

Personnel and Finance Committee (PFC) Meeting Agenda
MONDAY OCTOBER 19, 2026; 6:00-7:30 PM - Virtual Meeting

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Time	Topic	Lead
6:00	Call into session, introductions, public comments, changes and/or additions to agenda - 5 minutes	Marcella
6:05	1- Review changes in Consumer Price Index - Western Region since last PFC Meeting. Summary in packet. Decide if any adjustments need to be made to compensation package	MA/PFC
6:20	2- Review of employee compensation and discussion on establishing pay ranges. Potential assistance from Cascade Employers Association and timeline to assess best path forward. Summary in packet	MA/PFC
7:00	PFC questions and other business	PFC
7:20	Next PFC Meeting, Evening of 4/19/2026?	PFC

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- 1) Consumer Price Index – this is the most recent available data for the west region.
PFC will discuss whether any alterations need to be made
- 2) BSWCD Compensation Philosophy – This is included for information. Michael is not suggesting that we edit this document, but it might be helpful to new attendees who haven't see it before.
- 3) March 2025 Pay Study and Pay Equity Analysis from Cascade Employers Association – This is for reference to show any new members the report that we commission every 2-3 years. We'll discuss some concepts from this document and consider an updated report for Spring 2027.
- 4) Estimates from Cascade Employers Association for helping us establish pay ranges and possibly performing another pay assessment to see how staff land compared to others doing similar jobs in our region.



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Related Links

[CPI historical databases](#)

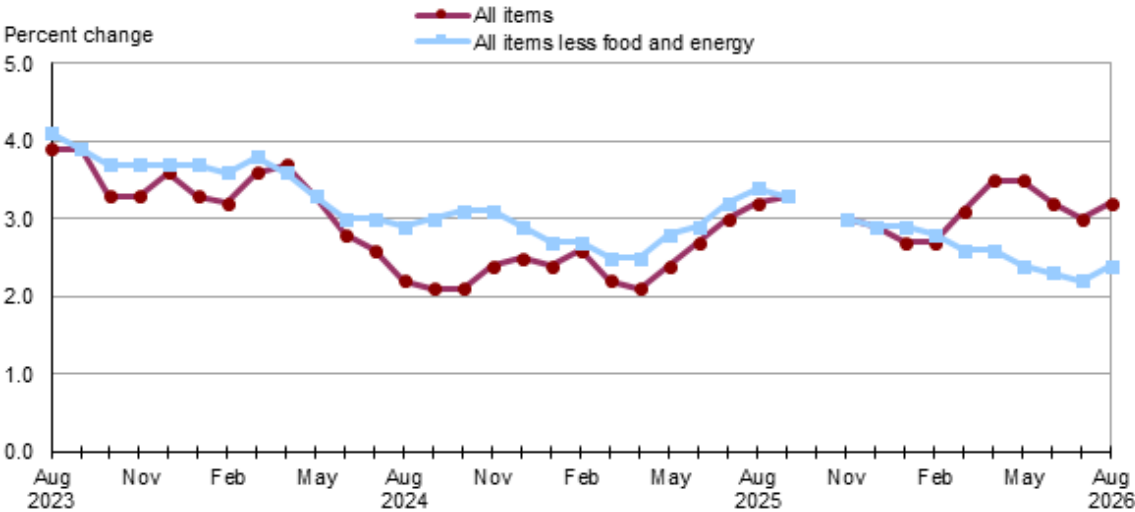
Consumer Price Index, West Region — August 2026

Area prices were up 0.5 percent over the past month, up 3.2 percent from a year ago

The Consumer Price Index for All Urban Consumers (CPI-U) in the West region increased 0.5 percent in August, the U.S. Bureau of Labor Statistics (BLS) reported today. The all items less food and energy index increased 0.4 percent. The food index rose 0.1 percent, and the energy index increased 1.7 percent. (Data in this report are not seasonally adjusted. Accordingly, month-to-month changes may reflect seasonal influences.)

The West Region all items CPI-U advanced 3.2 percent for the 12 months ending in August. The index for all items less food and energy advanced 2.4 percent over the year. Food prices rose 3.0 percent. Energy prices rose 15.5 percent.

Chart 1. Over-the-year percent change in CPI-U, West region, August 2023–August 2026



Note: The October 2025 data values are not available due to the 2025 lapse in appropriations.
Source: U.S. Bureau of Labor Statistics.

[View Chart Data](#)

Food

Food prices increased 0.1 percent for the month of August. Prices for food at home (grocery store purchases) declined 0.1 percent, with lower prices in 3 of the 6 major grocery store food groups. Prices for food away from home (restaurant, cafeteria, and vending purchases) rose 0.3 percent for the same period.

Food prices rose 3.0 percent over the year. Prices for food at home advanced 2.7 percent, with higher prices in all six major grocery store food groups. Prices for food away from home rose 3.2 percent.

Energy

The energy index increased 1.7 percent over the month. Gasoline prices increased 3.3 percent. Prices for electricity fell 1.3 percent, and prices for natural gas service decreased 0.3 percent for the same period.

Energy prices rose 15.5 percent over the year. Gasoline prices increased 24.4 percent. Prices for electricity rose 3.8 percent, and prices for natural gas service increased 0.4 percent during the past year.

All items less food and energy

The index for all items less food and energy rose 0.4 percent in August. Among the index’s components, prices were higher for education and communication (+2.3 percent) and shelter (+0.5 percent). In contrast, prices were lower for other goods and services (-0.6 percent) and recreation (-0.3 percent).

The index for all items less food and energy advanced 2.4 percent over the year. Components contributing to the increase included shelter (+2.9 percent) and recreation (+2.6 percent). In contrast, prices were lower for used cars and trucks (-2.8 percent).

Table A. West region CPI-U 1-month and 12-month percent changes, all items index, not seasonally adjusted

Month	2022		2023		2024		2025		2026	
	1-month	12-month	1-month	12-month	1-month	12-month	1-month	12-month	1-month	12-month
January	0.9	7.7	0.9	6.3	0.7	3.3	0.6	2.4	0.4	2.7
February	0.8	8.1	0.5	6.0	0.4	3.2	0.6	2.6	0.5	2.7
March	1.3	8.7	0.5	5.1	0.9	3.6	0.5	2.2	0.9	3.1
April	0.7	8.3	0.5	4.9	0.6	3.7	0.5	2.1	0.8	3.5
May	0.8	8.3	0.4	4.5	0.1	3.3	0.3	2.4	0.4	3.5
June	1.2	8.8	0.3	3.5	-0.2	2.8	0.1	2.7	-0.2	3.2
July	0.1	8.3	0.1	3.5	-0.1	2.6	0.2	3.0	0.0	3.0
August	0.0	8.1	0.4	3.9	0.1	2.2	0.3	3.2	0.5	3.2
September	0.3	8.3	0.4	3.9	0.2	2.1	0.3	3.3		
October	0.7	8.1	0.1	3.3	0.1	2.1	-	-		
November	-0.4	7.1	-0.4	3.3	-0.1	2.4	-	3.0		
December	-0.4	6.2	-0.1	3.6	0.0	2.5	-0.2	2.9		

Note: The October 2025 data values are not available due to the 2025 lapse in appropriations

The September 2026 Consumer Price Index for the West Region is scheduled to be released on October 14, 2026.

