

**KING CONSERVATION DISTRICT  
SPECIAL BOARD OF SUPERVISORS MEETING  
April 25th, 2022  
6:00 PM to 7:30 PM – via Teleconference Only Zoom Link:  
<https://zoom.us/j/7821503460>  
Call in Number: (253) 215-8782  
Meeting ID 782 150 3460**

Meeting Agenda

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Call to Order

- |   |                          |
|---|--------------------------|
| <b>1. Preliminary Matters</b> <ul style="list-style-type: none"><li>a) Introductions</li><li>b) Additions or Corrections to the Agenda</li><li>c) Adoption of the Board Agenda</li></ul>  | <b>6:00 PM – 6:05 PM</b> |
| <b>2. Public Comment</b>  | <b>6:05 PM – 6:10 PM</b> |
| <b>3. Unfinished Business</b> <ul style="list-style-type: none"><li>a) AI 22-024: Revisions to KCD Salary Manual – Lewis</li><li>b) AI 22-011: Waterworks Grant - Discovery Farms – Dry Manure Storage Bin – Redmond</li><li>c) Update on Strategic Planning – Mendez-Perez</li></ul> | <b>6:10 PM – 6:50 PM</b> |
| <b>4. Board Governance</b> <ul style="list-style-type: none"><li>a) Board Assessment Part 2</li></ul>   | <b>6:50 PM – 7:10 PM</b> |
| <b>6. New Business</b> <ul style="list-style-type: none"><li>a) AI 22-025: Executive Director Work Plan – Mendez-Perez</li></ul>  | <b>7:10 PM – 7:30 PM</b> |

# Unfinished Business

**King Conservation District Board of Supervisors Meeting**  
**Agenda Action Briefing/Report**  
**Meeting Date: April 25, 2022**

AI 22-024

**SUBJECT: AI 22-024**

- Potential revisions to existing KCD Salary Manual

**FISCAL IMPACT**

- None

**POLICY CONSIDERATION**

- Staff may suggest revisions to sections of manual which will modify how compensation is provided to KCD staff

**STAKEHOLDER INTERESTS**

- No direct stakeholder interests

**BACKGROUND**

- Changes were made to the document originally published in 2011, including:
  - All references to using averages for salary studies or comparisons were changed to median instead
  - References to required review and approval by the "Management Team" and/or the "Compensation Committee" were changed to the Executive Director
  - Other non-substantive changes to correct grammar, punctuation, and replace anachronistic "The District" to "KCD"

**EFFECTIVE DATE:**

- Upon approval by the Board of Supervisors

**OPTIONS**

- This will be the Board's first look at this item and an opportunity for discussion. No action is suggested until a later date.

**RECOMMENDATION**

- Staff recommends that the Board review the salary administration manual and consider potential future changes

**MOTION**

- No motion necessary

# **KING CONSERVATION DISTRICT**



## ***SALARY ADMINISTRATION MANUAL***

*Originally created February 2011*

*Revised 4/25/22*

**CONFIDENTIAL**



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## **Introduction**

This salary administration manual is comprised of the compensation philosophy and its implementation within the employment ranks of King Conservation District. As the desire of KCD is to transition from a step-based compensation program to a merit-based compensation program, this document has been generated to specify policies, procedures and administration in furtherance of that goal. Information within this document was generated through sources geared toward bringing an objective view to the positions, salary structure, total compensation, and merit increases proposed for KCD. Exhibits have been attached to the basic document to provide authentication of the proposed policies, procedures and administration.

This salary administration program is applicable to all King Conservation District regular full-time and part-time staff. All employees covered by this program may have access to their salary range and job description. KCD employees are entitled to know the salary range information on other positions when it relates to their immediate career path or to immediate promotional opportunities. This manual is available to senior and supervisory staff and board members to help define our compensation philosophy and describe how our program is administered. Any external requests for this information should be referred to the Executive Director.

Questions concerning information within this document or further clarification of any points within this document should be addressed to the Executive Director.

King Conservation District reserves the right to change or alter this salary administration program as needed.

## **District Compensation Philosophy**

King Conservation District is committed to a salary administration program designed to:

- Attract and retain a highly qualified and dedicated group of individuals by providing a competitive pay rate that keeps pace with the market and is fair and reasonable
- Provide equitable salaries in recognition of job performance and job responsibility by aligning pay expectations with performance expectations
- Promote teamwork and foster an environment of personal and professional growth for the entire work force
- Relate to other human resource programs and District philosophy and objectives
- Consider the District's financial position and provide for the equitable distribution of compensation throughout the District

All King Conservation District employees shall be equitably compensated for assigned duties and responsibilities without regard to race, color, religion, creed, sex, sexual orientation, age, national origin, citizenship status, marital status, or sensory, physical or mental disability, veteran status or any other basis of discrimination prohibited by local, state and federal law.



## Compensation Program Summary

Compensation Philosophy	<p>King Conservation District will target a market position that provides a competitive advantage in attracting and retaining extraordinarily talented individuals. KCD encourages and rewards high performing individuals who excel in their position and therefore contribute to KCD's success. To keep the compensation program targeted to the market trend, the Executive Director annually reviews the compensation program, and the new program is presented to the Board of Supervisors annually.</p> <p>The employee's total compensation package is determined by type of position and is a combination of a variety of elements: base salary and employee benefits. Employees are eligible to participate in the annual Merit Program.</p>
Base Salary	<p>An employee's base compensation is determined by various components: job skills, experience, performance in the job, comparable worth of the position within KCD, and geographic location. The compensation structure has salary grades and the employee's position is slotted to the appropriate salary grade. Base compensation for employees generally targets the midpoint of King Conservation District's salary grade.</p>
Annual Review and Merit Program	<p>King Conservation District has an Annual Review and Merit process for performance evaluation and salary planning. It is the mechanism used by the Executive Director to allocate merit increases (base salary) to appropriately reward employees for their outstanding job performance with KCD.</p>
Benefits	<p>The health and welfare of KCD's employees is critical to the success of King Conservation District. KCD offers employees and their dependents the opportunity to participate in KCD's medical and dental program through Health Care Authority (HCA). Employees are also eligible to participate in life and long term disability insurance plans; medical savings account; and retirement benefits through the Washington Department of Retirement Systems (DRS). Employees may pay a portion of the benefits premium cost on a regular basis.</p>

## Elements of the Salary Administration Program

King Conservation District's salary administration program is based on sound compensation principles and techniques. The following elements outline the basis for our program:

- Job descriptions
- Benchmark jobs
- Salary surveys
- Salary structure
- Updating the salary structure
- Job evaluation and classification

### Job Descriptions

The job description describes the major duties and responsibilities of a job and the necessary qualifications required to perform the duties. It forms the basis for the salary administration program as well as serving many other purposes as part of the entire human resource function.

The job description describes typical and normal requirements of a job and is composed of the following sections:

**Job Title:** Job titles are established to clearly indicate the general nature of the position, yet set the position apart from others in KCD. A title should be clear and descriptive of the work and skill level of the job.

**Department:** This specifies the assigned department for the position.

**Reports To/ Supervision:** This specifies the reporting hierarchy.

**Employment Status:** This specifies regular full time, regular part time or casual employees.

**Status:** Every position is either classified as exempt or non-exempt under the wage and hour laws.

**General Description:** This section provides a summary of the responsibilities of the position.

**Essential Job Duties:** The specific key duties of the position. They state what the individual is required to accomplish in the position and the basis for the requirement.

**Qualifications:** These statements state the minimum qualifications of education and experience.

**Essential Job Functions and Working/Environmental Conditions:** These statements list other skills or special licenses needed to perform the job such as computer languages or special certifications. This section lists special environmental conditions of the job, unpleasant conditions and special hazards, as well as any lifting, bending, or vision requirements.

Job descriptions must be kept current to truly reflect the level of responsibility and accurate requirements of every position. The primary responsibility for this rests with the manager. Job descriptions should be reviewed at the time of employee performance appraisals.

## **Benchmark Jobs**

Benchmark jobs are positions selected on the basis of similarity in duties, responsibilities, skills, education and experience. These positions are used for comparison with other organizations that have similar positions to King Conservation District. They serve a vital function in the initial development and validation of the salary administration program and also for assistance in the future maintenance of the program.

## **Salary Surveys**

A necessary step in the development and maintenance of a salary administration program is the determination of actual salary levels found in the labor market in which KCD competes. This is essential to ensure KCD is accurately compensating and continuing to attract and retain qualified individuals.

Salary Surveys are tools used to determine the median compensation paid to employees. Compensation data, collected from several sources, is analyzed to develop an understanding of the amount of compensation paid. Surveys may focus on one or more job titles, geographic regions, employer size, and industries. Sources can include government compensation surveys, online salary surveys, trade association specific surveys, or conducting your own survey by contacting similar entities for their pay information. Salary surveys provide the external market data necessary to create the salary structure. They help to determine what the 'market rate' is for jobs or skills used in the organization.

Salary survey data, which is reviewed biennially<sup>1</sup>, is extremely helpful in maintaining our plan. We will continue to exercise judgment and interpretation in our use of this data. We currently use several, very detailed, professionally prepared surveys as our benchmark surveys such as BLR, Comp Data, Fox Lawson, Gartner, MBL, Mercer, Milliman NW & PS, PRM, United Way, Wage Access, Washington Employers, Watson Wyatt, and other applicable surveys.

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<sup>1</sup> Every other year

## **Salary Structure (Exhibit A-1)**

A salary structure is a way of categorizing jobs within an organization, primarily to help facilitate the administration of base pay. A salary structure is a hierarchical group of jobs and salary ranges within an organization. Salary structures are often expressed as pay grades or job grades that reflect the value of a job in the external market and the internal value to the organization.

Our salary structure has been designed through the use of logical mathematical techniques, which are long recognized as sound in the field of salary administration. There is equity/parity between the ranges from the minimum to the maximum.

King Conservation District's salary structure contains a number of salary ranges that are represented by a minimum and maximum dollar amount. The minimum of the salary range is the least amount generally we will pay an individual who is qualified for a position slotted in this range. The maximum of the range is the top salary an individual can usually receive regardless of level of performance. The midpoint of the salary range usually represents a competitive salary level for a fully experienced and qualified individual who can perform all aspects of the position.

Progression through the salary structure will usually, but not necessarily, occur in conjunction with the performance appraisal. All salary adjustments are based on the salary structure and percentage increase guidelines in place at the time of the change.

## **Updating the Salary Structure**

The salary structure is reviewed annually in conjunction with the budget development process prior to the start of the calendar year through a comparison of the benchmark jobs we use for market analysis. The Executive Director is responsible for recommending the nature and amount of any salary structure adjustment based on employment market conditions and salary inflation. The Executive Director will make the final determination for any salary structure changes, with approval by the Board of Supervisors of King Conservation District.

## **Job Evaluation and Classification (Exhibits A-2 to A-4)**

Job evaluation is the process of internally comparing the contribution of a job against other jobs at KCD. Also considered in this process is the value of these jobs externally within the market where we compete for qualified individuals. This comparison is largely made through salary survey data by comparing benchmark survey positions to their similar positions at King Conservation District.

Once this comparison is made, the task of evaluating and classifying each position becomes an objective process performed by the Executive Director, and when necessary, a contracted compensation expert. This team looks at the labor market information for external comparison. In order to analyze the jobs based on internal equity, the Executive Director of King Conservation District will compare jobs across departmental lines to determine the contribution of each position to KCD and its value against each other using the whole job method. This determines internal equity and ensures that KCD employees are appropriately compensated based on both external and internal equity.

