

City of Angel's Camp

Classification Study, Staffing
Assessment, & Compensation
Study

December 3, 2025

Steve Williams
Interim City Manager
City of Angles Camp
200 Monte Verda Street
Angles Camp, CA 95222
stevewilliams@angelscamp.gov

Re: Proposal to Conduct a Classification Study, Staffing Assessment, Salary Survey and Process Review

Dear Mr. Williams,

Regional Government Services (RGS) is pleased to respond to your request for a proposal to conduct a classification study, staffing assessment, and salary review related to the City's classification of Administrative Services Officer. Additionally, the City has requested a review of various administrative processes to ensure they reflects standard operating procedures and industry best practices.

We value the opportunity to work with City again in evaluating its classification and compensation plans to ensure alignment with its strategic goals of maintaining accurate, up-to-date class specifications and competitive, equitable, and streamlined salary schedules. Our team will work closely with City to provide transparent communication, regular updates, and robust data analysis throughout the study.

The project contact is RGS Classification and Compensation Team lead Patty Howard. You can reach her at 650.587.7300 ext. 94 or via email at phoward@rgs.ca.gov. This proposal is valid for 90 days from the date of delivery.

Thank you for the opportunity to submit our proposal. We look forward to the possibility of partnering with the City on these essential initiatives. We are confident that our expertise and commitment to public service will provide City with the insights and tools to achieve its compensation goals. We look forward to the opportunity to collaborate with you and our team.

Sincerely,

A handwritten signature in black ink, reading "Sophia Selivanoff".

Sophia Selivanoff, Executive Director
REGIONAL GOVERNMENT SERVICES

Patty Howard
Senior Advisor
Regional Government Services
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EXECUTIVE SUMMARY

RGS is a California Joint Powers Authority (JPA) serving the needs of public agencies, cities, counties, special districts, and other governmental entities since 2002. RGS specializes in public HR and finance services. RGS works collaboratively with public agencies, providing a ready source of skilled and effective administrative best practices and support for operational delivery. RGS currently serves more than 130 public agencies with our ~200 employees.

PRIORITIZING YOUR SUCCESS

The City of Angel's Camp (City) is seeking a consultant to conduct a classification study for their Administrative Services Officer classification as well as a staffing assessment to determine whether the current assignment of the classification is appropriate or a restructuring is needed. In addition, a review of processes and procedures is requested to determine with the City's standard operating procedures reflect human resources, finance, and general administrative best practices.

The classifications study and staffing assessment will include an analysis of essential functions, knowledge, skills, and abilities required, and appropriate education and experience requirements through a review of pertinent City documents, employee questionnaire(s), and clarifying interviews, to ensure the class specification(s) reflect the work being performed and the scope of the position(s) is appropriate for the number and level of classifications allocated.

As needed, salary surveys will be conducted for resulting updated, reclassified, or new classification resulting from the study/assessment. External salary data will be collected and analyzed as well as internal salary relationships to ensure recommended salaries are both externally competitive and internally equitable.

RGS is prepared to begin work immediately. Its dedicated team is committed to meeting all contract objectives on time and to the highest standards. Work will be conducted remotely for cost-efficiency, with on-site support available as needed.

RGS will deliver:

- Comprehensive classification analysis that evaluates internal alignment and job relationships across the organization to ensure any classification recommendations support a consistent, equitable, and well-defined classification structure.
- Rigorous salary analysis benchmarked against salaries of comparable public sector employers in addition to analysis of internal salary relationships to meet Human Resources best practices and provide the City with actionable insights and recommendations.
- Customized Transparent, collaborative communication with the City's stakeholders, including staff, department leaders, and City Council.

RELEVANT EXPERIENCE

Our advisors have worked on multiple comprehensive staffing, classification, and compensation studies for various special districts, cities, and counties. We are skilled at crafting, reviewing, and analyzing a wide array of public sector organizational classification and compensation structures. The following is a list of studies conducted by the Classification and Compensation service line in the last three years.

