



**Exhibit A – Scope of Work**

**Agreement for Professional Services  
Mission Springs Water District  
66575 Second Street  
Desert Hot Springs, CA 92240  
Telephone (760) 329-6448 - FAX (760) 329-2482**

**For your protection, make sure that you read and understand all provisions before signing. The terms on pages A-2 – A-7 are incorporated in this document and will constitute a part of the agreement between the parties when signed.**

**TO: Gallagher Benefit Services, Inc. DATE: \_\_\_\_\_  
2835 Seventh Street  
Berkley, CA 94710**

**TITLE: 2021 Job Classification and Compensation Study**

The undersigned Consultant agrees to furnish the following:

**All Work/Services per the attached Exhibit A – Scope of Work and in accordance with Exhibit B – Proposal provided by Koff & Associates (aka Gallagher Benefit Services, Inc.), and per Exhibit C – Term, Early Termination & Notice**

Contract price \$: Not to Exceed \$65,472 (\$59,520 x 10% Contingency)

Term: Eight (8) months from the effective Agreement DATE above

Instructions: Sign and return the originals. Upon acceptance by Mission Springs Water District, a copy will be signed by its authorized representative(s) and promptly returned to you. Insert the names of your authorized representative(s) below.

Accepted: \_\_\_\_\_  
Mission Springs Water District

Consultant: \_\_\_\_\_  
Gallagher Benefit Services, Inc.  
(Business Name)

By: \_\_\_\_\_  
Arden Wallum

By: Georg S. Krammer  
Georg S. Krammer

Title General Manager

Title Managing Director

Consultant agrees with the Mission Springs Water District that:

- a. When the law establishes a professional standard of care for Consultant's services, to the fullest extent permitted by law, Consultant will immediately defend, indemnify and hold harmless Mission Springs Water District, its directors, officers, employees, and authorized volunteers from all claims and demands of all persons that arise out of, pertain to, or relate to the Consultant's negligence, recklessness, or willful misconduct in the performance (or actual or alleged non-performance) of the work under this agreement. Consultant shall defend itself against any and all liabilities, claims, losses, damages, and costs arising out of or alleged to arise out of Consultant's performance or non-performance of the work hereunder and shall not tender such claims to Mission Springs Water District nor to its directors, officers, employees, or authorized volunteers, for defense or indemnity.
- b. Other than in the performance of professional services, to the fullest extent permitted by law, Consultant will immediately defend, indemnify and hold harmless Mission Springs Water District, its directors, officers, employees and authorized volunteers from all claims and demands of all persons arising out the performance of the work or furnishing of materials; including but not limited to, claims by the Consultant or Consultant's employees for damages to persons or property except for the sole negligence or willful misconduct or active negligence of Mission Springs Water District, its directors, officers, employees, or authorized volunteers.
- c. By his/her signature hereunder, Consultant certifies that he/she is aware of the provisions of Section 3700 of the California Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and that Consultant will comply with such provisions before commencing the performance of the professional services under this agreement. Consultant and sub-consultants will keep workers' compensation insurance for their employees in effect during all work covered by this agreement.
- d. Consultant will file with Mission Springs Water District, before beginning professional services, a certificate of insurance satisfactory to Mission Springs Water District evidencing professional liability coverage of not less than \$1,000,000 per claim and \$2,000,000 annual aggregate,. Any cancelled or non-renewed policy will be replaced with no coverage gap and a current Certificate of Insurance will be provided to Mission Springs Water District. Coverage is to be placed with a carrier with an A.M. Best rating of no less than A-: VII, or equivalent, or as otherwise approved by MissionSprings Water District. The retroactive date (if any) is to be no later than the effective date of this agreement. Consultant shall maintain such coverage continuously for a period of at least two (2) years after the completion of the contract work. Consultant shall purchase a two-year extended reporting period i) if the retroactive date is advanced past the effective date of this Agreement; ii) if the policy is canceled or not renewed; or iii) if the policy is replaced by another claims-made policy with a retroactivedate subsequent to the effective date of this Agreement. In the event that the Consultant employs otherconsultants (sub-consultants) as part of the work covered by this agreement, it shall be the Consultant'sresponsibility to require and confirm that each sub-consultant meets the minimum insurance requirements specified above.