## **Steps in the Creation of the Compensation Program**

### **Step I**

- A Job Description Questionnaire. (See Exhibit B-1) may be completed for each new position. The questionnaires are used to gather information about job inputs and outputs.
- The data obtained from the analysis is refined into a Job Description (See Elements of the Salary Administration Program).
- Job descriptions are then reviewed and approved by the Executive Director and the compensation consultant.

### **Step II**

- Current information on particulars of the positions is recorded for comparative analysis. This spreadsheet will be used throughout the process to record survey data, range positions, final salary and other pertinent information.

### **Step III**

- Job Descriptions are compared with external market jobs.
- Several surveys listing comparable external market jobs and salaries are used in the analysis process such as: BLR, CompData, Fox, Gartner, MBL, Mercer Milliman, PRM, United Way, Wage Access, Washington Employers, Watson Wyatt, and other related applicable surveys.

### **Step IV**

- A salary structure is designed using logical mathematical techniques. (Exhibit A-1)
- A preliminary analysis compares the midpoint of the salary structure ranges with the salary survey information averages.

## **Step V**

- Internal Equity is determined by using the “whole job method.” (See Exhibit A-2) The management team will decide on these values. An internal hierarchical structure is modeled from these values. (See Hierarchical List, Exhibit A-6).

## **Step VI**

- Jobs are slotted into salary ranges.
- Individuals whose current salary falls below the minimum of that job range should be moved to that minimum (called “green circled”). Conversely, individuals whose salaries are above the maximum of that range, should not receive salary increases until the ranges move to catch up to their salary (called “red circled”).

## **Process For Slotting Jobs**

Begin by reviewing the job description. Review the capsule<sup>2</sup> job descriptions in published surveys by reading them very carefully. Look for at least a 70% match in job content between KCD job description and the survey capsule job description. Look for local data when possible. Use data which includes at least 10 companies and at least 15 incumbents. Use median data. Use base salary data. Use multiple surveys. Preferably use as many as eight surveys. Examine data for trends.

## **Guidelines for Using the Salary Administration Program**

The following guidelines define the appropriate salary action and necessary steps in utilizing the entire program. Annual salary planning for KCD will be prepared third quarter of the fiscal year for the following fiscal year. The Executive Director will be expected to forecast the following information by employee: review date, performance and merit increase percentage. The Executive Director will determine a “spend budget” number to manage in the process.

## **Personnel Requisition**

The majority of personnel hiring approvals are done through the annual budgeting process. Any hiring outside of the annual budgeting process may require a personnel requisition form (Exhibit B-2) to be completed by the hiring manager to request approval to hire an individual for a specific position. The form requests the information necessary to make a final determination to approve a new regular position or a

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<sup>2</sup> Capsule job descriptions are that which define main responsibilities and duties in a brief summarized format rather than a full job description.

temporary position. A completed job description must be attached and the position must be slotted by the Executive Director within the salary structure.

The approval to hire must be made by the Executive Director and Board of Supervisors.

## **Hiring Salary**

The starting salary for an employee at King Conservation District is based on similar work experience and internal rates for comparable positions within KCD. A newly hired individual with adequate experience will normally have a starting salary in the lower quarter of the range. An employee with several years of similar work experience would usually start somewhere around the midpoint. A starting salary in the upper quarter is for expansive depth and breadth of experience and should be negotiated with the Executive Director.

## **Merit Adjustments and Guidelines**

King Conservation District subscribes to a merit system for salary increases that are based upon individual performance and overall contribution to KCD. Merit increases are designed to recognize individual contributions to KCD taking labor market trends, economic conditions and the financial position of KCD into account. These guidelines are reviewed annually to ensure a competitive posture.

A supervisor should counsel an employee who reaches the 90th percentile of his/her salary range as to the future direction of the individual's career.

An individual in the corrective action process is generally ineligible for a merit increase. The salary increase review cycle will be extended based on the length of time an individual has this corrective action status.

Salary action may also be deferred for length of time an employee is away from work on a leave of absence for more than 12 weeks.

## **Promotional Adjustments**

A promotion is the advancement of an individual to a position in the same or higher salary range based on performance, qualifications and a significant change in work content.

When a salary increase is given with a promotion, the promoted individual will be generally brought to at least the minimum of the new salary range.<sup>3</sup> If the promotion occurs at the same time as eligibility for a merit increase, a promotional increase may be given in addition to the merit adjustment. The adjustment should consider the increase in responsibilities, position in the range, and rates paid others for similar work. All promotions should have the approval of the Executive Director.

## **Reclassification Adjustments**

Reclassification of an individual to a lower salary range may be made because of a decrease in performance, the employee's request, or due to business requirements. The supervisor will consult with the Executive Director and determine the rate of pay, considering the individual's qualifications and the current median rate paid for the new position.

## **Interim Adjustments**

Interim adjustments reward exceptional performance or adjust a salary level that is not competitive due to internal or external factors. The Executive Director must approve this adjustment exception.

## **Pay For Performance Guidelines**

All regular employees may receive a review following the completion of a 6 month introductory period of employment. These reviews are strongly recommended but are at the discretion of the manager. In most cases, formal performance appraisals with merit consideration will be administered annually. The Performance Appraisal forms (Exhibits B-3 to B-6) are used to define the basic functions of the position, identify the individual's major strengths and abilities, evaluate performance levels and critique significant improvements over the past appraisal period.

Individuals who perform exceptionally may also be eligible for a salary increase prior to the regularly scheduled date; conversely, review dates can be extended beyond the scheduled date cycle. All merit adjustments are effective on the start of the payroll period following the date of action.

**Annual Appraisal Process** - Performance appraisal forms must be completed by the supervisor and the employee by the end of the fiscal year. Following the return of the employee self-evaluation forms<sup>4</sup> to the supervisor, a performance appraisal session is scheduled and completed with the individual. The

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<sup>3</sup> Movement for individual contributors to supervisor or manager may be considered a lateral promotion within the same salary range.

<sup>4</sup> Forms B-4 and B-5



supervisor will prepare a performance appraisal form<sup>5</sup> and summary of the employee work plan objectives for discussion at the review session. The employee and supervisor sign the performance appraisal form indicating they have covered the information. The form is then placed in the employee's personnel file.

**Quarterly Check-In Process** – The supervisor will conduct quarterly review sessions with the employee to track progress, offer assistance, and make changes in objectives as appropriate. The employee will complete a brief self-evaluation form<sup>6</sup> and return it to the supervisor prior to the scheduled meeting.

**Merit Award Process** - The Executive Director must review all increases for conformance to District guidelines (see Exhibit A-5 for suggested guideline). All salary increases outside the guidelines require formal consultation with the Executive Director. A Merit Pool<sup>7</sup> is established each year through the budgeting process.

Subsequent to the annual performance appraisal the Executive Director makes proposed merit awards. Merit awards are determined in part based on performance appraisal and availability of funding. Funding availability for merit pool is determined by the Board using year-end financials made available at the beginning of new fiscal year. The Board finalizes merit pool after year-end financial analysis. Merit awards are then finalized by the Executive Director.

Once the appropriate approvals are granted, the employee's manager will notify the employee of the salary adjustment. A memorandum is generated documenting the changes to compensation, grade level, or other pertinent information and given to the employee and placed in the personnel file. All payroll changes are coordinated with the Director of Administration once approved.

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<sup>5</sup> Form B-3

<sup>6</sup> Form B-6

<sup>7</sup> Refers to the pool of money that an organization dedicates to salary increases for the coming year.

## Exhibit A-1

### Salary Structure

4/1/2010

#### 50% Ranges, 12% Grade Increase

<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Annual Hourly</b>
<b>24</b>	<b>136,839</b> 65.79	<b>171,049</b> 82.24	<b>205,259</b> 98.68	
<b>23</b>	<b>122,178</b> 58.74	<b>152,722</b> 73.42	<b>183,267</b> 88.11	
<b>22</b>	<b>109,087</b> 52.45	<b>136,359</b> 65.56	<b>163,631</b> 78.67	
<b>21</b>	<b>97,399</b> 46.83	<b>121,749</b> 58.53	<b>146,099</b> 70.24	
<b>20</b>	<b>86,964</b> 41.81	<b>108,705</b> 52.26	<b>130,446</b> 62.71	
<b>19</b>	<b>77,646</b> 37.33	<b>97,058</b> 46.66	<b>116,469</b> 55.99	
<b>18</b>	<b>69,327</b> 33.33	<b>86,659</b> 41.66	<b>103,990</b> 50.00	
<b>17</b>	<b>61,899</b> 29.76	<b>77,374</b> 37.20	<b>92,849</b> 44.64	
<b>16</b>	<b>55,267</b> 26.57	<b>69,084</b> 33.21	<b>82,901</b> 39.86	
<b>15</b>	<b>49,346</b> 23.72	<b>61,682</b> 29.65	<b>74,018</b> 35.59	
<b>14</b>	<b>44,059</b> 21.18	<b>55,073</b> 26.48	<b>66,088</b> 31.77	
<b>13</b>	<b>39,338</b> 18.91	<b>49,172</b> 23.64	<b>59,007</b> 28.37	
<b>12</b>	<b>35,123</b> 16.89	<b>43,904</b> 21.11	<b>52,685</b> 25.33	
<b>11</b>	<b>31,360</b> 15.08	<b>39,200</b> 18.85	<b>47,040</b> 22.62	
<b>10</b>	<b>28,000</b> 13.46	<b>35,000</b> 16.83	<b>42,000</b> 20.19	

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## **Exhibit A-2**

### **Internal Equity Position Evaluation Guide**

#### **Whole Job Ranking Method**

The whole job ranking method is the method King Conservation District has chosen for comparing the relative contribution of jobs within KCD. Whole job ranking determines the worth of a position by ranking its overall value to the organization by comparing the position to all other positions within the organization. Factors to consider for assessing whole-job worth will include department size, job responsibility, job complexity, necessary qualifications, required skills, and importance to KCD. After the market comparison is complete, King Conservation District's Executive Director will review the salary grade placement across the organization. There will be a few occasions where the position needs to be moved up or down 1 grade to ensure internal equity across department lines.

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## Exhibit A-3

### Salary Range Definitions

Survey matches were generated for salary grades. The ranges that you see are identified as minimum, midpoint, and maximum.

There is a 50% range between the minimum and the maximum with 12% increases between grades.

The **midpoint** of the salary range usually represents a competitive salary level for a fully experienced and qualified individual who can perform all aspects of the position competently.

The **maximum** represents the salary for a full career path, which includes expansive depth and breadth of experience.

Merit increases are designed to recognize individual contributions to KCD taking labor market trends, economic conditions and the financial position of KCD into account.

*A promotion is the advancement of an individual to a position in the same or higher salary range based on performance, qualifications and a significant change in work content. In the event of a promotion, the promoted individual will be generally brought to at least the minimum of the new salary range. This adjustment will consider the increase in responsibilities, position in the range, and rates paid others for similar work.*

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## Exhibit A-4

### Survey Descriptions

#### BLR – Business and Legal Reports

2009 Survey of Nonexempt Compensation prepared by Business & Legal Reports – This survey contains wage information for 45 benchmark positions and other nonexempt positions. The effective date of the data is January 2009.

2009 Survey of Exempt Compensation prepared by Business & Legal Reports – This survey contains wage information for 44 benchmark positions and other exempt positions. The effective date of the data is January 2009.