AGENCY	YEAR OF PROJECT	PROJECT TYPE
City of Trinidad	2025	Classification and Compensation Study
City of Belvedere	2025	Classification Study
Regional Water Authority	2024-2025	Classification Study and Salary Survey
Humboldt Bay Municipal Water District	2024	Staffing Assessment and Compensation Study
Sedona Fire District	2024	Compensation Study
Santa Cruz Regional 911	2024	Classification Study/Staffing Assessment
Kern County Employee Retirement Association	2024	CEO/CIO Compensation Study
Belvedere-Tiburon Library	2024	Staffing Assessment/ Compensation Study
City of Capitola	2024	Compensation Study
City of Hollister	2023-2024	Classification Study
City of Sonora	2023-2024	Compensation Study
Santa Cruz Regional Transportation Commission	2023	Classification Study/Staffing Assessment
Sacramento Metro Cable Television Commission	2023	Classification and Compensation Study
West Valley Sanitation District	2023	Compensation Study
San Miguel Community Services District	2023	Classification Study and Salary Recommendations
Sacramento Area Sewer District	2023	Staffing Assessment for Newly Created Human Resources Department
Ironhouse Sanitary District	2023	Compensation Study

RELEVANT EXPERIENCE

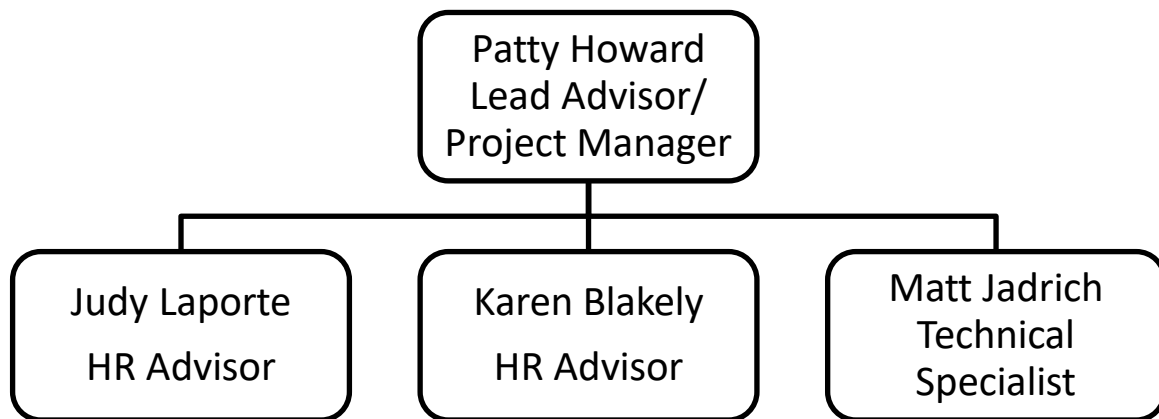
City of Belvedere	2023	Salary Surveys
Marin Sonoma Mosquito & Vector Control District	2023	Staffing Assessment/Salary Survey
Orange County Fire Authority	2023	Classification and Compensation Study
Grossmont Healthcare District	2022-2023	Compensation Study
Alameda County Mosquito Abatement District	2022-2023	Salary Survey

STAFFING RESOURCES

TEAM MEMBERS

RGS is a virtual government agency that has developed a unique network of geographically distributed Advisors who can work remotely or, if needed, on-site to deliver services to partner agencies. This flexible service delivery system reduces overhead and expands our ability to provide high-quality services throughout the state. RGS will not utilize sub-consultants for this project.

The team we have assembled for this project has outstanding relevant experience, talents, and accomplishments in public-sector operations. We are confident in our ability to deliver a comprehensive and practical compensation study for the City.



TEAM QUALIFICATIONS

PATTY HOWARD, LEAD ADVISOR/PROJECT MANAGER

Ms. Howard joined Regional Government Services as an Advisor in the Human Resources service Line in 2016. She has served as project manager and point of contact for multiple classification and compensation studies for special districts, cities, and counties throughout California. She has been the Service Line Lead for the RGS classification and compensation service line since 2021.

Before joining RGS, Ms. Howard spent over twenty years providing management-level human resources services to city and county agencies. As a generalist, she worked in all areas of human resources management, including recruitment and selection, classification and compensation, employee relations, labor negotiations, and EEO investigations.

Patty Howard will play a crucial role in this project. She will offer day-to-day oversight of the team/project, serve as the RGS point of contact for the City, ensure the timeline is met, draft and finalize all documents and study reports, and present study data and recommendations to the Board of Directors and other stakeholders, as requested. Her extensive experience and leadership will be instrumental in the success of this project.

STAFFING RESOURCES

TEAM QUALIFICATIONS

KAREN BLAKELY, HUMAN RESOURCES ADVISOR

Ms. Blakely joined Regional Government Services as an Advisor in the Human Resources service line in 2017. She has in-depth experience conducting classification and compensation studies and multiple staffing assessments, including a twenty-five-year staffing projection project for a northern California water district.