Technical Note

The [Consumer Price Index](#) (CPI) is a measure of the average change in prices over time in a fixed market basket of goods and services. The Consumer Price Index for the West Region is published monthly. The set of components and sub-aggregates published for regional and metropolitan indexes is more limited than at the U.S. city average level; these indexes are byproducts of the national CPI program.

The **West region** covered in this release is comprised of the following thirteen states: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

Refer to the national [CPI news release technical note](#) or the [Handbook of Methods](#) for more information.

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Table 1. West region CPI-U by expenditure category for August 2026, not seasonally adjusted (1982-84=100 unless otherwise noted)

Expenditure category	Indexes				Percent change from -		
	Historical data	Jun. 2026	Jul. 2026	Aug. 2026	Aug. 2025	Jun. 2026	Jul. 2026
All items		353.605	353.569	355.254	3.2	0.5	0.5
All items (December 1977 = 100)		571.583	571.525	574.248			
Food and beverages		363.235	363.980	364.322	3.0	0.3	0.1
Food		366.361	367.206	367.456	3.0	0.3	0.1
Food at home		338.935	339.590	339.354	2.7	0.1	-0.1
Cereals and bakery products		347.784	351.746	351.427	2.8	1.0	-0.1
Meats, poultry, fish, and eggs		371.382	374.489	375.541	1.6	1.1	0.3
Footnotes (1) Indexes on a December 1982=100 base. (2) Indexes on a December 1997=100 base. (3) Special index based on a substantially smaller sample. (4) Indexes on a December 1993=100 base. (5) Indexes on a December 2024=100 base. - Data not available. Note: Index applies to a month as a whole, not to any specific date.							

Expenditure category	Indexes				Percent change from -		
	Historical data	Jun. 2026	Jul. 2026	Aug. 2026	Aug. 2025	Jun. 2026	Jul. 2026
Dairy and related products		284.721	281.763	284.162	0.9	-0.2	0.9
Fruits and vegetables		439.647	435.168	431.812	4.8	-1.8	-0.8
Nonalcoholic beverages and beverage materials		238.443	239.057	240.490	2.6	0.9	0.6
Other food at home		292.252	293.469	292.101	2.7	-0.1	-0.5
Food away from home		405.220	406.384	407.501	3.2	0.6	0.3
Alcoholic beverages		315.732	315.012	316.696	2.3	0.3	0.5
Housing		394.559	395.561	396.979	2.8	0.6	0.4
Shelter		455.033	455.788	458.101	2.9	0.7	0.5
Rent of primary residence		482.256	483.411	484.907	2.3	0.5	0.3
Owners' equivalent rent of residences ⁽¹⁾		479.518	481.174	482.861	2.8	0.7	0.4
Owners' equivalent rent of primary residence ⁽¹⁾		479.325	480.977	482.666	2.8	0.7	0.4
Fuels and utilities		452.224	456.364	454.065	3.5	0.4	-0.5
Household energy		391.061	394.881	390.776	3.2	-0.1	-1.0
Energy services		394.301	398.302	393.967	3.0	-0.1	-1.1
Electricity		439.202	442.960	437.225	3.8	-0.5	-1.3
Utility (piped) gas service		308.034	312.953	311.895	0.4	1.3	-0.3
Household furnishings and operations		162.891	163.551	163.338	0.8	0.3	-0.1
Apparel		130.520	129.883	133.004	4.0	1.9	2.4
Transportation		308.115	303.755	306.602	6.4	-0.5	0.9
Private transportation		304.804	301.417	304.043	5.5	-0.2	0.9
New and used motor vehicles ⁽²⁾		124.487	125.123	125.024	-0.3	0.4	-0.1
New vehicles		176.737	176.933	177.027	0.4	0.2	0.1
New cars ⁽³⁾		176.944	177.271	177.453	1.2	0.3	0.1
Used cars and trucks		177.691	179.095	178.831	-2.8	0.6	-0.1
Motor fuel		422.774	402.242	416.551	25.0	-1.5	3.6
Gasoline (all types)		418.720	398.950	411.918	24.4	-1.6	3.3
Gasoline, unleaded regular ⁽³⁾		413.771	393.880	407.053	24.8	-1.6	3.3
Gasoline, unleaded midgrade ⁽³⁾⁽⁴⁾		400.118	381.806	393.518	23.5	-1.6	3.1
Gasoline, unleaded premium ⁽³⁾		411.891	393.942	405.481	22.8	-1.6	2.9
Medical care		651.903	655.130	654.433	1.5	0.4	-0.1
Medical care commodities		462.711	466.618	465.035	-2.3	0.5	-0.3
Medical care services		709.878	712.904	712.473	2.3	0.4	-0.1
Professional services		451.377	455.078	454.197	2.2	0.6	-0.2
Recreation ⁽²⁾		138.103	138.742	138.316	2.6	0.2	-0.3
Education and communication ⁽²⁾		142.944	144.056	147.419	1.5	3.1	2.3
Tuition, other school fees, and child care ⁽⁵⁾		103.909	104.294	106.217	2.9	2.2	1.8
Other goods and services		602.266	601.613	598.099	2.5	-0.7	-0.6
Footnotes (1) Indexes on a December 1982=100 base. (2) Indexes on a December 1997=100 base. (3) Special index based on a substantially smaller sample. (4) Indexes on a December 1993=100 base. (5) Indexes on a December 2024=100 base. - Data not available. Note: Index applies to a month as a whole, not to any specific date.							

Table 2. West region CPI-U by special aggregate index for August 2026, not seasonally adjusted (1982-84=100 unless otherwise noted)

Special aggregate index	Indexes				Percent change from -		
	Historical data	Jun. 2026	Jul. 2026	Aug. 2026	Aug. 2025	Jun. 2026	Jul. 2026
All items		353.605	353.569	355.254	3.2	0.5	0.5
Food		366.361	367.206	367.456	3.0	0.3	0.1
Energy		419.143	408.383	415.275	15.5	-0.9	1.7
Footnotes (1) Indexes on a December 1982=100 base. - Data not available. NOTE: Index applies to a month as a whole, not to any specific date.							