#### Comp Data – Compensation Data

Compensation Data Services West 2009 – prepared by Compdata Surveys summarizes pay rates for the states of California, Oregon, Washington, Arizona, Colorado, Idaho, New Mexico, Nevada, Wyoming, Montana, and Utah. The report data is effective as of January 1, 2009.

#### Fox – Fox Lawson & Associates

Community Transit Agency 2009 Salary Survey Report prepared by Fox Lawson and Associates contains data from 24 organizations. This survey was conducted for Community Transit Agency in Everett, Washington. The report data is effective as of July 1, 2009.

#### Gartner

2009 IT Market Survey Compensation Study prepared by Gartner – This survey summarizes salary data from 325 participating organizations representing 104,812 employees for 152 benchmark jobs. The report data is effective as of March 1, 2009.

#### MBL

2009 Nonprofit Salary & Benefit Survey 5<sup>th</sup> Edition prepared by the MBL Group, Portland, Oregon. This survey contains salary data from 140 nonprofit organizations located in Oregon and Washington for 95 job positions. The effective date of the data is April 2009.

#### Mercer – William M. Mercer

The following Mercer Salary Surveys were used. Mercer survey data is from the 2009 US Mercer Benchmark Database.

2009 Northwest Region Benchmark Salary Survey Report prepared by William M. Mercer provides salary data from 2,405 organizations representing 243,552 employees for 371 job positions. Salary data is based on rates paid effective March 1, 2009.

2009 Finance, Accounting, and Legal Salary Survey Report prepared by William M. Mercer provides salary data from 2,134 organizations representing 118,776 employees for 114 job positions. Salary data is based on rates paid effective March 1, 2009.



## **Exhibit A-4 – Survey Descriptions**

2009 Marketing and Communications Salary Survey Report prepared by William M. Mercer provides salary data by 1,531 organizations representing 27,038 employees for 60 job descriptions. Salary data is based on rates paid effective March 1, 2009.

### **Milliman NW – Milliman**

2009 Northwest Management & Professional Salary Survey by Milliman – This report contains salary information on 199 benchmark jobs with data provided by 220 major employers for management, supervisory, and professional positions within Washington, Oregon, and Idaho. The effective date of the data is May 2009.

### **Milliman PS – Milliman**

2009 Puget Sound Regional Salary Survey by Milliman – This report contains salary information on 178 benchmark jobs with data provided by 146 major local employers for nonexempt and selected exempt positions within the three-county Puget Sound metropolitan area. The effective date of the data is April 2009.

### **PRM**

2009 Management Compensation Report Not-for-Profit Organizations prepared by the PRM Consulting Group Inc – This survey contains salary data from 208 organizations for 100 job positions. The effective date of the data is July 2009.

### **United – United Way**

2009-2010 Nonprofit Wage and Benefit Survey prepared by United Way of King County and Washington Employers – This survey contains data collected from 267 participating organizations. The published survey data covers 157 jobs representing 19,020 employees. The effective date of the data is November 1, 2008.

### **Wage Access**

Wage Access Salary Information – This online system provides current salary data on a number of benchmark job positions.

### **WE – Washington Employers**

2009 Wage and Salary Survey Washington – All Industries prepared by Washington Employers summarizes pay rates from 494 participating organizations representing 25,224 incumbents covering 247 jobs. The report data is effective as of March 1, 2008.

### **Watson – Watson Wyatt**

Code: MM 2009/2010 Survey Report on Middle Management Compensation prepared by Watson Wyatt Data Services provides salary data from 863 organizations in 8,684 locations representing 118,642 employees. Salary data is based on rates paid effective March 1, 2009.

### **Exhibit A-4 – Survey Descriptions**

Code: OF 2009/2010 Survey Report on Office Personnel Compensation prepared by Watson Wyatt Data Services provides salary data by 905 organizations in 6,414 locations representing 327,776 employees. Salary data is based on rates paid effective January 1, 2009.

Code: PA 2009/2010 Survey Report on Professional Administrative Services Personnel Compensation prepared by Watson Wyatt Data Services provides salary data by 546 organizations in 5,271 locations representing 197,631 employees. Salary data is based on rates paid effective March 1, 2009.

#### **Custom**

This data is a custom compilation of pay data from King County and the City of Seattle.

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## Exhibit A-5

### King Conservation District Suggested Annual Salary Increase Guidelines for FY 2012

Salary Increases in **2012**

Salary below the Midpoint =

MARKET CHANGE plus % MERIT Range of 0% to 5.5%

Salary above the Midpoint =

MARKET CHANGE plus % MERIT Range of 0% to 4.5%

Starting in **2013** and beyond salary increases will be based on MERIT only, which will take into consideration Market Factors.

## **MERIT DEFINITIONS**

### **O=Outstanding, clearly remarkable (A+)**

When an individual clearly goes beyond the “call of duty.” Achieved a standard of excellence where there would be no room for improvement under the current expectations. Accordingly, it would set a new standard of performance (raise the bar) in that category. This rating would be unusual, rarely given and something to pursue as a career goal.

### **E=Exceeds Expectation (A)**

Goes above and beyond that called for in the job. It could also be considered within the “normal range” of a job description – any competent, able individual could/ would be capable of garnering some “E” scores. Room for improvement would mean striving for and achieving an “O.” Not as rare as an “O” but certainly attainable. Rewards accomplishment while still allowing room for improvement.

### **M=Meets expectations with consistency (A-/B+)**

Meets the objective target for the position. This is the standard level KCD expects their employees to maintain. Room for improvement would encourage employees to raise their own bar/ level of success. KCD considers this level the norm, not the exception. Would likely be most frequent grading.

### **B= Below expectation or lacking consistency (C/D)**

Opportunity to discuss/ address necessary growth or improvement. There will have been prior discussion (outside of the review and with the necessary paper trail) on this subject/ issue so there would be no surprise rating. KCD’s objective is to have employees perform above the level of average/ mediocre work; performing at this level would mean they are below the level of expectation. Improvement would be necessary and recommended, as this should not be a level acceptable to either the manager or the employee.

### **U=Unacceptable (F)**

A very serious problem that requires immediate course of corrective action. Performance has fallen far below the level of acceptability and requires focused attention within a given timeframe to avoid direct managerial action on employment status. Prior discussion (again, outside of the review and with the necessary paper trail) will have identified the issue and generated a course of corrective action, but this level would indicate that necessary improvement has not occurred or has, in fact, gotten worse. Improvement would be mandatory. As for “O”, this would be a highly unusual rating, and must be thought through completely with adequate documentation of previous actions and results.

## Exhibit A-6

### Hierarchical List of Jobs By Grade

Published Date: April 1, 2010

Salary Grade	Job Number	Job Classification	Survey Averages	Survey Matches	Minimum	Midpoint	Maximum
24					136,839	171,049	205,259
					65.79	82.24	98.68
23					122,178	152,722	183,267
					58.74	73.42	88.11
22	6	Executive Director	131,234	4	109,087	136,359	163,631
					52.45	65.56	78.67
21					97,399	121,749	146,099
					46.83	58.53	70.24
20					86,964	108,705	130,446
					41.81	52.26	62.71
19					77,646	97,058	116,469
					37.33	46.66	55.99
18	10	Senior Program Manager	89,553	9	69,327	86,659	103,990
	7	Senior Engineer	91,737	6	33.33	41.66	50.00
17		Program Manager II			61,899	77,374	92,849
		Engineer II			29.76	37.20	44.64
16		Program Manager I			55,267	69,084	82,901
	9	Senior Resource Specialist	72,818	6	26.57	33.21	39.86
		Engineer I					
15		Resource Specialist II			49,346	61,682	74,018
		Senior Marketing Coord.			23.72	29.65	35.59
	5	Public Information Officer	64,770	9			
14	8	Resource Specialist I	56,767	7	44,059	55,073	66,088
	1	Marketing Coordinator	53,251	6	21.18	26.48	31.77
13	2	Executive Assistant	49,532	8	39,338	49,172	59,007
					18.91	23.64	28.37
12	3	Program Assistant II	41,737	8	35,123	43,904	52,685
		Office Assistance II			16.89	21.11	25.33
11		Program Assistant I			31,360	39,200	47,040
		Office Assistant I			15.08	18.85	22.62
10					28,000	35,000	42,000
					13.46	16.83	20.19

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## Exhibit A-7

### Job Classifications

Published Date: February 14, 2011

<b>Job Classification</b>	<b>Job Titles Included</b>
<b>Executive Director</b>	Executive Director
<b>Senior Program Manager</b>	Education and Implementation Program Manager; Planning and Initiative Programs Manager; Director of Administration; Grant Program Manager
<b>Program Manager II</b>	Education and Implementation Program Manager; Planning and Initiative Programs Manager; Director of Administration; Grant Program Manager
<b>Program Manager I</b>	Education and Implementation Program Manager; Planning and Initiative Programs Manager; Director of Administration; Grant Program Manager
<b>Senior Engineer</b>	
<b>Engineer II</b>	
<b>Engineer I</b>	
<b>Senior Resource Specialist</b>	Farm Planner; Conservation Projects; Volunteer Program; CREP; Public Education
<b>Resource Specialist II</b>	Farm Planner; Conservation Projects; Volunteer Program; CREP; Public Education
<b>Resource Specialist I</b>	Farm Planner; Conservation Projects; Volunteer Program; CREP; Public Education
<b>Public Information Officer</b>	
<b>Senior Marketing Coord.</b>	Senior Marketing Coordinator
<b>Marketing Coordinator</b>	
<b>Executive Assistant</b>	
<b>Program Assistant</b>	
<b>Office Assistant II</b>	
<b>Office Assistant I</b>	Grant Program Assistant



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**Exhibit B-1a - JOB DESCRIPTION QUESTIONNAIRE  
(Exempt)**

**PLEASE TYPE OR PRINT**

Name \_\_\_\_\_ Date \_\_\_\_\_

Job Title \_\_\_\_\_ Dept \_\_\_\_\_

---

A. **Essential functions:** List the essential functions of the position in order of importance:

1.

2.

3.

4.

5.

6.

7.

SAMPLE

B. List additional responsibilities:

1.

2.

3.

**Exhibit B-1a**

**C. Knowledge and Skills:**

What is the <u>minimum</u> previous related experience whether acquired from outside or from within KCD, which a person should have to perform the duties and responsibilities of the job?	What special knowledge, skills, or training may be required to perform the job? (e.g., supervisory skills, written/verbal communication skills, spreadsheet skills, negotiation skills, certifications, etc.)
SAMPLE	

**D. Education (minimum requirements/equivalent):** What is the minimum education and experience required to competently perform the job?

- ☐ no requirement
- ☐ High School Diploma or equivalent
- ☐ High School plus some College
- ☐ AA Degree, type \_\_\_\_\_
- ☐ BA/BS Degree, type \_\_\_\_\_
- ☐ Masters Degree, type \_\_\_\_\_

Experience:

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**E. Internal/External Contacts:** Type and frequency of internal/external contacts (vendors, attorneys, government agencies, Board of Supervisors, management).

Contact	Reason	Frequency

### Exhibit B-1a

F. **Working Conditions:** Special job or environmental conditions and physical requirements (sitting for long periods, lifting (# lbs), extensive travel, overtime requirements ).