She has over twenty-seven years of experience providing professional Human Resources services as a generalist to public agencies. She has experience in budgeting, data analysis, costing for negotiations, legislative analysis, classification and compensation, and recruitment and selection. She is well-versed in State and Federal employment laws and regulations, legal opinions, and court rulings as they apply to implementing best practices.

For this project, Karen will conduct the salary surveys, serve as the point of contact for assigned comparator agencies, collect compensation data, and update and finalize the data worksheets and additional documents. In addition, Karen will assist with the staffing assessment and review of the identified human resources and finance procedures and practices.

JUDY LAPORTE, HUMAN RESOURCES ADVISOR

Ms. LaPorte joined RGS as an Advisor in the Human Resources service group in 2019. Her areas of expertise include human resources, labor relations and negotiations, risk management, finance, information technology, management, and project oversight. Judy has over twenty years of senior-level management experience in public sector agencies. Prior to joining RGS, Judy served in senior management positions in county, city, and special district government, and has experience as an executive recruiter for public agencies. Judy has a bachelor's degree in business administration.

For this project, she will conduct the class studies, review employee-completed PDQs, interview staff, develop classification recommendations, and create/update class specifications as warranted. In addition, Judy will assist with the staffing assessment and review of the identified human resources and finance procedures and practices.

MATTHEW JADRICH, TECHNICAL SPECIALIST

Mr. Jadrich joined RGS as a Technical Specialist in 2018. He is a skilled project manager with an extensive background in overseeing technical and logistical projects in diverse business environments. Matthew supports the communications and outreach efforts of RGS and its partner agencies and provides website maintenance. Additionally, Matthew supports RGS's Request for Proposals response.

Matthew will offer technical support to RGS advisors for this project and format the final report, worksheets, and additional documents.

REFERENCES

RGS always strives to provide exceptional service without exceeding the contract's financial constraints. We are familiar with and have helped numerous organizations successfully navigate the challenges and opportunities that surface in studies.

Additional references can be provided upon request.

SEDONA FIRE DISTRICT

RGS conducted an agency-wide total compensation study, including twenty-three classifications and thirty-five benefit factors. RGS also conducted a comparable agency analysis, which resulted in the inclusion of fourteen agencies in the study. Salary and benefits data were collected for all comparable classifications, and recommendations for salary adjustments were developed based on the external market data and the internal compensation alignment analysis conducted by RGS advisors. Salary recommendations utilized generally accepted compensation standards to ensure the District's compensation plan would be both externally competitive and internally equitable.

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CITY OF SOLVANG

RGS conducted an agency-wide classification and compensation study. The classification study included 32 classifications. RGS conducted job analyses for each position, identified essential duties, aligned positions into job families with the relative class series and across the classification plan, recommended new class titles, and created new class specifications for positions at all levels of the organization. The compensation study included collecting salary and benefits data from 11 comparator agencies for 26 benchmark classes. RGS also conducted an internal salary alignment analysis. Based on this analysis and the external salary data, RGS developed salary recommendations that were both externally competitive and internally equitable throughout the City's compensation plan.

Randy Murphy
City Manager
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SANTA BARBARA COUNTY

RGS partnered with the County in restructuring the management classification plan. This included creating 55 class specifications allocated to nineteen new class series and an additional 51 single-position class specifications. RGS ensured appropriate class series and class ladders were developed. The RGS lead advisor functioned as a subject matter expert and review panel member during the appeal process for mapping determinations.

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Fiscal and Workforce Planning
Division Chief
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Santa Barbara CA 93101
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805.568.2808

WORK PLAN

RGS will take the following steps to complete the compensation study. The RGS Senior Advisor and Project Advisors will be available for phone and e-mail consultation and video conference/phone meetings throughout the project.

VIRTUAL KICK-OFF MEETING WITH THE OCFA MANAGEMENT

RGS will virtually meet with the City's point(s) of contact to explain the study's methodology, objectives, deliverables, and data collection methods. In addition, the list of comparator agencies, compensation elements, and classifications to be included in the study will be discussed with meeting participants.

REQUEST AND REVIEW KEY ORGANIZATIONAL BACKGROUND MATERIAL

Once the contract is executed, RGS will request and review key background material and documents from the City to understand the City's current classification, compensation, organizational structure, policies, and procedures. Typical materials requested include:

- Organizational charts.
- Existing classification specifications.
- Current salary schedules.
- Agreements for terms and conditions of employment.
- Applicable policies and procedures.
- Previous compensation studies, both agency-wide and for single classifications.