- e. Consultant will file with Mission Springs Water District, before beginning professional services, certificates of insurance (Acord Form 25 or equivalent) satisfactory to Mission Springs Water District evidencing

**Coverage** – Coverage for commercial general liability and automobile liability insurance shall be at least as broad as the following:

1. Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 0001)
2. Insurance Services Office (ISO) Business Auto Coverage (Form CA 0001), covering Symbol 1 (any auto)

**Limit** – The consultant shall maintain limits no less than the following

1. General liability - coverage of not less than two million (\$2,000,000) per occurrence or the full per occurrence limits of the policies available, whichever is greater for bodily injury, personal injury and property damage; (\$4,000,000 general and products-completed operations aggregate (if used)).
2. Auto liability - One million dollars \$1,000,000 for bodily injury and property damage each accident limit.
3. Workers' compensation (statutory limits) and employer's liability (\$1,000,000) (if applicable).

**Required Provisions –**

- The general liability coverage shall give Mission Springs Water District, its directors, officers, employees (collectively the District), and authorized volunteers insured status (via ISO endorsement at least as broad as CG 2010 1185 or **both** CG 20 10 plus CG 20 37 if a later editions is used) specifically naming the Mission Springs Water District, its directors, officers, employees, or authorized volunteers; or using the language that states "as required by written contract."
- The general liability coverage is to state or be endorsed (with as broad as ISO endorsement CG 20 01 04 13) to state "such insurance shall be primary, and any insurance, self-insurance or other coverage maintained by Mission Springs Water District, its directors, officers, employees, or authorized volunteers shall not contribute to it".
- Coverage is to be placed with a carrier with an A.M. Best rating of no less than A- VII, or equivalent, or as otherwise approved by Mission Springs Water District.
- In the event that the Consultant employs other consultants (sub-consultants) as part of the work covered by this agreement, it shall be the Consultant's responsibility to require each sub-consultant meets the minimum insurance

requirements specified above.

- f. If any of the required coverages expire during the term of this agreement, the Consultant shall deliver the renewal certificate(s) to Mission Springs Water District at least ten (10) days prior to the expiration date.
- g. Consultant shall not accept direction or orders from any person other than the General Manager or the person(s) whose name(s) is (are) inserted on Page 1 as “other Authorized Representative(s).”
- h. Payment, unless otherwise specified on Page 1, is to be within thirty (30) days after acceptance by Mission Springs Water District.
- i. Professional permits required by governmental authorities will be obtained at Consultant’s expense, and Consultant will comply with applicable local, state and federal regulations and statutes including but not limited to Cal/OSHA requirements.
- j. Any change in the scope of the professional services to be done, method of performance, nature of materials or price thereof, or to any other matter materially affecting the performance or nature of the professional services will not be paid for or accepted unless such change, addition or deletion is approved in advance, in writing by a supplemental agreement executed by Mission Springs Water District. Consultant’s “Authorized Representative(s)” has (have) the authority to execute such written change for Consultant.
- k. Unless otherwise agreed upon in writing, all reports, documents, or other written material, including any documents, images, photographs, video files, or other media created or developed by Consultant as part of the services required hereunder (“Written Products”) shall be considered to be “works made for hire”, and all Written Products and any and all intellectual property rights arising from their creation, including, but not limited to, all copyrights and all other proprietary rights, shall be and remain the property of Mission Springs Water District without restriction or limitation upon their use, duplication or dissemination by Mission Springs Water District, except as otherwise provided herein. Consultant shall not obtain or attempt to obtain copyright protection as to any of the Written Products.
- l. Consultant hereby assigns to Mission Springs Water District all ownership and any and all intellectual property rights to the Written Products that are not otherwise vested in Mission Springs Water District pursuant to section above. Notwithstanding the foregoing, Consultant will retain sole and exclusive ownership of all right, title and interest in and to its intellectual property and derivatives thereof which no data or confidential information of Mission Springs Water District was used to create and which was developed entirely using Consultant’s own resources. To the extent Consultant’s intellectual property is necessary for Mission Springs Water District to use the services provided, Consultant will grant to Mission Springs Water District a non-exclusive, royalty-free license to Consultant’s intellectual property solely for Mission Springs Water District’s use of such services.