G. **Financial Responsibility:** List any signature authority, budget controls and expenditure levels.

#### H. Decision Making:

What level of decision making does this position have including effect on policies and procedures? Does this position develop, recommend, approve, have final authority, etc?	Specify the number of exempt and non-exempt personnel reporting to this position and their titles.
<h1>SAMPLE</h1>	

I. **Confidentiality:** List level of confidentiality such as proprietary, financial, personnel, strategic.

Disclaimer: The above information on this description has been designed to indicate the general nature and level of work performance by employees within this classification. It is not designed to contain or be interpreted as comprehensive inventory of all duties, responsibilities, and qualifications required of employees assigned to this job.

Completed by \_\_\_\_\_ Date \_\_\_\_\_

Reviewed by \_\_\_\_\_ Date \_\_\_\_\_

---

*Executive Director Use Only:*

Date:	Grade:	Salary:
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**Exhibit B-1b**  
**JOB DESCRIPTION QUESTIONNAIRE**  
**(Non-exempt)**

**PLEASE TYPE OR PRINT**

Name \_\_\_\_\_ Date \_\_\_\_\_

Job Title \_\_\_\_\_ Dept \_\_\_\_\_

---

A. **Essential Functions:** List the essential functions of the position in order of importance:

1.

SAMPLE

2.

3.

4.

5.

6.

7.

B. List additional responsibilities:

1.

SAMPLE

2.

3.

C. **Skills, Abilities and Other Requirements:** List skills or training needed to perform the job (e.g., spreadsheet or word processing skills, keyboarding skills, ability to lift a minimum weight, ability to answer multi-line phone, written or verbal communication skills, drivers license, certifications, etc.).

D. **Education:** What is the minimum education and experience required to perform the job?

- ☐ no requirement
- ☐ High School Diploma or equivalent
- ☐ High School plus some College
- ☐ AA Degree, type \_\_\_\_\_
- ☐ BA/BS Degree, type \_\_\_\_\_
- ☐ Masters Degree, type \_\_\_\_\_

Experience:

SAMPLE

---

---

---

E. **Internal/External Contacts:** Type and frequency of internal/external contacts.

Contact	Reason	Frequency

F. **Working Conditions:** Special job or environmental conditions and physical requirements (sitting for long periods, lifting (# lbs), keyboarding 50% of time, extensive travel, exposure to outside weather conditions, overtime or shift work requirements).



Disclaimer: The above information on this description has been designed to indicate the general nature and level of work performance by employees within this classification. It is not designed to contain or be interpreted as comprehensive inventory of all duties, responsibilities, and qualifications required of employees assigned to this job.

Completed by \_\_\_\_\_ Date \_\_\_\_\_

Reviewed by \_\_\_\_\_ Date \_\_\_\_\_

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*Executive Director Use Only:*

<i>Date:</i>	<i>Grade:</i>	<i>Salary:</i>
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SAMPLE

## Exhibit B-2

### Personnel Requisition Form

Date \_\_\_\_\_

☐ Exempt      ☐ Non-Exempt      ☐ Temporary for Period \_\_\_\_\_

Position Title		Number Needed	Department
Reports To	Contact		Date Needed
Salary Range	Salary Grade	Hours of Work	
Position is: <input type="radio"/> Addition to Staff		<input type="radio"/> New Position	<input type="radio"/> Not Budgeted
<p>JUSTIFICATION: This section must be completed if position is a non-budgeted addition to staff.</p> <p style="text-align: center; font-size: 100px; color: #d4d4d4;">SAMPLE</p>			
Approved	Date	Approved	Date
Approved	Date	Approved	Date
Approved	Date	Approved	Date

***JOB DESCRIPTION MUST BE ATTACHED TO THIS FORM***

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## EXHIBIT B-3

### Performance and Development Review Form

Employee name: \_\_\_\_\_ Employment date: \_\_\_\_\_

Position: \_\_\_\_\_ Review date: \_\_\_\_\_

Review period: \_\_\_\_\_ to \_\_\_\_\_ Completed by: \_\_\_\_\_

#### **PART ONE: REVIEWER COMMENTS**

1. To what extent have assigned work plan goals and objectives been met for the review period (insert examples here)? Please comment on deviations from planned objectives. Additionally elaborate on other performance goals and personal planning objectives met. [Question #2 on Employee Self-Evaluation]
2. If applicable, document the level of progress achieved for any agreed-upon areas of improvement or development over the review period. [Question #3 on Employee Self-Evaluation]
3. Which accomplishments and contributions over the review period should this individual be most of proud? Personal, professional, organizational, etc. [Question #7 on Employee Self-Evaluation]
4. Where applicable, comment on any performance, behavior or activity relating to the following criteria: [Question #9 on Employee Self-Evaluation]
  - a. Quality of work product- (*meeting standards, work timely...*)
  - b. Relations/ interactions with others- (*Board, Staff, Cooperators, Others*)
  - c. Initiative- (*Assigned and unassigned tasks, addressing gaps, improve/ innovate with regards to District programs and services*)
  - d. Dependability/ Accountability
  - e. Supervisory
  - f. Leadership
  - g. How your work supports on the ground conservation
  - h. Community based stewardship (e.g. efforts to support/ increase exposure of King CD work, to cultivate conservation leaders, and to support peer networks...)
5. Based on performance, interest and organizational needs identify areas for improvement or development. Refer to the "Qualities" rating sheet. Specify what the individual can do to assure achievement, and provide target dates. [Question #10 on Employee Self-Evaluation]
6. Career goals [Question #12 on Employee Self-Evaluation]
  - a. Describe short-term career goals (12-18 months)
  - b. Describe long-term career goals (2-5 years)
  - c. What initiatives should the individual take to pursue these goals?
  - d. What initiatives will you take to help this individual pursue these goals?
7. List 3 mutually agreed upon objectives for the upcoming review period.

8. Identify additional issues or subjects to be addressed? Consider things to start, stop, and continue; opportunities for employee to better serve King CD; and systems that are working/ not working.  
[Question #14 on Employee Self-Evaluation]

**PART TWO: EMPLOYEE COMMENTS**

Provide any comments you have about this performance evaluation.

Manager\_\_\_\_\_ - Date\_\_\_\_\_

***I have reviewed this evaluation and understand its contents:***

Employee\_\_\_\_\_ - Date\_\_\_\_\_

**NOTE: Attach Self-Evaluation Form and a summary of the employee work plan objectives**

## Exhibit B4

### Review of Performance Qualities

Employee name: \_\_\_\_\_

Outstanding, clearly remarkable = O

Review period: \_\_\_\_\_ to \_\_\_\_\_

Exceeds expectation = E

Completed by: \_\_\_\_\_

Meets expectation with consistency = M

Date completed: \_\_\_\_\_

Below expectation or lacking consistency = B

Unacceptable, of serious concern = U

#### Basic Performance Qualities

1	Technical Fluency	Level of requisite technical knowledge and the ability to apply it	O	E	M	B	U
2	Experience	Adequacy of background in addressing the demands of the position	O	E	M	B	U
3	Skills	Ability to accomplish tasks that are pertinent to the job	O	E	M	B	U
4	Productivity	Amount of satisfactory work accomplished	O	E	M	B	U
5	Accuracy	Absence of mistakes or errors	O	E	M	B	U
6	Innovation	Imagination and creativity used to improve or enhance operations	O	E	M	B	U
7	Appearance & Habits	Considering the nature of the job, appropriateness of attire	O	E	M	B	U
8	Courtesy	Respect for feelings and needs of co-workers and clients	O	E	M	B	U
9	Cooperation	Ability to work effectively with others	O	E	M	B	U
10	Support to Organization	Understands & assists with the company's goals & direction	O	E	M	B	U
11	Initiative	Self-starting/motivated, attempts to influence events to achieve goals	O	E	M	B	U
12	Reliability	Dependable, trustworthy, commits to tasks and follows through	O	E	M	B	U
13	Perseverance	Pursuit of job objectives when faced w/ unexpected obstacles	O	E	M	B	U
14	Stress Tolerance	Stability of performance under pressure or deadlines	O	E	M	B	U
15	Assignment Schedules	Meets schedules and deadlines	O	E	M	B	U
16	Attendance & Punctuality	Work attendance, timeliness	O	E	M	B	U
17	Client & Public Relations	Exhibits professionalism, courtesy, attentiveness & responsiveness	O	E	M	B	U
18	Safety	Awareness & care to prevent hazards in the workplace	O	E	M	B	U
19	Care for Co. Property	Consideration & respect for office space, equipment, assets, etc.	O	E	M	B	U
20	Attitude	Effectiveness in fostering a positive, productive work environment	O	E	M	B	U
21	Communication	Effectiveness in verbal and non-verbal communication	O	E	M	B	U
22	Efficiency	Highest & best use of time	O	E	M	B	U

#### Decision-Making Skills

1	Analysis	Identify issues, obtain information, relate data, identify causes	O	E	M	B	U
2	Judgment	Use of logical assumptions and factual information	O	E	M	B	U
3	Decisiveness	Ability to accept responsibility, reach decisions, facilitate progress	O	E	M	B	U

#### Management Skills - for Group Managers and Project Managers and other staff when applicable.

1	Communication & Coord'n	Facilitation of team scenarios	O	E	M	B	U	NA
2	Planning & Organization	Clear course of action, proper assignments, effective resource use	O	E	M	B	U	NA
3	Delegation	Allocating appropriate responsibility to able subordinates	O	E	M	B	U	NA
4	Management Control	Approach and procedures to monitor, regulate, and measure	O	E	M	B	U	NA
5	Program Goals & Objectives	Completion of agreed-upon objectives and commitments	O	E	M	B	U	NA

#### Leadership Skills- when applicable.

1	Builds trust and respect	O	E	M	B	U	NA
2	Develops skills of others	O	E	M	B	U	NA
3	Inspires direct reports	O	E	M	B	U	NA
4	Manages conflict	O	E	M	B	U	NA
5	Build and implement a shared vision & strategy	O	E	M	B	U	NA

## **MERIT DEFINITIONS**

### **O=Outstanding, clearly remarkable (A+)**

When an individual clearly goes beyond the “call of duty.” Achieved a standard of excellence where there would be no room for improvement under the current expectations. Accordingly, it would set a new standard of performance (raise the bar) in that category. This rating would be unusual, rarely given and something to pursue as a career goal.

### **E=Exceeds Expectation (A)**

Goes above and beyond that called for in the job. It could also be considered within the “normal range” of a job description – any competent, able individual could/ would be capable of garnering some “E” scores. Room for improvement would mean striving for and achieving an “O.” Not as rare as an “O” but certainly attainable. Rewards accomplishment while still allowing room for improvement.

### **M=Meets expectations with consistency (A-/B+)**

Meets the objective target for the position. This is the standard level the District expects their employees to maintain. Room for improvement would encourage employees to raise their own bar/ level of success. The District considers this level the norm, not the exception. Would likely be most frequent grading.

### **B= Below expectation or lacking consistency (C/D)**

Opportunity to discuss/ address necessary growth or improvement. There will have been prior discussion (outside of the review and with the necessary paper trail) on this subject/ issue so there would be no surprise rating. The District’s objective is to have employees perform above the level of average/ mediocre work; performing at this level would mean they are below the level of expectation. Improvement would be necessary and recommended, as this should not be a level acceptable to either the manager or the employee.

### **U=Unacceptable (F)**

A very serious problem that requires immediate course of corrective action. Performance has fallen far below the level of acceptability and requires focused attention within a given timeframe to avoid direct managerial action on employment status. Prior discussion (again, outside of the review and with the necessary paper trail) will have identified the issue and generated a course of corrective action, but this level would indicate that necessary improvement has not occurred or has, in fact, gotten worse. Improvement would be mandatory. As for “O”, this would be a highly unusual rating, and must be thought through completely with adequate documentation of previous actions and results.

