
Host annual meeting with local workgroup and follow through on action items
Expand weed garden
Promote invasive species education and awareness
<b>Education/Outreach</b>
Refine current staff roles to determine if an Education Coordinator position is warranted
Distribute conservation materials as requested to other agencies and landowners
Produce spring and summer newsletters; Regular updates to website and social media with conservation updates
Identify staff responsibilities with regards to community outreach and education activities
Ensure brochures are up to date and relevant to conservation
Distribute new Rural Living Guidebook
Identify and implement annual outreach theme
Promote SWCD projects and work through various media sources
Work with videographer on development of Conyers Creek - Project Highlight video
Develop and install signage for SWCD projects



**Columbia  
Soil & Water**  
Conservation District

35285 Millard Road  
St. Helens, OR 97051  
Ph: 503.433.3205

[www.columbiaswcd.com](http://www.columbiaswcd.com)

## **CELL PHONE POLICY**

The policy of using cell phones at board meetings aims to create a productive and distraction-free meeting environment.

All participants must adhere to this policy, regardless of their position. The district expects all cell phones to be off or on silent during board meeting hours, so conversations remain undisturbed.

Participants are expected to only use their cell phones for emergencies.



## Leaf Blower Ban

Gas-powered leaf blowers are known for their noise and air pollution. This can lead to negative impacts on the health of residents and workers using the equipment.

Switching to electric equipment can reduce noise and improve air pollution and quality.

Starting 05/01/25, Columbia SWCD will work on phasing out the use of gas-powered leaf blowers. The leaf blowers will only be approved for use on sidewalks to keep them clear. They are not to be used around vegetation on the property.

A committee will be formed to create the complete phase-out with the goal of having a complete ban by 01/01/26.



# Proposal for Strategic Planning Facilitation For the Columbia Soil and Water Conservation District

April 8, 2025

Paul Gibbons, Secretary  
Columbia Soil and Water Conservation District  
[pmgibbons@gmail.com](mailto:pmgibbons@gmail.com)

Dear Paul,

Thank you for talking with me about strategic planning facilitation for the Columbia Soil and Water Conservation District. I enjoyed learning a little bit about the District from our call and your website, and I look forward to learning more. This is an exciting and challenging time as conservation districts are called upon to play critical roles in some of the most pressing issues of our era. I really enjoy working with conservation districts, as you bridge many interests. This proposal is a starting point to share my ideas of process and cost. I have facilitated strategic planning for many conservation districts in Oregon and California, and I would be delighted to work with you if you find my proposal suitable!

## **My understanding of your needs**

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Columbia Soil and Water Conservation District (the SWCD) has a strong conservation track record including small grants, education, water quality monitoring, invasive species Early Detection and Rapid Response (EDRR), habitat restoration, and more. The SWCD team has been busy delivering programs but has not worked from a strategic plan in a while. This year, the SWCD is embarking on a planning process that it hopes will include:

- Hearing from stakeholders about their needs, developing relationships with stakeholders from throughout the service area, and encouraging a positive reputation for the SWCD.
- Making sure the board and staff are aligned around organizational priorities and how to achieve them.
- Building relationships between directors and staff.

Given the uncertainty of these times, it will be particularly important to be certain of your vision, goals, and values. The strategies you land on at the time of the planning process will be your best guess for how to position yourselves for resilience. It's possible that these strategies – and certainly the actions that support them – will need to evolve within the next few years.

# What's in a Strategic Plan?

I use the terminology and structure shown in this diagram. The basic process will take you through to the strategy level. Implementation planning would include the year-by-year actions you anticipate.



## Proposed approach

This is a starting point based on our conversation - I look forward to refining the scope with you.