- m. Consultant shall not disclose, publish, or authorize others to disclose or publish, design data, drawings, specifications, reports, or other information pertaining to the projects assigned to the Consultant by the Mission Springs Water District or other information to which the Consultant has had access during the term of this Agreement without the prior written approval of an Authorized Representative during the term of this Agreement. Consultant's covenant under this section shall survive the termination of this Agreement.
- n. Consultant shall maintain complete and accurate records with respect to sales, costs, expenses, receipts, and other such information required by the Mission Springs Water District or the Authorized Representative. The Consultant shall maintain adequate records on services provided in sufficient detail to permit an evaluation of service. All such records shall be maintained in accordance with generally accepted accounting principles and shall be clearly identified and readily accessible. At all times during regular business hours, Consultant shall provide access to such books and records to the Authorized Representative or his or her designees, and shall give the Authorized Representative or his or her designees the right to examine and audit such books and records and to make transcripts as necessary, and shall allow inspection of all work, data, documents, proceedings, and activities related to this Agreement.
- o. This Agreement is personal to the Consultant. Any attempt to assign or subcontract any right or obligation hereunder by the Consultant shall be void unless approved in writing in advance by the Authorized Representative. Consultant's services pursuant to this Agreement shall be provided by the representative or directly under the supervision of the representative and Consultant may assign another to supervise the Consultant's performance of this Agreement without the prior written approval of the Mission Springs Water District, by and through the Authorized Representative.
- p. Consultant shall not maintain, commit, or permit the maintenance or commission of any nuisance in connection with the performance of services under this Agreement.
- q. Consultant agrees to be familiar with and comply with all applicable federal, state, and local conflict of Interest laws, including, but not limited to, the Political Reform Act (California Government Code Sections 81000, et seq.) and California Government Code Section 1090. During the term of this Agreement, Consultant shall retain the right to perform similar services for other clients, but Consultant and its officers, employees, associates and subcontractors shall not, without the prior written approval of the Authorized Representative, perform work for another person or entity for whom Consultant is not currently performing work that would require Consultant or one of its officers, employees, associates or subcontractors to abstain from a decision under this Agreement pursuant to a conflict of interest statute.
- r. A waiver by the Mission Springs Water District of any breach of any term, covenant, or condition contained in this Agreement shall not be deemed to be a waiver of any subsequent breach of the same or any other term, covenant, or condition contained in this Agreement whether of the same or different character.