## EXHIBIT B-5

### Performance and Development Review

#### Employee Self-evaluation Form

Employee name: \_\_\_\_\_ Employment date: \_\_\_\_\_

Position: \_\_\_\_\_ Review date: \_\_\_\_\_

Review period: \_\_\_\_\_ to \_\_\_\_\_

1. Describe the primary responsibilities of your job. Indicate those not adequately addressed in your job description, or explain any new or unassigned activities you've taken on as part of your regular duties over the course of the review period.
2. To what extent have assigned work plan goals and objectives been met for the review period? Please comment on deviations from planned objectives. Additionally, elaborate on other performance goals and personal planning objectives met. [Question #1 on Review Form]
3. If applicable, document the level of progress achieved for any agreed-upon areas of improvement or development over the review period. [Question #2 on Review Form]
4. What training and education did you accomplish?
5. What aspects of your job are the most interesting and satisfying?
6. What aspects of your job are the least interesting and satisfying?
7. Which accomplishments and contributions during the review period are you most proud of? Reflect on personal, professional and organizational aspects. Please include all that deserve recognition. [Question #3 on Review Form].
8. What do you think you could have performed better?
9. Wherever applicable, comment on your performance, behavior or activity relating to the following criteria: [Question #4 on Review Form]
  - i. Quality of work product- (*meeting standards, work timely...*)
  - j. Relations/ interactions with others- (*Board, Staff, Cooperators, Other*)
  - k. Initiative- (*Assigned and unassigned tasks, addressing gaps, improve/ innovate with regards to District programs and services*)
  - l. Dependability/ Accountability
  - m. Supervisory
  - n. Leadership
  - o. How your work supports on the ground conservation
  - p. Community based stewardship (e.g. efforts to support/ increase exposure of King CD work, to cultivate conservation leaders, and to support peer networks...)
10. Based on performance, interest and organizational needs, identify areas for improvement or development. Refer to the "Qualities" rating sheet. Specify what you and your supervisor can do to



assure achievement, and provide target dates. What could you have done differently? [Question #5 on Review Form]

11. What resources and/or management support are needed to perform your job more effectively?

12. Career goals [Question #6 on Reviewer Form]

- a) Describe short-term career goals (12-18 months).
- b) Describe long-term career goals (2-5 years).
- c) What initiatives will you take to pursue these goals?

13. Propose 3 objectives for the upcoming review period and be prepared to discuss them in your performance review session.

14. What additional issues or subjects would you like to address? Consider things to start, stop, and continue, such as activities of the district board and staff members; opportunities for King CD to better serve; and systems that are working/ not working. Please list. [Question #8 on Review Form]

Employee\_\_\_\_\_ - Date\_\_\_\_\_

***I have reviewed this self-evaluation and understand its contents:***

Manager\_\_\_\_\_ - Date\_\_\_\_\_

## EXHIBIT B-6

### Performance and Development Quarterly Check- In

#### Employee Self-evaluation Form

Employee name: \_\_\_\_\_ Employment date: \_\_\_\_\_

Position: \_\_\_\_\_ Review date: \_\_\_\_\_

Review period: \_\_\_\_\_ to \_\_\_\_\_

1. To what extent have assigned work plan goals and objectives been met for the review period. Please comment on deviations from planned objectives. Additionally elaborate on other performance goals and personal planning objectives met. ?
2. What training and education did you accomplish?
3. What aspects of your job are the most interesting and satisfying?
4. What aspects of your job are the least interesting and satisfying?
5. Which accomplishments and contributions during the review period are you most proud of? Reflect on personal, professional and organizational aspects. Please include all that deserve recognition.
6. What do you think you could have performed better?
7. **[STARTING IN 2012]** Based on performance, interest and organizational needs, identify areas for improvement or development. Refer to the "Qualities" rating sheet. Specify what you and your supervisor can do to assure achievement, and provide target dates. What could you have done differently?
8. What resources and/or management support are needed to perform your job more effectively?
9. What additional issues or subjects would you like to address? Consider things to start, stop, and continue, such as activities of the district board and staff members; opportunities for King CD to better serve; and systems that are working/ not working. Please list.

Employee \_\_\_\_\_ - Date \_\_\_\_\_

***I have reviewed this self-evaluation and understand its contents:***

Manager \_\_\_\_\_ - Date \_\_\_\_\_

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## **Job Descriptions (by Division/Department)**

## King Conservation District Board of Supervisors Meeting

### Agenda Action Briefing/Report

Meeting Date: 04/25/2022

AI 22-011

#### SUBJECT: AI 22-011

- Motion to approve the *signing of the attached King County Waterworks Grant contract for the Discovery Farms® Evaluation of Dry Manure Storage Project for the amount of \$165,000.00*

#### FISCAL IMPACT

- *The King County Waterworks Grant was awarded in the amount of \$165,000.00. A full break down of how the budget of this grant will be assigned to tasks can be found in the attached grant contract.*
- *This grant requires a 10 percent match. The majority of that match will be provided through donated equipment from Whatcom Conservation District and the volunteered time of the Steering Committee.*
- *Approximately \$77,500 of this grant will go towards KCD staff time. Much of that staff time will be for monitoring and project management. A portion of this staff time will be utilized for educational and outreach events for the project, such as farm tours that will count towards our ILA metrics and promote the services of KCD. KCD may utilize some staff time as match – but this would be minimal and far outweighed by the grant funding made available by staff time in an estimated minimum of 1 to 6 ratio of KCD funding towards staff time vs grant funding awarded for staff time.*

#### POLICY CONSIDERATION

- *There are no policy considerations for accepting this grant or contract. The contract has been reviewed, approved and vetted by KCD legal staff and the Executive Director.*

#### STAKEHOLDER INTERESTS

- *This project will benefit cooperators living in King County that manage livestock as well as all residents of King County, through increasing knowledge and promoting implementation of best management practices that conserve and enhance our shared surface and ground water resources.*
- *This project has received multiple letters of support from King County, American Farmland Trust and the Puget Sound Conservation District Caucus (attached). This project has also received verbal support from many other partner organizations.*

#### BACKGROUND

##### Project Summary:

**King Conservation District Board of Supervisors Meeting**  
**Agenda Action Briefing/Report**  
**Meeting Date: \_04/25/2022**

King Conservation District (KCD) and Washington Discovery Farms®, supported by Whatcom Conservation District, are collaborating on a project to assess and promote the best management practice (BMP) of on-farm dry manure storage that protect and enhance water quality. Following a successful pilot project, this project will evaluate four different dry manure storage practices, including on-slab storage bunkers with and without roofs, and permeable surfaces. On-the-ground water quality data associated with installed practices will be monitored.

Additionally, this project aims to increase the adoption of manure management conservation practices through sharing of data and education to stakeholders in the region.

Additional information about the outcomes of this first phase of this project can be found at the link below:

[Discovery Farms® : King Conservation District \(kingcd.org\)](http://kingcd.org)

This project will promote the adoption of manure management BMPs throughout the KCD service area. Manure management practices, particularly those that contain and control manure runoff, protect water quality by retaining valuable nutrients and preventing transport to surface and ground water resources. Improperly managed manure can impact surface and ground water resources throughout a watershed. Nutrients, pathogens, and other pollutants found in manure leachate can contaminate both ground and surface water resources, posing a health risk to humans and other wildlife.

This project will provide valuable information to conservation planning professionals and cooperators in identifying and implementing effective manure storage BMPs. Dry manure storage is one of the BMPs most commonly recommended to cooperators and awarded cost-share at KCD. This study's evaluation of the efficacy of commonly prescribed manure storage BMPs with varying installation costs will inform planner recommendations to cooperators, and potentially inform changes in cost-share policies and procedures that reduce economic barriers to practice implementation.

The Discovery Farms® model promotes the normalization and adoption of BMPs through farmer-to-farmer outreach and learning. This project will host several farm tours at the study sites, sharing the outcomes of the data as well as promoting KCD's services and resource to steward resources on working land. A Steering Committee of local producers will continue to be engaged throughout the project to guide and provide feedback on project design and outreach to ensure the project is in touch with and meeting the needs of producers who are responsible for implementing these practices.

The Waterworks grant will last for approximately two years and end in the fall of 2024. The complete planned project timeline can be found in the attached contract.

## **King Conservation District Board of Supervisors Meeting**

### **Agenda Action Briefing/Report**

**Meeting Date: \_04/25/2022**

This grant will fund the continuation of monitoring water quality data for two previously installed manure bins on two farms located in the Enumclaw Plateau, which are in and adjacent to priority drainage basins for KCD, as well as multiple partner agencies. A third site is being located for measuring manure that is on bare soil, with and without a cover.

Whatcom Conservation District will be fulfilling the responsibilities of data analysis and monitoring assistance for this grant, and in the event the project requires additional assistance in data analysis, King County has agreed to step in and assist.

A complete draft of the scope of work, in addition to the project timeline are also attached to this packet as a part of the contract.

#### **EFFECTIVE DATE:**

- If approved, this project will begin once the contract is signed by both KCD and the King County Waterworks Grant Program, estimated for mid-May, 2022.

#### **OPTIONS**

- Approve signing contract. Award will be accepted, project will begin.
- Do not approve signing grant contract. Award will not be accepted. Project will be terminated.

#### **RECOMMENDATION**

- KCD Staff are recommending approval of this contract.

#### **MOTION**

- Motion to approve the signing of the attached King County Waterworks Grant Contract for the Discovery Farms Dry Manure Storage Evaluation Project.



## 2021 WaterWorks Grant Program Grant Agreement Cover Page

**Grant Cycle:** 2021 WaterWorks Competitive Grants

**Recipient:** King Conservation District  
**Project Name:** Evaluating dry manure storage options for water quality protection across King County, WA

**Funding Amount:** \$165,000.00  
**Project Summary:** Supports a pilot project to evaluate dry manure storage practices on two farms to collect data, promote BMP's, provide education, and increase manure-storage practices to reduce water pollution.

**Primary Contact:** Laura Redmond  
**Phone:** 425-282-1908  
**Email:** [laura.redmond@kingcd.org](mailto:laura.redmond@kingcd.org)

**Start Date:**  
**End Date:** 9/30/2024



# **WaterWorks Grant Program Grant Agreement**

## **AGREEMENT between King Conservation District and KING COUNTY**

This is an Agreement between **King Conservation District**, hereinafter the “RECIPIENT” and King County, a political subdivision of the state of Washington, hereinafter the “COUNTY.” **This Agreement is effective as of the date of the COUNTY signatory.**

The purpose of this Agreement is to set forth the terms, conditions, and the legal and administrative relations that apply to the RECIPIENT in exchange for financial assistance in carrying out a proposed project entitled **Evaluating dry manure storage options for water quality protection across King County, WA**, hereinafter the “PROJECT.”

### **Section 1. Background and Recitals:**

- A. Proposed PROJECT benefit or improvement to water quality and/or the regional wastewater treatment system and its ratepayers: **Supports a pilot project to evaluate dry manure storage practices on two farms to collect data, promote BMP’s, provide education, and increase manure-storage practices to reduce water pollution.**
- B. The COUNTY plans and proposes to remunerate the RECIPIENT for the purpose described in Subsection A above in an amount up to, but not exceeding **\$165,000.00**, hereinafter the “AWARD.”
- C. This AWARD is made with the understanding that the RECIPIENT will complete the PROJECT as outlined in the Scope of Work (Exhibit A) and will fulfill reporting requirements as described under the Terms and Conditions of this Agreement.
- D. The RECIPIENT plans to contribute to this PROJECT a cash and/or in-kind match valued at **\$46,000.00**, to be verified in submitted PROJECT reports.