CLASSIFICATION STUDY

RGS will meet with employees, managers, and executive staff to acquire the information we will use to ensure the proper classification of each position.

DATA COLLECTION

Employee Orientation and Position Description Questionnaire (PDQ) Distribution

Each project begins with a virtual employee orientation meeting to introduce and distribute the PDQ to employees. RGS utilizes an electronic PDQ sent via email to each employee included in the study. The PDQ allows employees to fully describe their position's purpose, duties, responsibilities, knowledge, skills, abilities, and other job-related factors. The PDQs will then be sent to the assigned management staff for review and comment.

Review Completed PDQs – Evaluate Classification Structure

RGS advisors will review the PDQ data collected, evaluating all classification factors of the position, the class series, the job family, and the internal relationships within the classification plan. They will also review the structure of each classification and the placement, levels, and parity of classifications within and across the City's classification plan.

Conduct Data Clarification Interviews

Based on the review of the employees' PDQ, RGS will conduct interviews, as needed, to clarify and secure additional information. In addition, interviews with assigned supervisors and/or managers will be conducted when needed to ensure a complete understanding of the work performed by the employee.

WORK PLAN

DEVELOP CLASSIFICATION RECOMMENDATIONS

Using the data collected through the PDQ, interviews, and the analysis of the scope of work required, RGS will develop recommendations for updates to the City's classification plan. This may include minor modifications to class specifications, creation of new classifications, or reclassification of positions to accurately reflect the work being performed and ensure alignment with current business and operational needs.

RGS will update/create class specifications utilizing the City's template or, if requested, creating a template that reflects industry standards and human resources best practices. Class specifications will include the following:

- Class Title
- Class Definition
- Distinguishing Characteristics
- Duty Statements
- Qualifications (Knowledge/Skills/Abilities)
- Required Conditions of Employment (including licenses, certifications, driving requirements, etc.)
- Experience/Education/Training examples
- Appropriate exempt and non-exempt designation under the Fair Labor Standards Act (FLSA)

COMPENSATION STUDY

DATA COLLECTION

Using the comparator agencies and the identified City classifications, RGS will identify classifications in each agency that match those of the City. Match classifications will be determined on a "whole job" basis and not be based solely on title. The classification factors RGS will use include:

- Education and experience requirements.
- Scope and complexity of the work.
- Knowledge, skills, and abilities required to perform the work.
- Supervision received and exercised.
- Consequence of error.
- Special certification or license requirements.
- Organizational structure of the division/department where the classification is found.

RECOMMEND PLACEMENT OF CLASSES WITHIN THE SALARY SCHEDULE

RGS will recommend salaries for division classifications based on both external salary data and an in-depth internal salary alignment analysis.

PROGRESS MEETING TO DISCUSS PRELIMINARY FINDINGS

While progress reports and status meetings may be provided/scheduled at any point in the study, RGS will suggest a progress meeting or conference call with the City to discuss preliminary findings and clarify any questions related to operational needs that may have come up for RGS before drafting the preliminary report.

WORK PLAN

DEVELOP DRAFT AND FINAL REPORT

RGS will prepare a draft report of findings, analysis, and recommendations for City management review. RGS advisors will be available to make necessary modifications and provide expert advice and support during the review process. This will include responding to the written comments or tracked changes in the draft documents, conducting telephone interviews for clarification, participating in video or telephone conferences, or responding to email communications.

CLASSIFICATION STUDY REPORT

The classification report may include the following:

- Executive Summary – including process followed and methodology used
- Findings based on PDQs, current class specifications, and employee interviews
- Confirmation that the job titles and job specifications are consistent with the work performed by the incumbent(s)
- Confirmation that duties listed on the class specifications reflect the needs of the City, provide insight into areas of note related to the span of control, reporting relationships, and career ladders
- Revised, updated, retitled, or newly proposed classification specifications that include accurate duty statements, skills, and competencies required for each position
- Strategies to implement the classification recommendations

COMPENSATION STUDY REPORT

The compensation study will include the following:

- Executive Summary, including process followed, methodology used, and survey assumptions
- A list of comparator agencies surveyed as part of the compensation study
- A list of match classifications identified
- Statistics for each classification's base pay rate, with the percentage above or below the average and median of market comparators identified
- Complete compensation survey data
- Strategies to implement the compensation recommendations

WORK SCHEDULE

RGS Advisors will be prepared to start work on the compensation study as soon as an agreement between the City and RGS is executed. The following is a tentative project timeline that may be modified with mutual agreement between the City and RGS. We have included the various tasks/milestones, the tentative timeline, and those involved in the task/milestone.