Special aggregate index	Indexes				Percent change from -		
	Historical data	Jun. 2026	Jul. 2026	Aug. 2026	Aug. 2025	Jun. 2026	Jul. 2026
All items less food and energy		350.945	351.526	353.091	2.4	0.6	0.4
All items less energy		352.380	352.997	354.378	2.5	0.6	0.4
All items less medical care		339.871	339.694	341.478	3.4	0.5	0.5
All items less shelter		313.480	313.127	314.562	3.4	0.3	0.5
Commodities		239.446	238.777	240.057	3.8	0.3	0.5
Commodities less food		186.673	185.579	187.101	4.3	0.2	0.8
Commodities less food & beverages		181.723	180.633	182.134	4.3	0.2	0.8
Durables		122.885	123.716	123.804	-0.3	0.7	0.1
Nondurables		308.769	306.690	308.931	5.6	0.1	0.7
Nondurables less food & beverages		254.136	249.561	253.464	9.1	-0.3	1.6
Nondurables less food		259.196	254.803	258.610	8.7	-0.2	1.5
Services		460.089	460.726	462.770	2.9	0.6	0.4
Services less rent of shelter(1)		480.266	480.721	482.432	2.9	0.5	0.4
Services less medical care services		442.475	442.946	445.160	3.0	0.6	0.5
Footnotes (1) Indexes on a December 1982=100 base.							
- Data not available. NOTE: Index applies to a month as a whole, not to any specific date.							

Last Modified Date: Friday, September 11, 2026

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Telephone: 415-625-2270_ www.bls.gov/regions/west [Contact Western Region](#)



Benton SWCD Compensation Philosophy

Our employees are our most valuable asset. They embrace and enthusiastically carry out our mission: to engage Benton County residents in the conservation and stewardship of natural resources for current and future generations.

At Benton Soil and Water Conservation District (BSWCD), we pride ourselves on offering our employees the opportunity to do more than just earn a paycheck. Staff members become part of a collaborative team that promotes conservation efforts, resulting in cleaner water and improved cropland, pastures, forests, and fish/wildlife habitat. We incorporate equity, diversity, and inclusion principles into our policies, practices, procedures, and office culture.

Our goal at BSWCD is to foster a positive and productive work environment that cultivates the talents and skills of our whole team. We begin by providing all employees with a clear understanding of their roles and responsibilities within the organization and afford the opportunity for each team member to shape their individual contributions. We ensure that everyone has access to the resources and tools necessary to carry out the District's work safely and effectively. We stand by our employees and support their success.

Our employee compensation package consists of base pay; health benefits including medical, vision, and dental coverage; paid vacation and paid sick leave; paid short term disability and life insurance; an employee assistance plan; monthly contribution to a tax deferred retirement plan; contributions to Health Reimbursement Arrangement Voluntary Employees' Beneficiary Association Trust (HRA-VEBA); and professional development opportunities. Our philosophy is to provide equitable compensation that recognizes and rewards employee contributions and high performance. Every three years we hire a professional HR firm to conduct a compensation and pay equity study to determine market offerings of similarly situated organizations in the Willamette Valley. BSWCD strives to be competitive with these organizations within our annual budget.

Goals of the Compensation Program:

- Attract, engage, and retain skilled, productive, and dedicated employees.
- Motivate and reward employees to perform their jobs in ways that contribute to the overall success of BSWCD, including fulfillment of its mission and strategic priorities.
- Ensure the program is internally equitable and externally competitive.
- Offer opportunities for personal and career development and growth.
- Create a motivating and inclusive culture, recognizing that diversity makes us stronger.

BSWCD's compensation program should have the following attributes:

- It should be relatively simple to administer, understand, and communicate.
- It should be flexible and adaptable to changing business, government, and budgetary requirements.
- It should be effective in attracting, engaging, and retaining talented employees.
- It should be externally competitive while ensuring internal parity based on FLSA status, level of responsibility and accountability including the management of people and financial resources, job complexity, job performance, and tenure.



Benton Soil and Water
CONSERVATION DISTRICT

Competitive Base Pay Study Benefits Assessment & Pay Equity Analysis

Effective March 2025

Prepared by:

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Introduction

Project Scope – Pay & Benefits Assessments

Cascade Employers Association was engaged to conduct individual total compensation assessments and a benefits assessment examining the total compensation practices provided to Benton Soil & Water Conservation District (BSWCD) employees. The study includes:

- Researching market pay information for 6 jobs
- Gathering market pay data from published survey information
- Gathering market benefits data from published survey information
- Performing organization versus market assessment of current total compensation practices

As appropriate, market survey data selected reflects industry, geographic areas and organizational size consistent with Benton Soil & Water Conservation District.

Project Methodology – Pay & Benefits Assessments

- Selected appropriate jobs for conducting current pay study research
- Reviewed job descriptions and examined multiple published survey sources to identify reasonable job matches versus BSWCD jobs
- Compiled, aged¹ and summarized market norm data for comparable roles
- Considered the following information for the organization as a whole:
 - Annual Revenue: \$1 million (approximately)
 - Number of Employees: 7 (approximately)
 - Geographic Location: Corvallis, OR / Mid-Willamette Valley
- Performed preliminary organization vs. market total compensation assessment using current pay for each benchmark job (excluding Executive Director job)
- Performed preliminary organization vs. market benefits assessment
- Prepared preliminary report for review of initial findings with Benton Soil & Water Conservation District.

¹ In working with multiple market survey data sources, we recognize that data is collected at varying times and is not comparable until it is aged to a common date. For each survey source used, Cascade determines the data collection date and then “ages” it forward to a date specified by the Company. Through aging, all pay data is moved forward in time based on market trends thereby preserving the integrity of the comparisons made. For purposes of this report, all data was aged to March 2025. A detailed illustration of the data aging process can be found in the Appendix.

Executive Summary

Base Pay - Competitive Assessment

- Given Cascade's assumptions, Benton Soil & Water Conservation District's current base pay practices average approximately **99%** of projected March 2025 50th percentile competitive market norms.

Total Compensation - Competitive Assessment

- Given Cascade's assumptions, Benton Soil & Water Conservation District's current total compensation practices average approximately **103%** of projected March 2025 50th percentile competitive market norms.

Job Title	Base v. Market	Total Compensation v. Market
Executive Director	88%	n/a
Operations Coordinator ¹	112%	113%
Communications and Community Engagement Coordinator	101%	104%
Plant Program Coordinator	97%	98%
Soil Conservationist	110%	114%
Habitat Conservationist	95%	96%
Resource Conservationist	93%	94%
Company Average	99%	103%

¹Based on 2,080 hrs/yr for comparison purposes

Benefits - Competitive Assessment

- Benton Soil & Water Conservation District offers above or equivalent benefits compared to the market in every aspect except paid sick time. More generous vacation time than the market could be considered a plus, and therefore offset the lower amount of dedicated paid sick time. Note that anywhere from 7 to 8 days of wellness leave may be accrued by an individual employee, which is very close to the estimated market average.

Market Survey Data Sources¹

National & Regional Pay and Benefit Surveys

- **CompAnalyst (COMP)**
2025 Market Data Salary Assessor
- **Milliman (MIL)**
2024 Northwest Benefits Survey
- **Payfactors (PAY)**
2025 Salary Assessor
- **Economic Research Institute (ERI)**
2025 Salary Assessor
- **Bluewater Nonprofit Solutions (NPT)**
2025 Nonprofit Organizations Salary & Benefits Report
- **State of Oregon**
2025 Salary & Benefits Report
- **MBL Group**
2023 Nonprofit Salary Survey Report
- **Cascade Employers Association**
2024 Northwest Employee Benefits Survey - Nonprofit
- **Data Aging Sources**
2024-2025 WorldatWork Salary Budget Survey
2025 Mercer Salary Budget Snapshot
2024-2025 SalaryTrends® Salary Budget Survey
2024 Milliman Salary Movement Survey

¹ Note: All survey data aged to reflect estimated market pay practices as of March 2025.

