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Suite 130
Tigard, Oregon 97223

July 31, 2026

Shilah Olson, District Manager
Wasco County Soil and Water Conservation District
2325 River Road, Suite 3
The Dalles, OR 97058

Dear Shilah,

Thanks for your email on July 18, 2026, and to learn about the successful handbook rollout. You have made significant progress in positioning the district for success, beginning with the handbook, and now transitioning to a compensation and benefits study. The scope of work for a salary study is detailed below and based on what you are hoping to accomplish.

Please review the proposed scope of work and let me know if any adjustments are needed, I am happy to collaborate with you to adjust the proposal in order to make the projects attainable and successful.

We look forward to the opportunity to partner with you again on this important project.

Sincerely,

Rebecca Vales
Senior Consultant

PROJECTS AND ELEMENTS

A salary study is an important investment in the District's long-term success. An effective compensation program enables the District to attract and retain qualified employees, remain competitive within the labor market, support internal equity, and ensure responsible stewardship of public resources. As workforce expectations and labor market conditions continue to evolve, periodically evaluating the District's compensation structure helps ensure pay practices align with organizational goals, operational needs, and fiscal sustainability. This Scope of Work outlines HR Answers' approach to conducting a comprehensive salary study that provides objective market data, practical recommendations, and a compensation framework that supports the District's mission, workforce, and future success.

Salary Survey

Step 1 – Develop a Compensation Philosophy

A compensation philosophy statement informs policy and practice for administration of compensation and benefits. Typically, a compensation philosophy statement puts stakes in the ground where you want to pay in relation to the market and the practices and outcomes you seek from your compensation plan. Most organizations seek pay at or above market to be competitive and balance budget availability and sustainability. All this while using the salary survey data as a guide to attract, retain and be competitive in their market position. We will collaborate with you to develop a compensation philosophy and recommend one that best articulates the objectives of the organization.

Step 2 – Comparable Characteristics Review

HR Answers will use your recently updated job descriptions to conduct an analysis of each job description against comparable characteristics definitions creating a job profile number. The job profile number is compared across the entire district to identify jobs that are similar and those that are unique. This analysis is key to Oregon Pay Equity compliance.

Step 3 - Market Source Development and Study Elements

HR Answers will collaborate with you to identify and recommend comparator entities. Based on your email, you have narrowed down this list of twenty-two soil and water conservation districts to three to five comparators, which is the number of comparators we recommend. You have your rationale of entities to include similar tax base and demographics. This step will focus on meeting time to confirm comparators, gain contact information, and finalize salary elements.

Step 4 - Market Data Collection

At HR Answers, we collect, document, and compare data received from the published and online survey sources against the current salary structure and total rewards profile you provide. This is the foundation of the analysis to assess the competitiveness of the total compensation offered by the organization.

Step 5 – Compensation Analysis

HR Answers will analyze the current Executive Vice President salary and benefits against the average median salary and benefits offered by the comparator sources. We will make recommendations for you and board to consider, based on compensation best practices, and that will further advance the compensation philosophy and comply with Oregon Pay Equity Law.

Step 6 – Study Results

HR Answers will create an initial report outlining the tasks completed, the methods used, and summaries of comparisons. It will also include observations and recommendations for you to review. The first draft of the

Timeline: 2 - 3 months
Hours: 28
Cost: \$6,580.00

Estimated Project Cost: Remember, these are only estimates. Only the actual hours of work completed are billed. Any changes and expansion to the original scope of work would be subject to your approval, prior to proceeding. We send invoices monthly for the previous month's completed work. Payment is due - net 30 days.

Please reach out if you have any questions or need adjustments to the scope of work proposal. I may be reached via email or phone. Otherwise, if the scope of work proposal, as presented, is agreeable, please sign and date below and return it to me at your earliest convenience.

Respectfully Submitted,

Date

Signature

Date

Rebecca Vales, Senior Consultant
HR Answers, Inc