### 1. LAUNCH THE PROJECT

First, you'll appoint an ad-hoc strategic planning committee. The purpose of the committee is to guide the process (not to have more content responsibility than others). This committee often includes 3-4 people, a mix of board and staff. The committee can expect to meet an average of once a month via videoconference over the time it will take to finish the planning process. The total time commitment is approximately 10 hours. To launch the project, I will:

- a. Review background documents that you upload to a folder or provide via links.
- b. Present the process to board and staff and get input on how to refine the strategic questions and who you want to hear from in the research phase. This can be done at your regularly scheduled meetings in most cases.
- c. Meet with the strategic planning committee to refine the process and timeline.

## **2. PRE-PLANNING RESEARCH AND SUMMARY:**

Gathering input from board, staff, and important partners helps home in on the most important strategic conversations for a decision retreat in Step 3. I will:

- a. Interview all board and staff 1:1 via video call or telephone.
- b. Engage external stakeholders: Options include interviews, focus groups, stakeholder forums, or some combination. The proposed budget includes a total of 15 hours for external feedback. The strategic planning committee can work with me to proceed.
- c. Summarize themes from the conversations in a pre-planning report. This comprehensive document discusses issues at the level of organization (vision, mission), programs, advancement (partnerships, funding, visibility) and operations (board, staff, systems). The findings in the report provide the basis for developing an agenda for your retreat.

## **3. DECISION-MAKING RETREAT:**

Facilitated conversation in a retreat setting will help the SWCD board and staff explore key issues and agree on overall direction, as well as getting to know each other better. I will:

- a. Facilitate a meeting of the strategic planning committee to review the pre-planning report and a draft retreat agenda; then finalize the report and agenda.
- b. Facilitate either a 1.5 day or 1-day in-person retreat. We discussed a Friday afternoon and full day Saturday, though this could be adjusted as needed.
  - ▣ The retreat will include a variety of formats including small group, full group, visioning, round-robins, and other methods to engage all attendees.
  - ▣ Although the retreat conversation will be at a high level, with later steps resulting in more detail, we will discuss mission, vision, and guiding principles, as well as goals and strategies for District programs.
  - ▣ The retreat is also an excellent opportunity for community-building for the board and staff.

## **4. DRAFT STRATEGIC DIRECTION DOCUMENT:**

I will provide a draft plan document outlining the overall strategic direction (vision, mission, goals, and strategies) based on the retreat and the pre-planning research. I will:

- a. Facilitate the strategic planning committee to review the first draft and help refine it.
- b. Provide the full board and staff one or more opportunities for comment.
- c. Work with the committee to determine how to seek any additional partner feedback.

## **5. FINAL DRAFT OF PLAN:**

- a. I will pull everything together into a final draft that the strategic planning committee determines is ready to present to the Board for consideration.
- b. I'll support the strategic planning committee to present the draft to the Board at a regular board meeting.

## 6. (OPTIONAL) IMPLEMENTATION PLANNING:

- a. A second retreat of the staff leadership team or all staff may be helpful for discussing the details of how the plan will be implemented, with year-by-year actions. You may not need this level of support, but I have included it in the budget for reference.

### YOUR ROLE

Throughout the process, you'll have some tasks to take care of on your end:

- Form strategic planning committee, schedule meetings of the committee with date options I provide, and ensure the committee takes on the tasks described above
- Provide background documents
- Schedule the retreat(s) in a timely fashion using dates I provide; handle all retreat logistics
- Introduce me to SWCD team or partners with whom I will need to meet.
- Provide timely feedback on all documents as requested.

### About me

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I have worked as a consultant, executive, and volunteer leader in the nonprofit and public sectors for nearly three decades. As staff, I've worked as the communications / marketing lead at Oregon Food Bank and the City of Portland Office of Sustainable Development, and as executive director of a special district focused on economic revitalization of rural Twisp, WA.