Base Pay Assessment



Salary Comparison - Base Pay Compensation Report

Executive Director

Job Factors

Summary:

The Executive Director is passionate about natural resource conservation, agriculture, urban and rural land use, and our environment, and has the skills to inspire, motivate, and align the staff and board toward common goals in fulfillment of the District's mission and strategic plan initiatives. The Executive Director is responsible for representing the District; conservation program and work plan development; organizational, personnel, and fiscal management; and board development and support. The Executive Director reports to the seven-member elected Board of Directors.

Qualifications:

Bachelor's degree or equivalent transferable skills in public administration, non-profit management, environmental policy and management, business administration, or related discipline. Transferable skills are any skills gained through education, work experience (including the military) or life experiences that are relevant for this position.

- Skills in budget development, preparation, and maintenance
- A strong natural resource conservation ethic
- Three years minimum experience in: SMART goal development, implementation, and achievement, and organizational, financial, and personnel management, including direct supervision of staff.

Market Analysis

Survey Sources:

MBL Group

Nonprofit Times

Economic Research Institute

Payfactors

Market Salary Range

Market Salary Data Analysis		
Minimum 80%	Midpoint Market Norm	Maximum 120%
\$100,230	\$125,290	\$150,350
\$93,985	\$117,480	\$140,975
\$96,390	\$120,490	\$144,590
\$92,045	\$115,055	\$138,065
\$95,665	\$119,580	\$143,495

Organization Comparison

% of Market

Organization Pay

\$105,000

88%

All data has been aged to estimated current market levels (March 2025).

Market Range assumes organization observes a "market average" base pay strategy. Estimated market norm reflects a simple average of all data sources combined.

Organization Comparison assumes the market norm is = 100%.

Individual Total Compensation Assessments



Salary Comparison - Total Compensation Report

Operations Coordinator

Job Factors

Summary:

This position provides operational and administrative support for the Benton Soil and Water Conservation District ("District"). Operations Coordinator duties are central to the day-to-day smooth functioning and safe operation of the District. Essential abilities include strong organizational, planning, and strategic skills to anticipate District needs; ability to maintain confidential records and files, attention to detail and the ability to see the larger context; ability to work independently and as part of a team; ability to document and present information and ideas clearly and effectively to BSWCD staff, Board of Directors, contractors, volunteers, project partners, Benton County residents, vendors, and a variety of stakeholders with diverse needs and backgrounds; exceptional communication and customer service skills; and the ability to professionally represent the District to elected officials, donors and supporters, organizational partners, and the media. These duties are expected to be performed with tact, integrity, and transparency, following established District policies and procedures. This position does not have supervisory responsibilities (may supervise volunteers and/or interns).

Qualifications:

- An Associate Degree in a related field such as Nonprofit or Public Sector Administration, Business or Finance, or Human Resource Management.
- A minimum of 2 years' experience in office management, business or human resource management; OR any equivalent combination of experience, training, and/or education that prepares the individual to excel at this job.
- Fluency with computer technology including excellent skills in Microsoft Office, especially Excel; and a commitment to accuracy and maintaining data integrity.
- Excellent organizational/logistical ability and time management skills to address multiple priorities, meet tight schedules and deadlines, and stay on track despite interruptions.
- Strong verbal and written English communication skills (reading, writing, editing, listening).
- Strong interpersonal, relationship-building, and critical thinking skills.
- Ability to interpret and implement District policies/procedures and best practices.
- Commitment to cultivating a welcoming environment; adept at interacting with people who have different perspectives and learning styles.
- Ability to anticipate organizational needs and independently solve practical problems.

Market Analysis

Survey Sources:	Market Salary Data Analysis		
	Est. Low Min 80%	Est. Market Norm	Est. High Max 120%
CompAnalyst	\$42,030	\$52,540	\$63,050
Economic Research Institute	\$44,025	\$55,030	\$66,035
NonProfit Times	\$44,010	\$55,015	\$66,020
Payscale	\$43,950	\$54,935	\$65,920
Market Salary Range ¹	\$43,505	\$54,380	\$65,255
Market Retirement Benefits (5% of salary)	\$2,719		
Market Healthcare Benefits (medical + dental - EE Only)	\$10,035		
Market Total Compensation	\$67,134		

Organization Comparison

	% of Market	
Organization Pay (Based on 1,872 hrs/yr)	\$54,719	101%
Organization Pay (Based on 2,080 hrs/yr)	\$60,798	112%
Organization Retirement Benefits (4% of salary)	\$2,432	89%
Organization Healthcare Benefits (medical + dental - EE Only)	\$12,444	124%
Organization Total Compensation (Based on 1,872 hrs/yr)	\$69,594	104%
Organization Total Compensation (Based on 2,080 hrs/yr)	\$75,674	113%

All data has been aged to estimated current market levels (March 2025).

Competitive Market Range assumes Company observes a "market average" base pay strategy. Estimated market norm reflects a simple average of all data sources combined.

Market Benefits - Employer cost of medical (includes vision) and dental benefits assuming same benefit package and premium rates and an annual 5% contribution to retirement.

Organization Comparison assumes the market norm is = 100%.

¹Market salary range based on 2,080 hours/year. Employee actually works 1,872 hours/year. Both hours/year included for comparison.



Salary Comparison - Total Compensation Report

Communications and Community Engagement Coordinator

Job Factors

Summary:

The Communications and Community Engagement Coordinator has responsibilities in three broad priority areas: 1) communications/social media and marketing; 2) conservation education and outreach; and 3) program support. This team member raises awareness of the impacts of our community conservation programs across our service area of Benton County; helps us reach new audiences and deepens collaborative relationships with community partners with an eye towards equitable access to our programs and services; uses marketing tools to convey consistent messaging to our customers, stakeholders, and funders; and develops, implements, and evaluates strategies to engage community members in conservation projects that align with our Strategic Plan.

Qualifications:

- Two years of experience in Communications or Marketing (may be concomitant with Education & Outreach experience).
- One year of experience in Education and Outreach in an environmental science or natural resources field (may be concomitant with communications/marketing experience). -OR any combination of education and experience that prepares the applicant to perform the duties and responsibilities of the position will be considered.
- Computer proficiency in Microsoft Office, WordPress, Adobe Creative Suite, MailChimp, social media platforms, and online scheduling applications.
- Must have a current Oregon Driver's License, vehicle insurance, and access to a personal vehicle to use for work purposes.