The comparator agencies' responsiveness and the City staff's availability during the study will be critical in meeting the study timeline as presented. Meetings with the City's point(s) of contact will be scheduled as required. RGS strives to manage the timeline to ensure deadlines are met.

CLASSIFICATION STUDY

TASKS	TENTATIVE DATES	RESPONSIBLE PARTY
1. The Professional Services Agreement (PSA)/contract has been executed. RGS receives and reviews all relevant City documents.	Weeks 1	City/RGS
2. Kick-Off Meetings with City point(s) of contact to discuss project.	Weeks 1-2	City/RGS
3. Orientation meeting(s) with employees to provide information on the study and directions for the online PDQ.	Week 3	City/RGS
4. Issue online PDQs to employees.	Week 3	RGS
5. Employees complete PDQs and submit them to be distributed to managers/directors for review.	Weeks 4-5	City
6. The manager/director completes their PDQ review; all PDQs are submitted to RGS for analysis.	Week 6	City
7. Status meeting regarding PDQ submittals	Week 6	City/RGS
8. Employees/Managers/Directors interviews.	Weeks 7	City/RGS
9. Analysis and development of classification recommendations.	Weeks 10-11	City
10. Status meeting to discuss findings and draft recommendations for the classification plan.	Week 11	City/RGS

WORK SCHEDULE

COMPENSATION STUDY

TASKS	TENTATIVE DATES	RESPONSIBLE PARTY
1. Establish match classes in each agency; collect salaries from comparable agencies.	Weeks 12-13	RGS
2. Review and analyze compensation survey data; develop draft recommendations.	Weeks 13-14	RGS
3. Status meeting to discuss findings and recommendations.	Week 14	City/RGS

PROCESS REVIEW*

TASKS	TENTATIVE DATES	RESPONSIBLE PARTY
4. Identify and review existing documents related to the identified human resources, finance, and administrative processes and procedures.	Week 12-13	RGS
5. Conduct analysis and determine if the identified processes and practices meet standard operating procedures and industry best practices.	Week 13-15	City
6. Develop findings and recommendations for any required changes and/or updates.	Week 16	City
7. Status meeting to discuss findings and recommendations.	Week 17	City/RGS

*Done concurrently with compensation study

TASKS	TENTATIVE DATES	RESPONSIBLE PARTY
8. Develop updated/new class specifications and recommend organizational structure and draft study report; submit to the City for review	Weeks 18-19	RGS
9. City reviews all documents and returns to RGS with edits.	Weeks 20-21	City
10. RGS finalizes all documents based on the City's edits and submits them to the City	Week 22	RGS

FEE SCHEDULE

At RGS, we bill hours attributable to the project at the rate of the advisor or technician. Work will commence upon executing the Professional Services Agreement (PSA) between the City and RGS. Work is performed as agreed and subsequently billed each month based on the hours worked. RGS advisors are skilled at prioritizing projects and working within the budget of partner agencies. Mileage, if applicable, will be calculated/invoiced using the current IRS rate.

The fee schedule below assumes the following study components: thirty-six positions, three classifications, and ten comparator agencies. Based on these factors, the total cost for the classification and compensation study would **not exceed 14,200**. Estimated project costs include:

Compensation Study Phases	Estimated Cost
1. Client contact: Kick-off meeting; status reports/meetings; correspondence with City staff; review of all City documents	\$1,600
2. Class study/Staffing assessment: Draft the questionnaire, interview staff, analyze data, develop recommendations for class changes, and update class specifications to reflect study findings and recommendations	\$4,600
3. Compensation study: Collect and analyze salary and benefits data; conduct an internal salary alignment analysis; develop salary recommendations; and provide a cost analysis of recommended classification placement.	\$2,100
4. Process review: Review relevant procedures, SOPS, workflow charts; interview pertinent staff regarding issues; develop findings and recommendations.	\$3,000
5. Study documents: Draft/final classification and compensation study report; updated class specifications; and compensation study worksheets.	\$2,900
Total Estimated Cost Not To Exceed:	\$14,200

The hourly rate for work will be billed at the following hourly rates based on the Advisor(s) assigned to the project.

TITLE	HOURLY RATE
Strategic Services Consultant	\$191
Senior (Lead) Advisor	\$161
Advisor	\$137
Technical Specialist	\$121
Administrative Specialist	\$108