### **Section 2. Terms and Conditions:**

- A. The PROJECT shall be in accordance with the tasks and activities specified in the Scope of Work (Exhibit A). Any modifications must be requested in an Agreement Amendment and be approved by the Director of the Wastewater Treatment Division (WTD) in the COUNTY’s Department of Natural Resources and Parks.
- B. The COUNTY will, upon execution of this Agreement, establish procedures to allow payment to the RECIPIENT of all eligible expenses for approved activities up to the limit of the AWARD. Payments are on a reimbursement basis; except in some cases at the

discretion of the COUNTY, where advances of the AWARD may be made. For all projects, the last payment will be withheld by the COUNTY until the final Quarterly Progress and Expense Reports and the Closeout Report are approved.

- C. The RECIPIENT's expenditures of AWARD funds shall be separately identified in the RECIPIENT's accounting records. If requested, the RECIPIENT shall comply with other reasonable requests made by the COUNTY with respect to the manner in which PROJECT expenditures are tracked and accounted for in the RECIPIENT's accounting books and records. The RECIPIENT shall maintain such records of expenditures as may be necessary to conform to generally accepted accounting principles, and to meet the requirements of all applicable state and federal laws.
- D. The COUNTY will reimburse RECIPIENT for expenses on a quarterly basis, following receipt and approval of Quarterly Progress and Expense Reports. The final payment will be held back until a close-out verifies fiscal and programmatic compliance with the terms and conditions of the ~~a~~Agreement.
1. The RECIPIENT shall be responsible for submitting the following PROJECT progress reports: Quarterly Progress and Expense Reports and the Final Narrative and Financial Closeout Report; including backup documentation such as photos, copies of reports, and financial backup such as accounting software reports, copies of receipts.
  2. Quarterly Progress and Expense Reports shall be submitted through the online system using the provided format and following instructions from WaterWorks grant administrators.
    - a. The Quarterly Progress and Expense Reports are due thirty (30) days after the end of each quarter.
    - b. If no expenses are made or no activities are conducted during a quarter, the form should still be submitted.
    - c. The expense section should detail expenses and include backup documentation of expenses. The narrative section should include documentation proving the project activities took place, such as photos, workshop agenda, volunteer sign in sheets, etc.
  3. RECIPIENTS that receive approval for advance payments shall submit a request with an estimate of expenses for upcoming activities in the next two quarters, using the form provided. Subsequent advance requests may only be approved if the RECIPIENT is up to date with reporting. Advances may be paid up to 90% of the total award, the remainder may be withheld until the Final Report has been submitted.

4. The Final Narrative and Financial Closeout Report shall be submitted online using the provided format and following instructions from the WaterWorks grant administrator and will include closeout documentation.
  - a. The Closeout Report is due thirty (30) days after the end date of the PROJECT.
- E. Failure to submit the aforementioned Quarterly Report on the PROJECT progress within ninety (90) days of the due date may be cause for the COUNTY to terminate this Agreement for non-performance. Termination would require the return of any funds advanced but not already spent executing the PROJECT, as well as forfeiture of AWARD funds for activities not completed by termination date.
- F. Failure to provide all of the aforementioned documentation may result in the need to withhold part or all of the AWARD.
- G. Costs eligible for payment shall be limited to those costs identified in the Budget (Exhibit B) and incurred during the effective dates of this Agreement.
- H. Any and all activities to be funded by this Agreement to the RECIPIENT shall be completed by the end date of **9/30/2024**. If needed, an Agreement Amendment may be granted to extend the terms of the contract beyond the end date, adjust the scope of work, or change the budget details (but not increase the total AWARD amount), conditioned upon approval by KING COUNTY. The extension must be requested and approved at least sixty (60) days in advance of the original end date.
- I. The RECIPIENT agrees to acknowledge the COUNTY in all media, publications, and signage that are produced as part of the PROJECT. This includes press releases, public service announcements, posters, flyers, signage, Web pages, blogs, and videos. The RECIPIENT will use the wording provided in Exhibit C of this Agreement (Credit and Disclaimers).

### **Section 3. Legal and Administrative Relations:**

- A. The RECIPIENT shall maintain such records of expenditures as may be necessary to conform to generally accepted accounting principles and to meet the requirements of all applicable state and federal laws. The RECIPIENT shall maintain and submit to the COUNTY any such records as the COUNTY may require to conduct any audit of the PROJECT it may elect to conduct or to substantiate expenditures paid for by this AWARD. The RECIPIENT shall maintain and retain books and records related to the Agreement for at least three (3) years after the termination of said Agreement.
- B. The COUNTY's financial assistance to the RECIPIENT shall be construed by the parties as a special disbursement to the RECIPIENT to fund activities, as described herein that generally benefit the COUNTY's efforts to leverage or complement the water quality mission of the regional wastewater system. The COUNTY's sole obligation under this

~~a~~Agreement shall be to provide funds to the RECIPIENT and this ~~a~~Agreement shall not be construed as a contract for services between the RECIPIENT and the COUNTY, or as establishing a principal agent relationship between the COUNTY and the RECIPIENT. No joint venture or partnership is formed as a result of this Agreement.

- C. The RECIPIENT shall be solely responsible for the recruiting, training, and supervision of its employees and volunteers. Individuals hired and paid by the RECIPIENT shall not, in any event, be construed to be employees of, or contractors to, the COUNTY and the RECIPIENT shall defend, indemnify and hold harmless the COUNTY from any and all claims arising from any contention that said individuals are employees of, or contractors to, the COUNTY. This condition shall survive the termination of this Agreement. All actions undertaken under the funding provided by the terms of this ~~a~~Agreement are, as between the COUNTY and the RECIPIENT, the sole responsibility of the RECIPIENT. No employees, agents, volunteers, or contractors of RECIPIENT shall be deemed, or represent themselves, to be employees of the COUNTY.
- D. RECIPIENT agrees for itself, its successors, assigns or by others including, without limitation, all persons directly or indirectly employed by RECIPIENT, or any agents, contractors, subcontractors, consultants, subconsultants, volunteers, licensees or invitees of RECIPIENT, to defend, indemnify, and hold harmless the COUNTY, its appointed and elected officials, and employees from and against liability for all claims, demands, suits, and judgments, including costs of defense thereof for injury to persons, death, or property damage which is caused by, arises out of, or is incidental to RECIPIENT's exercise of rights, privileges, and obligations under this Agreement, except for the COUNTY's sole negligence. RECIPIENT's obligations under this section shall include, but not be limited to all of the following: (i) The duty to promptly accept tender of defense and provide defense to the COUNTY with legal counsel acceptable to the COUNTY at RECIPIENT's own expense; (ii) Indemnification of claims made by RECIPIENT's own employees or agents; and (iii) Waiver of RECIPIENT's immunity under the industrial insurance provisions of Title 51 R.C.W. but only to the extent necessary to indemnify the COUNTY, which waiver has been mutually negotiated by the Parties.

In the event it is necessary for the COUNTY to incur attorney's fees, legal expenses, or other costs to enforce the provisions of this section, all such fees, expenses, and costs shall be recoverable from RECIPIENT. The provisions of this Section 3.D shall survive the expiration, abandonment, or termination of this Agreement.

- E. Nothing in this Agreement shall be construed as prohibiting the RECIPIENT from undertaking or assisting projects developed outside the purview of this Agreement, or entering into agreements with other parties to undertake said projects in accordance with whatever terms and conditions may be agreed to between the RECIPIENT and other parties.
- F. The COUNTY shall be under no obligation to continue this ~~a~~Agreement and may request partial or full reimbursement of payments it made to the RECIPIENT should the

RECIPIENT fail to perform according to the terms and conditions of this Agreement, whether or not failure to perform is within the RECIPIENT's control.

- G. This Agreement may be amended at any time by written concurrence of the parties through a formalized Amendment Agreement Form and will terminate upon fulfillment of all obligations contained herein.
- H. The COUNTY may terminate this Agreement immediately for cause. If this Agreement is terminated the RECIPIENT shall return any unused portion of the funds advanced up to the date of termination.
- I. Invalidity or unenforceability of one or more provisions of this Agreement shall not affect any other provision of this Agreement.
- J. In its performance under this Agreement the RECIPIENT shall not discriminate against any person on the basis of sex, race, color, marital status, national origin, religious affiliation, disability, sexual orientation, gender identity or expression, age except by minimum age, and retirement provisions, unless based upon a bona fide occupational qualification, and the RECIPIENT shall not violate any of the terms of chapter 49.60 RCW, Title VII of the Civil Rights Act of 1964, or any other applicable federal, state, or local law or regulation regarding nondiscrimination in employment.
- K. Authority: Representations and Warranties. Each signatory to this Agreement represents and warrants that he or she has full power and authority to execute and deliver this Agreement on behalf of the entity for whom he or she is signing.
- L. Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original, and all counterparts together shall constitute but one and the same instrument. The exchange of copies of this Agreement and of signature pages by facsimile transmission, by electronic mail in "portable document format" (".pdf") form, or by any other electronic means intended to preserve the original graphic and pictorial appearance of a document, or by combination of such means, shall constitute effective execution and delivery of this Agreement as to the Parties and may be used in lieu of the original Agreement for all purposes. Signatures of the Parties transmitted by facsimile shall be deemed to be their original signatures for all purposes.
- M. The effective date of this ~~a~~Agreement is the date of COUNTY signatory.

AGREEMENT SIGNATURE PAGE

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**King Conservation District** by:

Signature: \_\_\_\_\_

Rosa Mendez, Executive Director

Date: \_\_\_\_\_

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**KING COUNTY** by:

Signature: \_\_\_\_\_

Jim Bolger, Section Manager, Wastewater Treatment Division

Date: \_\_\_\_\_

## EXHIBIT A: SCOPE OF WORK

The task(s) set forth below summarize the RECIPIENT's activities to be performed under this agreement to complete the PROJECT. All activities in the following tasks, including deliverables, must be completed by the expiration date of this agreement unless otherwise modified through an Agreement Amendment Form and approved by the COUNTY in writing.

Any work performed or costs incurred prior to the effective date of this agreement will be at the sole expense of the RECIPIENT.

### Project Outcomes:

A successful project outcome would include collection of seasonal stormwater, soil, and manure samples that support statistical concussions comparing different solid manure storage strategies. The robust dataset would be used to create science-based recommendations of best manure storage practices for water quality protection and highlight the benefits of covers on manure quality and handling for better management. Educational events sharing this information would be well attended by the target audience with hopes to increase adoption of these practices and reduce point source pollution.