Market Analysis

Survey Sources:	Market Salary Data Analysis		
	Est. Low Min 80%	Est. Market Norm	Est. High Max 120%
CompAnalyst	\$47,520	\$59,400	\$71,280
Economic Research Institute	\$45,795	\$57,245	\$68,695
NonProfit Times	\$48,125	\$60,155	\$72,185
Payscale	\$47,190	\$58,985	\$70,780
Market Salary Range	\$47,155	\$58,945	\$70,735
Market Retirement Benefits (5% of salary)	\$2,947		
Market Healthcare Benefits (medical + dental - EE Only)	\$10,035		
Market Total Compensation	\$71,927		

Organization Comparison

		% of Market
Organization Pay	\$59,696	101%
Organization Retirement Benefits (4% of salary)	\$2,388	81%
Organization Healthcare Benefits (medical + dental - EE Only)	\$12,444	124%
Organization Total Compensation	\$74,528	104%

All data has been aged to estimated current market levels (March 2025).

Competitive Market Range assumes Company observes a "market average" base pay strategy. Estimated market norm reflects a simple average of all data sources combined.

Market Benefits - Employer cost of medical (includes vision) and dental benefits assuming same benefit package and premium rates and an annual 5% contribution to retirement.

Organization Comparison assumes the market norm is = 100%.



Salary Comparison - Total Compensation Report

Plant Program Coordinator

Job Factors

Summary:

The Conservation Outreach Assistant supports District staff in a variety of tasks related to the Invasive Species Program, Native Plant Program, Youth Education Programs, and other duties as assigned. This position will communicate frequently with Benton SWCD staff and other partner organizations to host meetings, conduct site visits, provide education, and coordinate 2 native plant sales each year. This position does not have supervisory responsibilities.

Qualifications:

Minimum Qualifications

- A passion for natural resources and conservation in Benton County.
- The ability to maintain a valid driver's license, vehicle insurance as required by the State of Oregon, and a reliable vehicle for transportation.
- Computer proficiency in Microsoft Excel, Word, Outlook, and PowerPoint.
- Strong customer service skills.
- Ability and willingness to approach and work with diverse community members.
- Public speaking experience including giving presentations, leading workshops and meetings, and drafting lesson plans and agendas.
- Ability to work some evenings and weekends as needed (up to 1-2 times per month)
- Basic understanding of ecology, local ecosystems and plant life, and current natural resource issues in our region.

Desired Qualifications

- A Bachelor's degree with course work in natural sciences, resource management, conservation, environmental education, or a related field.
- Experience with K-12 education including classroom teaching, outdoor school, field trips, camps, or other environmental education programs.
- Some background in plant identification, especially native and invasive plants.
- Experience in collecting field data and maintaining field notes.
- Bilingual in Spanish and English, and comfortable conversing in Spanish and English about natural resources/conservation topics.
- Some experience working with and managing volunteers.
- Experience with graphic design and/or video production, especially using the online design platform Canva.
- Experience with social media communications and management.

Market Analysis

Survey Sources:

	Market Salary Data Analysis		
	Est. Low Min 80%	Est. Market Norm	Est. High Max 120%
CompAnalyst	\$41,500	\$51,875	\$62,250
Economic Research Institute	\$42,655	\$53,320	\$63,985
NonProfit Times	\$39,210	\$49,015	\$58,820
Payscale	\$43,815	\$54,770	\$65,725
Market Salary Range	\$41,795	\$52,245	\$62,695
Market Retirement Benefits (5% of salary)	\$2,612		
Market Healthcare Benefits (medical + dental - EE Only)	\$10,035		
Market Total Compensation	\$64,892		

Organization Comparison

% of Market

Organization Pay	\$50,440	97%
Organization Retirement Benefits (2% of salary)	\$1,009	39%
Organization Healthcare Benefits (medical + dental - EE Only)	\$12,444	124%
Organization Total Compensation	\$63,893	98%

All data has been aged to estimated current market levels (March 2025).

Competitive Market Range assumes Company observes a "market average" base pay strategy. Estimated market norm reflects a simple average of all data sources combined.

Market Benefits - Employer cost of medical (includes vision) and dental benefits assuming same benefit package and premium rates and an annual 5% contribution to retirement.

Organization Comparison assumes the market norm is = 100%.



Salary Comparison - Total Compensation Report

Resource Conservationist - Soil

Job Factors

Summary:

Resource Conservationists conduct conservation planning, project development, design, and implementation for voluntary landowner projects in Benton County. These positions provide natural resource technical assistance to Benton County residents and local, state, and federal partners and the BSWCD Board of Directors. In collaboration with partners and team members, Resource Conservationists research local and regional natural resource issues, provide guidance to the District in addressing priority resource concerns, and develop outreach goals. Resource Conservationists build and maintain working relationships with District stakeholders. This position does not have supervisory responsibilities of staff but often supervises volunteers and/or interns.

Qualifications:

Minimum Qualifications

- A Bachelor's degree with the major course work in natural sciences, natural resource management, agriculture sciences, soils, water quality, or a related discipline is required.
- 2 years of experience working for a natural resource agency or organization.
- On-the-ground experience working with landowners and doing project design and implementation.
- Experience collecting field data, especially soil and water-related data, and maintaining field notes.
- 2 years of experience in outreach program development and implementation.
- Computer proficiency in Word, Excel, Publisher, PowerPoint, Outlook. Access a plus.
- Must have a current Oregon Driver's License, vehicle insurance, and access to a personal vehicle to use for work purposes.
- Any combination of education and experience that prepares the applicant to perform the duties and responsibilities of the position will be considered.

Desired Qualifications

- NRCS Certified Conservation Planner training preferred.
- Working knowledge of ArcView and/or ArcGIS preferred.

Market Analysis

Survey Sources:

	Market Salary Data Analysis		
	Est. Low Min 80%	Est. Market Norm	Est. High Max 120%
CompAnalyst	\$47,230	\$59,035	\$70,840
Economic Research Institute	\$48,125	\$60,155	\$72,185
NonProfit Times	\$46,455	\$58,070	\$69,685
Payscale	\$43,815	\$54,770	\$65,725
Market Salary Range	\$46,410	\$58,010	\$69,610
Market Retirement Benefits (5% of salary)	\$2,901		
Market Healthcare Benefits (medical + dental - EE Only)	\$10,035		
Market Total Compensation	\$70,945		

Organization Comparison

		% of Market
Organization Pay	\$63,877	110%
Organization Retirement Benefits (7% of salary)	\$4,471	154%
Organization Healthcare Benefits (medical + dental - EE Only)	\$12,444	124%
Organization Total Compensation	\$80,792	114%

All data has been aged to estimated current market levels (March 2025).

Competitive Market Range assumes Company observes a "market average" base pay strategy. Estimated market norm reflects a simple average of all data sources combined.

Market Benefits - Employer cost of medical (includes vision) and dental benefits assuming same benefit package and premium rates and an annual 5% contribution to retirement.

Organization Comparison assumes the market norm is = 100%.



Salary Comparison - Total Compensation Report

Resource Conservationist

Job Factors

Summary:

The Resource Conservationist conducts conservation planning, project development, design, and implementation for voluntary landowner projects in Benton County. This position provides natural resource technical assistance to Benton County residents and local, state, and federal partners and the BSWCD Board of Directors. In collaboration with partners and team members, Resource Conservationists research local and regional natural resource issues, provide guidance to the District in addressing priority natural resource concerns, and develop outreach goals. Resource Conservationists build and maintain working relationships with District stakeholders. This position does not have supervisory responsibilities of staff but may supervise volunteers and/or interns.