As a consultant I have deep experience working with conservation districts. Over the past decade I have worked with SWCDs throughout Oregon as well as dozens of Resource Conservation Districts (RCDs) in California. Recently this has included Upper Willamette (in process), Marion, Clackamas, Benton, and Curry SWCDs in Oregon as well as the Yolo, Solano, Napa, Placer, Mendocino, Contra Costa, Santa Cruz, Yuba and Glenn County RCDs in California. I have also worked with the California Association of Resource Conservation Districts (CARCD) on numerous projects.

My consulting work began in 2001 and includes a focus on strategic planning, staffing analysis, teambuilding, and leadership coaching. Some aspects of my approach:

- **Appreciative lens:** My approach is asset-based, appreciative, and client-centered. I believe in nurturing the parts of your organization that connect you to your aspirations.
- **Engagement focus:** Engaging both board and staff in upfront input and full-group retreat conversations helps everyone have buy-in to the plan. The external input you have gathered provides a mirror for how you are seen by outside stakeholders as well.
- **Clear decisions:** My facilitation style is fun and inclusive, while maintaining the focus needed to bring closure to conversations so that you emerge with a clear set of next steps.

- **Inclusive approach:** I incorporate input from all stakeholders and aim to build consensus on major elements of strategic direction. Group discussions include formats and techniques designed to elevate and equalize the voices of people from throughout the organization. Between meetings, we may use electronic tools to help understand and resolve remaining differences.
- **Flexibility:** This proposal is my beginning best guess. If it seems like a good fit for us to work together, we will refine the scope of work. If new needs or considerations emerge, we can refocus the process to address them.

## REFERENCES

- **Clackamas SWCD:** *Completed strategic plan in 2023. The scope of the planning process was quite extensive, including multiple full group retreats as well as implementation planning. This district includes both rural areas and suburban/urban areas.* Christopher Lapp, District Manager. 503-210-6001 (Main Office Direct), 503-998-7189 (Cell), [clapp@conservationdistrict.org](mailto:clapp@conservationdistrict.org)
  - **Marion SWCD:** *Completed strategic plan in 2024, similar to the scope of work described in the current proposal.* Brenda Sanchez, District Manager. 503-391-9927 (Office), 503-871-7311(Cell), [brenda.sanchez@marionswcd.net](mailto:brenda.sanchez@marionswcd.net)
  - **Solano RCD:** *Completed strategic plan in 2024. This plan also included implementation planning. This district includes both rural areas and large and diverse urban areas.* Chris Rose, Executive Director. 707-678-1655 x 106 (Office), 530-902-3414 (Cell), [chris.rose@solanorcd.org](mailto:chris.rose@solanorcd.org)
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## Potential project schedule

This is an example and will need to be firmed up once we contract and set a start date.

Task	Pre	June	July	Aug	Sept	Oct	Nov
Contract development							
1. Project launch							
2. Pre-planning research and summary							
3. Retreat							
4. Draft strategic direction and review							
5. Final draft to board							
6. Implementation planning (optional, timing TBD)							

## Budget

This is a starting point; I am open to conversation if the budget does not fit your needs.

Tasks	Hours	Fee	Options/Notes
1. Project launch and initial document review	5	1,000	
2.a Interview board and staff	10	2,000	
2.b External input, methods TBD	15	3,000	
2.c Synthesis of input and pre-planning report	8	1,600	
3. Pre-retreat meeting and 1.5 day retreat facilitation	18	3,200	1 day retreat \$2,400
4. a. Draft strategic plan and review with planning cte	4	800	
b. Additional meetings / revisions	10	2,000	Not to exceed
5. Finalize plan and present for board approval		No charge	
<b>TOTAL FEE - STRATEGIC PLAN</b>		<b>14,000</b>	
6. (Optional) Prepare, facilitate, summarize implementation planning retreat with staff to add activity-level detail to the plan	15	3,000	

The fee above includes all costs to complete the scope of work with these exceptions:

- **Facility, refreshments, and meeting materials.** The SWCD will be responsible for securing and paying for any venue costs, food, and copies of materials associated with in-person meetings under this contract.