### Scope of Work:

Task #	Tasks and Activities	Measurable Results/Deliverables	Timeframe
1	<i>RESEARCH: Evaluate the effectiveness of different, commonly utilized dry manure storage practices at protecting water quality.</i>	<ul style="list-style-type: none"><li>• Measure environmental data of four different treatment scenarios of dry manure storage on at least two farms for a minimum of 18 months.</li><li>• Compare stormwater runoff from covered versus uncovered manure piles on concrete slab; and leaching potential from covered and uncovered manure piles (control) on permeable dirt surfaces.</li><li>• Collect samples of stormwater runoff (number based on rainfall), soil (monthly), manure (seasonally), and meteorological (on-going) parameters to compare the treatments. Parameters assessed include: total nitrogen, nitrate and nitrite, phosphorous, fecal coliform, carbon and suspended solids.</li><li>• Statistically evaluate the treatment pairs to assess the potential impacts to surface and ground water quality.</li><li>• Provide science-based recommendations on the effectiveness of different manure storage options.</li></ul>	Winter 2022-Spring 2024 (end date depends on 2 year timeline from grant award start date)

2	EDUCATION: Provide education through in person events and production and distribution of education materials	<ul style="list-style-type: none"> <li>• Host at least one farm tour to promote and provide education on the importance of proper manure management in protecting water resources and highlighting the study. King County WTD will be acknowledged as a funding source both verbally and in a slide when applicable during presentations. (Est. Attendees: In Person - 40 / Posted Videos - 500)</li> <li>• Host at least one webinar sharing study results and design. Webinar will be recorded and made available online with an option for closed captions in Spanish to allow for greater access and participation. King County WTD will be acknowledged as a funding source both verbally and in a slide when applicable during presentations. (Est. Attendees: Live Event - 35 / Posted Video - 500)</li> <li>• Create and distribute at least one educational factsheet highlighting potential manure management impacts on water quality and benefits of dry manure storage BMPs, the project and research results. King County WTD will be acknowledged as a funding source in any outreach and print materials created for the project.</li> </ul>	Late Spring 2023 – Late Winter/Early Spring 2024
3	OUTREACH: Promote project benefits and findings to stakeholders.	<ul style="list-style-type: none"> <li>• Present at one professional conference or meeting geared at technical assistance providers and other stakeholders. King County WTD will be acknowledged as a funding source both verbally and in a slide when applicable during presentations. (~20-30 participants)</li> <li>• Advertise project events, and benefits through KCD's website, social media accounts, newsletters and opportunistic tabling events. King County WTD will be acknowledged as a funding source in any outreach and print materials created for the project. (~2,000 individuals)</li> </ul>	Winter 2022-Spring 2024 (end date depends on 2 year timeline from grant award start date)
4	COMMUNITY ENGAGEMENT: Engage Steering Committee of Local Producers	<ul style="list-style-type: none"> <li>• Engage Steering Committee consisting of a minimum of five local producers who manage manure to assist with the research design, outreach and education planning components. Steering Committee will meet a minimum of five times throughout the course of the project. King County WTD will be acknowledged and made known to the Steering Committee as a funding source.</li> </ul>	Winter 2022-Spring 2024 (end date depends on 2 year timeline from grant award start date)



## **EXHIBIT B: BUDGET**

Costs are limited to those approved by the COUNTY in the current Budget. Costs should be reasonable and necessary to carry out the task. All activities and PROJECT expenditures must be completed according to this agreement unless otherwise modified through an Agreement Amendment Form and approved by the COUNTY in writing.

Any work performed or costs incurred prior to the effective date of this agreement will be at the sole expense of the RECIPIENT.

An Agreement Amendment must be completed and approved to change a scope of work, request an extension, or if the budget expenditure category might deviate more than ten percent (10% of award total) for projects over \$50,000; OR for projects less than or equal to \$50,000, if the change is greater than \$5,000. For more information, contact your grant administrator.

A	B	C	D	E	F	G
BUDGET CATEGORY	ITEMS: Description (rate/unit x quantity = total)	WaterWorks Grant Funding Request	CASH MATCH	IN-KIND MATCH	CATEGORY SUBTOTAL (Award + Match)	SOURCE OF MATCH (indicate if pending or secured)
Staff salaries & benefits	Project Management (~335 hrs), Education and Outreach (~95 hrs) Sample Support (~188 hrs) (~\$72/hr X total 618 hrs=\$44,496)  Sampling Collection, Site Maintenance, Lab Deliveries, Event Support +/- (~\$30/hour X1,100=\$33,000)	\$77,496.00			\$77,496.00	
Staff salaries & benefits (using billing or fully burdened rates)					\$0.00	
Project supplies, materials, and equipment	Monitoring & Sampling Equipment and Supplies, Soil Samples Postage, Education and Outreach Supplies	\$24,504.00			\$24,504.00	
Commercial services	NA	\$0.00			\$0.00	
Consultant/contractor services	Whatcom CD -Contractor for Research Lead, Data Analysis, Sampling Support, Education Outreach Participation (Whatcom CD at \$16,500/yearx2= \$33,000)  Steering Committee Volunteer Meetings for Project Input Planning, Study Site Project Maintenance (Meetings = 5 members X 2 hrs X \$20/hr X 6 Meetings = \$1200; Maintenance = 2 Sites X \$20/hr X 5 hr /month X 24 months = \$4800)	\$33,000.00		\$46,000.00	\$79,000.00	Whatcom CD will loan the project two real-time, solar powered stormwater sampling set-ups including ISCO sampler valued at \$20,000 each. Weather data will come from local AgWetherNet site installed by KCD valued at \$4,000. Steering Committee donation of time to project valued at \$6,000.
Lab Fees	Water, Manure and Soil Lab Analysis Fees (1 Year est \$15,000 X 2). Average per year due to variability of stormwater on monthly basis	\$30,000.00			\$30,000.00	
Transportation	included in salaries or contracted services rates	\$0.00			\$0.00	
Other costs	NA	\$0.00			\$0.00	
<b>Project Subtotal</b>		<b>\$165,000.00</b>	<b>\$0.00</b>	<b>\$46,000.00</b>	<b>\$211,000.00</b>	
<b>Overhead</b>					<b>\$0.00</b>	
<b>Grand TOTAL</b>		<b>\$165,000.00</b>	<b>\$0.00</b>	<b>\$46,000.00</b>	<b>\$211,000.00</b>	

## EXHIBIT C: ACKNOWLEDGEMENTS AND DISCLAIMERS



**King County**

Department of Natural Resources and Parks  
**Wastewater Treatment Division**

**Logo and logo standards:** For electronic versions of the official logos and logo standards, contact your grant administrator. **The above logo must be included on all printed documents and electronic media** produced in carrying out the PROJECT. This includes signage, posters, documents, brochures, flyers, newsletters, newspaper advertising, Web pages, blogs, and videos.

**Credit for materials produced as part of the PROJECT:** Acknowledge PROJECT funding by including the following sentence with the logo:

**This project is funded by the King County Wastewater Treatment Division**

If your PROJECT has multiple funders, it can say:

**This project is funded in part by the King County Wastewater Treatment Division**

**Disclaimer language:** For items where opinions or advice or a list of organizations or businesses are included in the copy (e.g., an interpretive panel, a guidebook, or a directory), please add the following disclaimer sentence:

**The content herein does not constitute an endorsement by King County government, its employees, or its elected and appointed officials.**

## **EXHIBIT D: AGREEMENT TERMS AND PROCEDURES**

**ACKNOWLEDGMENT:** Please acknowledge KING COUNTY in all written and electronic media (publications, signage, press releases, public service announcements, posters, flyers, Web pages, videos, PowerPoint presentations, etc.). Refer to Exhibit C for further information.

**ADVANCE:** Advance payments are allowed in some cases at the discretion of the COUNTY; documentation of payments made from advances shall be submitted to the COUNTY and approved prior to any further payments of AWARD funds.

**AGREEMENT AMENDMENT:** This document must be completed and approved to change a scope of work, request an extension, or if the budget (Exhibit B) might deviate in any PROJECT cost categories by an amount equal to or greater than ten percent (10%) of the total AWARD amount if the award is greater than \$50,000, OR if the budget may deviate more than \$5,000 for projects less than \$50,000. This form is available from your grant administrator.

**BALANCE OF AWARD:** Any amount of your AWARD not spent on this PROJECT, or not documented with approved backup documentation, must be returned to KING COUNTY, if an advance was issued.

**CLOSEOUT REPORT:** This report documents the successful completion of the PROJECT according to the scope of work. The Closeout Report is due thirty (30) days after the end of your agreement period and must be submitted online, following instructions from the WaterWorks grant administrator. This includes two sections:

1. Financial Closeout documenting the records of expenditures for the PROJECT (reconcile your project expenses, award, cash, and in-kind match).
2. Narrative Closeout documenting the successful completion of the PROJECT according to the scope of work. The final report will include a narrative, outreach materials, copies of communication materials, and tools created for and about the PROJECT.

**ELIGIBLE CHARGES:** Only expenses in the categories listed in the budget (Exhibit B) of this grant agreement can be covered by this AWARD and only up to the indicated amount without prior authorization.

**END DATE:** The end of the time period to complete activities funded by this agreement. Any activities or expenses incurred after this date cannot be reimbursed or covered by this agreement.

**FINANCIAL RECORDS:** Maintain a **record of your expenditures** to conform to generally accepted accounting principles. Retain records for at least three (3) years after the end date of your agreement. It is highly recommended that if you use a computer to track your project expenses you assign a code to this grant. If you keep track of your expenses manually, you will need to make copies of your receipts or other “manual” documents. This way, you will be able to document your expenses.

**MATCH:** Keep track of cash and/or in-kind match amount as it is described in your budget (Exhibit B) because it must be documented in your Financial Closeout Report.

**MILESTONE:** Milestones are considered significant actions or events marking important progress or change in the stage of development of the project.

**QUARTERLY REPORTS:** This report includes two sections; a progress section that provides a status report on the progress of activities and tasks identified in the scope of work; and an expense section for reimbursement of costs each quarter. The quarterly reports are due thirty (30) days after the end of each quarter. Quarterly reports must be submitted even if no work was completed towards tasks or if no expenses were incurred during the quarter.

**SCOPE OF WORK:** Keep track of your activities as they relate to the scope of work you provided (Exhibit A). You will have to document the progress when submitting your Quarterly Reports and Closeout Report.

**START DATE:** The start date of this agreement (same as effective date) is the date of the COUNTY signatory. Expenses can be posted as of the start date of your agreement but not sooner. Any work performed or costs incurred prior to the effective date of this agreement will be at the sole expense of the RECIPIENT.

## **EXHIBIT E: FUNDING AUTHORITY**

The funding authority for this AWARD comes from the COUNTY, through its Department of Natural Resources and Parks, which operates a regional system of sewage treatment and conveyance facilities for which it collects charges from local governments. Said charges constitute the source of revenue for operation of the COUNTY's sewage treatment system. By agreement with said local governments, this revenue can be used only to fund expenditures that are related to the development, operation, maintenance, and replacement and improvement of said system. By budget authority, the COUNTY funds activities related to the regional water quality objectives advanced by the development of the sewage treatment system.



**King County**  
**Water and Land Resources Division**

Department of Natural Resources and Parks  
King Street Center  
201 South Jackson Street, Suite 600  
Seattle, WA 98104-3855

**206-477-4800** Fax 206-296-0192  
TTY Relay: 711

May 17, 2021

Dear Grant Evaluator:

The King County Agriculture Program is writing this letter of support for King Conservation District's (KCD) grant application for funding for the Discovery Farms Project through the 2021 WaterWorks Competitive Grants Program. Information generated from the manure management research and the subsequent education and outreach would be useful to our organization and the residents we serve.

King County has a strong interest in improving water quality and is investing resources, along with partners (KCD, USDA Natural Resources Conservation Service and the Washington State Department of Ecology), to make those improvements. A large number of streams in the county have been listed by the state of Washington with various impairments, including bacteria and excess nutrients. Livestock manure is one of the causes of these impairments. This research will provide locally based information to guide investment in manure storage structures that offer the most water quality benefit, while factoring in farmer objectives. Given limited match funding resources, it is imperative to invest in technologies or practices that offer the best combination of benefit, cost effectiveness and farm feasibility.