Qualifications:

- A Bachelor's degree with major course work in natural sciences, natural resource management, agriculture sciences, soils, water quality, or a related discipline is required.
- 2 years of experience working for a natural resource agency or organization.
- On-the-ground experience working with landowners and doing project design and implementation.
- Experience in collecting field data, especially soil and water-related data, and maintaining field notes.
- Experience in natural resources outreach that includes working one-on-one, in group settings and public speaking.
- Computer proficiency in Microsoft Excel, Word, Outlook, and PowerPoint; working knowledge of ArcGIS.
- NRCS Certified Planner training is preferred. Must gain certification within 18 months of employment at BSWCD (or as training schedules allow.)
- Must have a current Oregon Driver's License, vehicle insurance, and access to a personal vehicle to use for work purposes.
- Any combination of education and experience that prepares the applicant to perform the duties and responsibilities of the position will be considered.

Market Analysis

Survey Sources:

Market Salary Data Analysis			
	Est. Low Min 80%	Est. Market Norm	Est. High Max 120%
CompAnalyst	\$47,230	\$59,035	\$70,840
Economic Research Institute	\$45,790	\$57,235	\$68,680
NonProfit Times	\$46,455	\$58,070	\$69,685
Payscale	\$43,815	\$54,770	\$65,725
Market Salary Range	\$45,825	\$57,280	\$68,735
Market Retirement Benefits (5% of salary)	\$2,864		
Market Healthcare Benefits (HRA contrib. - 0.47% of total payroll)	\$2,639		
Market Total Compensation	\$62,783		

Organization Comparison

% of Market

Company Pay	\$53,040	93%
Organization Retirement Benefits (2% of salary)	\$1,061	37%
Organization Healthcare Benefits (HRA contrib. - EE Only)	\$5,100	193%
Organization Total Compensation	\$59,201	94%

All data has been aged to estimated current market levels (March 2025).

Competitive Market Range assumes Company observes a "market average" base pay strategy. Estimated market norm reflects a simple average of all data sources combined. Market Benefits - Median employer contribution to an HRA VEBA is 0.47% of total payroll costs (Milliman Benefits Survey 2025).

Organization Comparison assumes the market norm is = 100%.



Salary Comparison - Total Compensation Report

Resource Conservationist - Habitat (Open)

Job Factors

Summary:

The Resource Conservationist conducts conservation planning, project development, design, and implementation for voluntary landowner projects in Benton County. This position provides natural resource technical assistance to Benton County residents and local, state, and federal partners and the BSWCD Board of Directors. In collaboration with partners and team members, Resource Conservationists research local and regional natural resource issues, provide guidance to the District in addressing priority natural resource concerns, and develop outreach goals. Resource Conservationists build and maintain working relationships with District stakeholders. This position does not have supervisory responsibilities of staff but may supervise volunteers and/or interns.

Qualifications:

- A Bachelor's degree with major course work in natural sciences, natural resource management, agriculture sciences, soils, water quality, or a related discipline is required.
- 2 years of experience working for a natural resource agency or organization.
- On-the-ground experience working with landowners and doing project design and implementation.
- Experience in collecting field data, especially soil and water-related data, and maintaining field notes.
- Experience in natural resources outreach that includes working one-on-one, in group settings and public speaking.
- Computer proficiency in Microsoft Excel, Word, Outlook, and PowerPoint; working knowledge of ArcGIS.
- NRCS Certified Planner training is preferred. Must gain certification within 18 months of employment at BSWCD (or as training schedules allow.)
- Must have a current Oregon Driver's License, vehicle insurance, and access to a personal vehicle to use for work purposes.
- Any combination of education and experience that prepares the applicant to perform the duties and responsibilities of the position will be considered.

Market Analysis

Survey Sources:

Market Salary Data Analysis			
	Est. Low Min 80%	Est. Market Norm	Est. High Max 120%
CompAnalyst	\$47,230	\$59,035	\$70,840
Economic Research Institute	\$45,610	\$57,010	\$68,410
NonProfit Times	\$46,455	\$58,070	\$69,685
Payscale	\$43,815	\$54,770	\$65,725
Market Salary Range	\$45,775	\$57,220	\$68,665
Market Retirement Benefits (5% of salary)	\$2,861		
Market Healthcare Benefits (medical + dental - EE Only)	\$10,035		
Market Total Compensation	\$70,116		

Organization Comparison

% of Market

Company Pay	\$54,080	95%
Organization Retirement Benefits (2% of salary)	\$1,082	38%
Organization Healthcare Benefits (medical + dental - EE Only)	\$12,444	124%
Organization Total Compensation	\$67,606	96%

All data has been aged to estimated current market levels (March 2025).

Competitive Market Range assumes Company observes a "market average" base pay strategy. Estimated market norm reflects a simple average of all data sources combined.

Market Benefits - Employer cost of medical (includes vision) and dental benefits assuming same benefit package and premium rates and an annual 5% contribution to retirement.

Organization Comparison assumes the market norm is = 100%.

Benefits Analysis

Market vs. Benton Soil & Water Conservation District Plan Comparisons

Benefit Plan	Market Practices	BSWCD	Co. vs. Market
Healthcare Insurance	99% offer	Available	=
Average Waiting Period	Majority 0-30 days		
Average % of premium paid by companies for: Employee only coverage	77%	100%	+
Vision Insurance	95% offer	Available	=
Average % of premium paid by companies for: Employee only coverage	100%	100%	=
Dental Insurance	98% offer	Available	=
Average % of premium paid by companies for: Employee only coverage	78%	100%	+
Health Reimbursement Account (HRA-VBA)	22% offer	Available	+
AD&D	100% offer	Provided	=
Avg % of premium paid	100%	100%	=
Life Insurance	77% offer	Provided	=
Average % of premium paid	89%	100%	=
Short-Term Disability Insurance	49% offer	Provided	+
Average % of premium paid	90%	100%	+
Retirement Plan - 457(b) Plan	<10% offer	Provided	
Average Waiting Period	Majority immediately upon hire	Immediately upon hire	=
Employer Average Contribution	5%	4% (up to 7%)	+
Average number of Years to be fully Vested	5 Years		
Paid Holidays			
Average # of paid holidays	9 days/year	11 days/year	+
Vacation			
0-5 years	5-10 days/year		+
6-10 years	11-17 days/year	15-24 days/year	+
11+ years	18-29 days/year		=
Sick Time			
Average days/year	approx. 9 days/year	7 days/year	-
Miscellaneous Benefits			
Bereavement Leave:	70% offer	Available	+
	approx. 3 days/year	3-5 days/year	+
Employee Assistance Program (EAP)	59% offer	Available	+

Data based on Regional and National Survey sources.

Sources referenced: Milliman Benefits Survey 2024, Cascade Benefits Survey 2024, State of Oregon Salary & Benefit Report 2024, NonProfit Times 2025 Salary & Benefits Report

Pay Equity Analysis Results

*Summary of findings included on Executive Summary;
Full analysis provided separately in Excel workbook*

Introduction

Project Scope – Pay Equity Analysis

Cascade Employers Association was engaged to conduct a pay equity analysis for Benton Soil and Water Conservation District.

Pay Equity is defined as: freedom from bias or favoritism.

This analysis is aimed at analyzing any equity disparities and addressing not only pay equity issues but reviewing internal practices and processes to ensure they are fair. The analysis includes evaluating fairness based on company tenure, current compensation, and other factors to ensure the same opportunities are available to all employee's organization wide.

Determining Jobs of Comparable Character

“Comparable Character” is defined as: work that requires substantially similar knowledge, skill, effort, responsibility and working conditions in the performance of work regardless of job description or job title.

- Knowledge: Certifications, licenses and certificates, education, experience, training.
- Skill: Ability, agility, coordination, creativity, efficiency, experience, or precision.
- Effort: Amount of physical or mental exertion, amount of sustained activity, complexity of job tasks.
- Responsibility: Accountability, decision making discretion; amount, level, or degree of significance of tasks; autonomy or extent employee works without supervision, extent employee exercises supervisory functions; extent actions expose employer to risk or liability.
- Working Conditions: Work environment, hours (alternative scheduling, level of busyness, limited duration assignments, number of hours, overtime hours, PT/FT) time of day, shift differentials, physical surroundings (air quality, distractions, dust, exposure to weather, isolation, lighting, noise, temperature, physical design or layout of workspace, ventilation or wetness) potential hazards (degree or severity of potential injury, frequency of exposure, intensity, physical hazards risk of injury or toxicity).

NOTE: Minor differences in knowledge, skill, effort, responsibility and working conditions will not prevent jobs from being comparable.

Justifying Differentials

Oregon's Equal Pay Act states that it is unlawful for Oregon employers to discriminate between employees in the payment of wages or other compensation for work of comparable character. It is also unlawful to pay wages or other compensation to any employee at a rate greater than that at which the employer pays wages or other compensation to employees for work of a comparable character.

Employers may pay employees for work of a comparable character (employees are performing work that requires substantially similar knowledge, skill, effort, responsibility and working conditions in the performance of work regardless of job description or job title) at different compensation levels if ALL the difference is based on a bona fide factor that is related to the position and is based on:

- A seniority system
- A merit system - If pay is based on merit, how the different performance indicators influence pay levels needs to be documented into formal practices that are consistently followed
- A system that measures earnings by quantity or quality of production, including piece rate work
- Workplace locations
- Travel, if travel is necessary and regular
- Education
- Training
- Experience
- Any combination of the factors described if the combination accounts for the entire differential

Executive Summary

Pay Equity Analysis - Methodology:

- Examined preliminary job groupings of jobs of comparable character. This method of evaluation was based on job descriptions to establish comparable groupings based on key criteria outlined in the grouping key tab. Three (3) roles were analyzed in this report along with the two (2) incumbents performing those roles. This is not an organization wide pay equity analysis.
- This study looked at comparing all incumbents in comparable roles, regardless of any protected class categories.
- Evaluated current wages and time in position against other positions of comparable character to ensure equitable pay practices.
- In the Cascade Preliminary Findings column, lingering questions or areas of concern have been noted.

Pay Equity Analysis - Findings and Recommendations:

- Soil Conservationist appears to have slightly different scope of duties and more of a leadership role than the other positions due to training and mentoring responsibilities. Higher wage for Soil Conservationist to encompass the additional complexity of their role and longer tenure makes logical sense.
- Details of findings provided on separate Excel spreadsheet. No concerns present.

Job Title	Knowledge and Skills	Effort	Responsibility	Working Conditions	Education	Experience	Grouping Key	Grouping
Soil Conservationist	5	3	3	3	3	2	533332	
Resource Conservationist	4	4	2	2	3	2	442232	AA
Habitat Conservationist	4	4	2	2	3	2	442232	AA

Appendix

Data Aging Illustration

Data Aging Factors

A data aging factor of 0.003125 per month is applied to survey data to convert raw data into current dollar terms.

For example, if a salary survey reports data effective January 1, 2025, the data must be aged 2 months to bring it current to March 1, 2025.

A factor of 1.009375 ($0.003125 \times 2 \text{ months} + 1$) is applied to the data.

Thus, an annual salary of \$40,000 reported on January 1, 2025 is aged to equal approximately \$40,375 ($\$40,000 \times 1.009375$ on March 1, 2025).

Definition of Terms

Organization or Company – Refers to Benton Soil & Water Conservation District (BSWCD).

Local Survey – Survey in which data is collected only from organizations located in Oregon and Southwest Washington.

Regional Survey – Survey in which pay data is collected only from organizations located in the West or Northwest as specified.

National Survey – Survey in which pay data is collected from organizations located throughout the United States.

Survey Data Aging – Process by which pay data is converted into current dollars for purposes of comparison.

Survey Data Cut – A breakout of pay data specific to a defined set of criteria (i.e. geographic location).

Market Norm – Representative of the estimated “middle of the market,” the pay level for a fully qualified individual who is meeting or exceeding performance objectives.

Overall Norms – The simple average of derived base pay norms from each of the survey sources representing industry, geographic areas, organization size, and other market factors appropriate to the organization.

Pay Group – A level associated with a job or group of jobs for which market pay tends to be reasonably comparable. Each pay group includes a distinct market salary range.

Pay Range – The estimated competitive range of pay for specified Pay Group. Typically includes a 50% spread between the minimum and the maximum.

Midpoint or Market Norm – The middle of the established salary range for a Pay Group; typically represents the estimated middle of the competitive market for the group of jobs.

Range Maximum – Calculated as 120% of the market norm, the highest rate of pay within the established market range for a Pay Group.

Range Minimum – Calculated as 80% of the market norm, the lowest rate of pay within the established market range for a Pay Group.

Range Penetration – A calculation which defines an incumbent’s current salary as a percentage of the pay range maximum.

Market Ratio – A calculation which defines an incumbent’s current salary as a percentage of the market norm.