The education and outreach component of the proposal is also of high value. Locally generated research and findings will be shared directly with producers, livestock owners and those interested in raising livestock. In King County, farm tours and other activities that allow conservation to be viewed in action have offered the most significant means to change behaviors and facilitate the adoption of water quality best management practices. This proposal is crafted to make use of that model.

In conclusion, the King County Agriculture Program is in support of this grant proposal and the experienced and well qualified team behind it. Please reach out with any questions you might have.

Sincerely,

*Richard Martin*

Richard Martin, Supervisor  
Agriculture, Forestry and Incentives Unit



King County Wastewater Treatment Division – WaterWorks Grant  
King Street Center  
201 S. Jackson St., KSC-NR-5500  
Seattle, WA 98104

May 19, 2021

Attn: Grants Review Committee,

On behalf of American Farmland Trust (AFT) and our Pacific Northwest regional program, I am writing to express support for King Conservation District's application for a WaterWorks grant. AFT is a national nonprofit organization dedicated to saving the land that sustains us by protecting farmland, promoting sound farming practices, and keeping farmers on the land.

Since 2018, AFT's Pacific Northwest team has collaborated with King Conservation District (KCD) to lay the foundation for the South Sound Discovery Farms<sup>®</sup> project, which was designed to evaluate the water quality benefits of various on-farm manure management practices. KCD has been an essential partner and leader on the project, facilitating relationships with landowners, convening the farmer-led steering committee, overseeing practice installation, and coordinating water and soil sampling.

The South Sound Discovery Farms<sup>®</sup> project stands to have important implications for farmers and conservation technical assistance providers throughout the Pacific Northwest region, but the project would benefit greatly from several more years of data collection. More data, continued monitoring, and enhanced analysis would strengthen the research findings and recommendations. If funded, KCD would continue to convene the project steering committee, collect data at both monitoring sites, and host educational and outreach events for producers throughout King County.

The proposed project is directly connected to King County WTD's responsibility to protect Puget Sound by enhancing streams, lakes, and rivers in the service area. Furthermore, the project is cost-effective, leveraging existing partnerships and resources that have already been invested to set the stage for further research. The potential long-term benefits of the project are significant and highly replicable.

If funds are awarded, AFT commits to serving in an advisory role on the project, helping to publicize educational and outreach events, and disseminating project findings through our network.

Thank you for considering this important project.

Sincerely,

Addie Candib, Pacific Northwest Regional Director  
[acandib@farmland.org](mailto:acandib@farmland.org)



May 18<sup>th</sup>, 2021

King County Wastewater Treatment Division – WaterWorks Grant  
King Street Center  
201 S. Jackson St., KSC-NR-5500  
Seattle, WA 98104

To Whom it May Concern,

We are writing to express our interest and support of the Washington Discovery Farms® Evaluation of Dry Manure Storage Treatments for Water Quality Protection Across King County, WA. We are a small, growing fiber farm located in unincorporated Enumclaw. We first became aware of the project while working with King Conservation District to explore manure storage options on our farm. Over the past two years we have participated in the pilot phase of this project both as a member of the Steering Committee and as a study site. This has involved hosting and participating in a virtual farm tour, providing input to the project design and outreach for the project, and building different manure storage practices on our property to allow for sampling.

We are interested in learning how our management decisions impact our land and water resources. The data and information gathered from this project would help to inform and support management decisions on our property to conserve and enhance our farms resources. We love to share our farm and experiences with other producers and community. If approved, this project would provide opportunities for us to engage and learn from and with other land managers and members of our community around best practices to manage manure and protect water quality.

We would be delighted to continue our support of the project both on the Steering Committee and as a study site.

Sincerely,

  
Shawn and Beth Lanning



# Whatcom Conservation District

6975 Hannegan Road, Lynden, WA 98264 Phone: (360) 526-2381 Fax: (360) 354-4678  
e-mail: [wcd@whatcomcd.org](mailto:wcd@whatcomcd.org)

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May 26, 2021

Laura Redmond  
King Conservation District  
800 SW 39<sup>th</sup> St, Redmond WA, 98057

Dear Laura,

On behalf of The Whatcom Conservation District (WCD) and the Washington Discovery Farms® Program, I am writing to express our support for your King County WaterWorks proposal entitled "Washington Discovery Farms® South Puget Sound Project: Evaluating dry manure storage options for water quality protection across King County, WA".

Building on the success of the pilot project, the Whatcom Conservation District's research team will continue to assist this valuable project with full support of all project activities related to experimental design, data collection support, data analysis and assessment, and communication of project activities and results with project partners. Project assistance will be provided by Science Program Coordinator Dr. Nichole Embertson and Research Specialist Scarlett Graham.

If the project is funded, we will provide project support as detailed in the project proposal and budget.

Sincerely,

Nichole M. Embertson, Ph.D.  
Science and Planning Coordinator  
Whatcom Conservation District  
*Washington Discovery Farms, Program Director*  
O: (360) 526-2381 x 126  
E: [nembertson@whatcomcd.org](mailto:nembertson@whatcomcd.org)

May 18<sup>th</sup>, 2021

King County Wastewater Treatment Division – WaterWorks Grant  
King Street Center  
201 S. Jackson St., KSC-NR-5500  
Seattle, WA 98104

To Whom it May Concern,

We are writing to express our interest and support of the Washington Discovery Farms® Evaluation of Dry Manure Storage Treatments for Water Quality Protection Across King County, WA. We are a small hobby farm in unincorporated Enumclaw and own two horses. We first became aware of the project while working with King Conservation District to explore manure storage options on our property. Over the past two years we have participated in the pilot phase of this project both as a member of the Steering Committee and as a study site. This has involved hosting and participating in educational events, providing input to the project design and outreach for the project, and building different manure storage practices on our property to allow for sampling.

We are interested in learning how our management decisions impact our land and water resources. The data and information gathered from this project would help to inform and support management decisions on our property to conserve and enhance our farms resources. We love to share our farm and experiences with other producers and community. If approved, this project would provide opportunities for us to engage and learn from and with other land managers and members of our community around best practices to manage manure and protect water quality.

We would be delighted to continue our support of the project both on the Steering Committee and as a study site.

Sincerely,



Jessica & Ryan McCarthy

# New Business

Phase	3-6 Months Onboard and Gather Insights	6 Months to 1 year Setting Direction	1-2 Years Begin Execution
<b>Overall Approach</b>	<ul style="list-style-type: none"> <li>*organizational onboarding</li> <li>*engage essential people</li> <li>*clarify expectations of role with board and stakeholders (WSCC, Advisory Committee members, DNRP, County electeds, etc.)</li> <li>*learn KCD policies and procedures and best practices</li> </ul>	<ul style="list-style-type: none"> <li>*determining early priorities and best activities to pursue</li> <li>*begin to outline vision/future state and change management/communication plan</li> <li>*create six month plan</li> </ul>	<ul style="list-style-type: none"> <li>*refine vision/future state direction and change management plans with organization, begin to get official feedback on them</li> <li>*contribute for long-term success</li> <li>*deliver early wins</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>*determine or discover mission, vision, goals of your area and for the organization</li> <li>*look for SWOTs</li> </ul>	<ul style="list-style-type: none"> <li>*gain agreement on planned deliverables and success metrics (both up and down the org)</li> <li>*engage in strategic planning process</li> <li>*engage county and stakeholders on reopening current ILA</li> <li>- Develop stakeholder engagement strategy and schedule (early input from AC on how to structure, who to engage)</li> <li>- Work individually with each board supervisor on stakeholder list, identifying any barriers and best practices</li> </ul>	<ul style="list-style-type: none"> <li>*address any remaining open issues that need further analysis or planning</li> <li>*begin to communicate current or revised vision, strategy, change plans from strategic planning process</li> <li>-work with board and staff on future ILA preparation</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>*determine if any immediate decisions need to be made</li> <li>*make interim decisions</li> <li>*understand future and current goals</li> <li>* develop hiring strategy</li> </ul>	<ul style="list-style-type: none"> <li>*continue learning while executing operations</li> <li>*execute strategic hiring plan</li> <li>- oversee classification and compensation study</li> </ul>	<ul style="list-style-type: none"> <li>*continue learning while executing operations</li> <li>* lead next iteration of CBA development</li> </ul>

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<b>Financial</b>	<ul style="list-style-type: none"> <li>*review and learn financials</li> <li>*evaluate financials, budget, cost controls</li> <li>* develop draft budget</li> <li>-oversee financial consultant team</li> </ul>	<ul style="list-style-type: none"> <li>*execute financials, budget, and cost controls</li> <li>*deliver on improvements based on evaluation</li> <li>* develop appropriate budget amendments</li> <li>-develop and implement financial policies and best practices</li> </ul>	<ul style="list-style-type: none"> <li>*execute financials and provide ideas on further improvements</li> </ul>
<b>Relationship Building and Learning Political Landscape</b>	<ul style="list-style-type: none"> <li>*determine key stakeholders and conduct meetings to understand their priorities and build relationship</li> <li>*focus on building important relationships and trust</li> <li>*informal/casual meetings with stakeholders and team</li> <li>*determine how decisions get made</li> <li>*determine formal and informal sources of power</li> <li>*establish reoccurring meeting cadence and agendas with team and board members</li> </ul>	<ul style="list-style-type: none"> <li>*continue to build on relationships including WACD, WSCC, and other CDs</li> <li>*informal meetings with stakeholders, and team with ILA engagement</li> <li>*improve cross-functional relationships</li> <li>*continue building board rapport and reoccurring meetings</li> </ul>	<ul style="list-style-type: none"> <li>*assess/evaluate and reinforce stakeholder relationships</li> <li>*informal meetings with stakeholders, team, etc.</li> <li>-develop strategic partnerships to further work of KCD</li> </ul>

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<b>People &amp; Culture</b>	<ul style="list-style-type: none"> <li>*review org structure</li> <li>*learn and assess culture, determine plan to adapt to it</li> <li>*engage others to create a shared vision</li> <li>*assess direct report team and understand dynamics</li> </ul>	<ul style="list-style-type: none"> <li>*lead team development sessions based on assessment results</li> <li>*improve direct report team dynamics and performance</li> <li>*continue to meet with stakeholders</li> <li>*determine needed restructuring</li> <li>*implement rewards/recognition and coaching/corrective practice</li> </ul>	<ul style="list-style-type: none"> <li>*establish regular feedback loops</li> <li>*refine reoccurring meeting agendas</li> <li>*implement structure or staff changes</li> <li>*participate or lead team development sessions</li> <li>*build coalitions to address opportunities or action plan</li> </ul>
<b>Leadership Development</b>	<ul style="list-style-type: none"> <li>*develop work plan with board</li> </ul>	<ul style="list-style-type: none"> <li>*execute on work plan</li> </ul>	<ul style="list-style-type: none"> <li>*execute on work plan and continuous development</li> </ul>
<b>Functional Area Detail</b>	<ul style="list-style-type: none"> <li>*gather data about current processes, services</li> <li>*understand strengths, issues or opportunities</li> <li>*benchmark externally</li> </ul>	<ul style="list-style-type: none"> <li>*understand current processes and how they support or hinder strategy and growth and consider alternatives</li> <li>*establish or refine key metrics</li> </ul>	<ul style="list-style-type: none"> <li>*improvement plans for cross-functional work</li> <li>*follow up and accountability on metrics and plan</li> </ul>