Additional Compensation Support Services

To support achievement of your compensation program goals (e.g., recruit, engage, reward, retain employees while controlling costs and driving performance), our compensation team offers the following services:

1. **Compensation Strategy:** Facilitate discussions to determine appropriate compensation strategy in view of Company goals. Provide specific recommendations to better align practices with strategy.
2. **Individual Job Total Cash Comparisons:** Review data from multiple market survey data sources to suggest pay ranges for jobs and provide organization versus market comparisons.
3. **Organization-Wide Total Cash Comparisons:** Compile market data for a group of “benchmark” jobs (e.g., 10 to 15) to develop a market based pay structure (grades and ranges). Using market pay structure, perform overall comparison of organization pay practices versus the market.
4. **Total Compensation Comparisons:** In conjunction with our total cash comparisons (above), provide comparison of organization benefit and total compensation practices (base, bonus and benefits) versus market practices and recommend reallocation of compensation dollars as appropriate.
5. **Pay Discrimination Analysis:** Perform detailed statistical analysis (similar to tests used by the OFCCP and EEOC) of your organization’s pay practices to identify potential discrimination (e.g., based on race, sex, age, etc.) and recommend appropriate corrective actions as needed.
6. **Implementation Recommendations:** Review individual employee pay in relation to the organization’s competitive pay objectives and provide specific recommendations for adjustments and ongoing pay administration.
7. **Pay Policies and Practices:** Review current pay related administrative policies and practices. Draft new and improved policies to support achievement of organization compensation strategy. Develop forms and procedures as appropriate.
8. **Market Pay Structure Updates:** Perform annual updates/aging of organization pay structures and re-assess pay levels for all jobs/employees versus updated market norms. Available only to organizations that have used Cascade to develop their market based pay structures.
9. **Variable Pay/Incentive Plan Design:** Design, develop and implement a performance based variable/incentive pay plan that fits your competitive business environment and is aligned with your organizations performance.
10. **Performance Management and Goal Setting:** Facilitate development of measureable performance goals at the organization, department and individual employee levels. Provide training (goal setting, coaching, and appraisal), forms and policy statement to support program administration.
11. **Job Descriptions:** Draft job descriptions that meet Company needs and legal requirements; includes interviews with supervisors and/or incumbents, editing as required following reviews by supervisor and incumbent, and recommendations on FLSA status for each.
12. **Industry-Specific Salary Surveys:** Conduct survey of companies you identify to compile market pay data (base wage/salary, incentives/bonuses, and/or benefits). Survey can include both industry-specific and general industry benchmark jobs.
13. **Pay Equity Analysis:** Analyze employee pay for positions of comparable character, apply justifying differentials based on Oregon’s Equal Pay Act, identify pay disparities, then make recommendations for equitable pay adjustments based on remaining pay disparities.

Consultant Profile

Olivia Steelman

Compensation Consultant

osteelman@cascadeemployers.com

A warm and collaborative professional, Olivia brings experience in HR with a strong focus on recruitment best practices, developing equitable and inclusive hiring practices, and more. She is passionate about bringing an equity mindset to compensation practices while helping members be competitive employers in ever-changing markets.

Olivia holds a Bachelor of Arts degree from Oregon State University in Sociology and double-minored in French and Business & Entrepreneurship. She is currently working on her CCP through WorldAtWork.

Benton Soil and Water Conservation District
Michael Ahr

September 28, 2026

Dear Michael,

As requested, following is an estimate of the costs for engaging Cascade Employers Association to provide specialized compensation support to your organization.

Base Pay Assessments

Cascade's base pay assessments provide a focused review of your organization's compensation practices relative to the external market. Using multiple reliable salary survey sources, we analyze base pay levels to recommend competitive pay ranges for benchmarked positions. This analysis is grounded in your job descriptions and considers key organizational demographics such as industry, location, budget, and employee count.

Steps for Base Pay Assessment

- **Collect Job and Pay Data:** Gather relevant job descriptions and current base pay information.
- **Conduct Market Benchmarking:** Match positions to roles in multiple market survey sources, using the market median as the primary comparison point, unless a different point is requested.
- **Recommend Pay Ranges:** Develop suggested base pay ranges for each benchmarked position.
- **Assess Market Competitiveness:** Evaluate current pay levels against market benchmarks to identify gaps or misalignments.
- **Refine Recommendations:** Incorporate additional input or context from your organization to fine-tune the final recommendations.

Aging of Prior Ranges (Alternative Option)

As an alternative to a full assessment, Cascade can age your existing pay ranges forward using current market movement data to bring them up to date.

Note: Because your ranges were last updated in March 2025, approximately a year and a half ago, we recommend a full assessment using fresh market data. This approach will also capture any changes to roles or responsibilities since the last review. However, we are happy to age the existing data if you prefer.

The following table details the costs associated with each option:

Option	# of Jobs	Member Pricing	Nonmember Pricing
Full Base Pay Assessment (\$240 / \$360 per role)	6	\$1,440	\$2,160
Aging of Prior Ranges	6	\$750	\$1,125

Member pricing reflects active [membership](#) with Cascade Employers Association.



Additional Hourly Consulting

Additional compensation consulting support may be helpful as you develop, implement, and maintain your compensation program.

Hourly consulting is provided at \$240 per hour for members and \$360 per hour for nonmembers.

Support may include:

- **Presentation of Results** – Attending a virtual meeting with your leadership team to present the findings and recommendations and answer questions.
- **Employee Placement Within Wage Ranges** – Developing a consistent, documented approach for placing current employees and new hires within established wage ranges using factors such as relevant experience, education, tenure, and other permissible factors consistent with the Oregon Equal Pay Act.
- **Compensation Placement Tool** – Developing a practical tool or decision matrix to consistently determine employee placement within ranges for current employees, new hires, promotions, transfers, and other compensation decisions.
- **Current Employee Modeling & Implementation** – Applying the methodology to current employees, modeling placements within ranges, identifying areas for review, and providing guidance on implementation and documentation.
- **New Hire Placement Guidelines** – Establishing clear guidelines and tools for determining starting pay consistently and equitably.
- **Compensation Philosophy & Strategy** – Developing a compensation philosophy and strategy that documents the overall approach to pay, including how ranges are structured and how employee placement and compensation decisions are made.
- **Templates, Documentation & Guidance** – Providing templates, tools, and hands-on guidance to support implementation, ongoing use, and consistent application of the compensation approach.

Please call or e-mail me if you have any questions or if you would like to schedule a time to discuss changes to the proposal. I look forward to hearing from you regarding the opportunity to work together on behalf of your organization.

Sincerely,

Lindsay Hill, CCP, GRP
Director of People and Total Rewards
lhill@cascadeemployers.com
503.585.4320



Cascade Employers Association

Building better workplaces through
compliance, culture, connection

Consultant Bios

Lindsay Hill

Director of People and Total Rewards

lhill@cascadeemployers.com

With nearly two decades of HR experience, Lindsay knows businesses must take a holistic approach to their people strategy to stay competitive, one that goes beyond compensation alone. As our Director of People and Total Rewards, she leads, delivers, and grows a portfolio of people-related consulting and support services for Cascade's Members, spanning compensation, recruitment and talent services, leadership coaching, people and data analytics, and surveys, while continuing to provide hands-on compensation consulting herself. With a Bachelor's degree in Business, Human Resources Management, from Portland State University, Lindsay also holds certificates as a Certified Compensation Professional and a Global Remuneration Professional from WorldatWork.

Margaret Oglesby

Compensation Consultant

moglesby@cascadeemployers.com

With nearly a decade providing HR services in performance management, employee relations, recruitment, and organizational development, Margaret has found a true passion delivering impactful compensation solutions and strategies for large and small clients in various stages of their business cycle. Margaret cultivates authentic relationships with our member employers to deliver optimal strategies that drive business results. Margaret holds a Bachelor of Science in Psychology and Master's degree in Conflict Analysis and Resolution from George Mason University. She is a member of the Society for Human Resource Management and currently working towards SHRM-CP certification.