- s. The Consultant shall commence, carry on, and complete all required tasks with all practicable dispatch, in a sound, economical, and efficient manner in accordance with all applicable laws and generally accepted industry standards.
- t. No Third-Party Beneficiaries. The Mission Springs Water District shall not be obligated or liable under this Agreement to any party other than the Consultant.
- u. In no event shall the making by the Mission Springs Water District of any payment to the Consultant constitute or be construed as a waiver by the Mission Springs Water District of any breach of covenant, or any default which may then exist, on the part of the Consultant, and the making of any such payment by the Mission Springs Water District while any such breach or default shall exist shall in no way impair or prejudice any right or remedy available to the Mission Springs Water District with regard to such breach or default.
- v. If any legal action is necessary to enforce any provision of this Agreement or for damages by reason of an alleged breach of any provisions of this Agreement, the prevailing Party shall be entitled to receive from the losing Party all costs and expenses in such amount as the courts may determine to be reasonable. In awarding the cost of litigation, the court shall not be bound by any court fee schedule, but shall, if it is in the interest of justice to do so, award the full amount of costs, expenses, and attorneys' and experts' fees paid or incurred in good faith.
- w. In the performance of the work required by this Agreement, Consultant shall abide by and conform with and to any and all applicable laws of the United States and the State of California, and with the local County and Municipal Code, ordinances, regulations and policies.
- x. If any part, term, or provision of this Agreement shall be held illegal, unenforceable, or in conflict with any law of a federal, state, or local government having jurisdiction over this Agreement, the validity of the remaining portions or provisions shall not be affected by such holding.
- y. The terms of this Agreement shall be interpreted according to the laws of the State of California. Should litigation occur, venue shall be the Superior Court of Riverside County, California.
- z. This Agreement represents the entire Agreement between the Mission Springs Water District and Consultant with respect to the subject matter hereto and supersedes all prior oral or written negotiations, representations or agreements. No verbal agreement or implied covenant shall be held to vary the provisions of this Agreement. This Agreement shall bind and inure to the benefit of the parties to this Agreement and any subsequent successors and assigns. In the event of any inconsistency between the provisions of this Agreement and Consultant's proposal or Quote, and Exhibits hereto, the provisions of this Agreement shall control.
- aa. Precedence of Exhibits. All documents referenced as exhibits in this Agreement are hereby incorporated in this Agreement. In the event of any material discrepancy between the express provisions of this



Agreement and the provisions of any document incorporated herein by reference, the provisions of this Agreement shall prevail.

- bb. Consultant will act hereunder as an independent contractor. This agreement shall not and is not intended to constitute Consultant as an agent, servant, or employee of the Mission Springs Water District and shall not and is not intended to create the relationship of partnership, joint venture or association between the Mission Springs Water District and Consultant.
- cc. Each of the signatories herein hereby represents that he or she has the authority to execute the Agreement on behalf of his or her contracting party.



## **Request for Proposals**

*2021 Job Classification and Compensation Study*

**Qualifications due by 4:00 PM on April 6, 2021**





## **I. INTRODUCTION**

Mission Springs Water District (MSWD) desires to be an “Employer of Choice” and understands that compensation and benefits play a significant role in attracting and retaining talent. As a result, the District is requesting proposals (RFPs) from qualified consultants (hereinafter referred to as “Consultant”) interested in providing a review and recommendations for the District’s job classifications, salaries, benefits, and total compensation for all employees (hereinafter referred to as the Class-Comp Study).

The District reserves the right to modify anticipated timelines set forth below. The District reserves the right to reject any and all submittals, cancel all or part of this RFP, waive any minor irregularities, and to request additional information from proposing Consultants.

The RFP does not obligate the District to award a contract.

## **II. BACKGROUND/OBJECTIVE**

MSWD is a special district located in California, a county water district located in the Riverside County. Formed in 1953, the District has a staff of 49 and supplies drinking water to approximately 38,000 people in a 135 square mile service area.

Mission Springs Water District (MSWD) employs a variety of individuals in administrative and field roles which vary from General Manager to Customer Service Manager to Field Operations Technicians. Employees are divided into three primary areas of expertise: Water Production and Distribution, Wastewater Collection and Treatment, and Administration with 35 unique job classifications. MSWD supports its 49 employees through training, development and recognition of their individual strengths and talents.

The District will form a Class-Comp Study Committee consisting of MSWD staff which will work closely with the Consultant on study objectives and draft and final reports. The Class-Comp Study Committee will be responsible to report update to the MSWD Board. The Consultant will present all final reports to the MSWD Board.

## **III. DESCRIPTION OF SERVICES**

MSWD seeks professionals with expertise in performing the services described herein. Qualified Consultants shall demonstrate experience in providing the services similar in nature services which may include, but not be limited to, the following:

### Phase 1 - District Classifications and Salaries

- Develop a classification structure that reflects the District's overall classification and salary strategy that includes clear definitions of terms and the development of career ladders for full-time and part-time employees, including vacant positions.
- Conduct orientation and briefing session(s) with employees, all department heads, supervisors, and the General Manger.
- Meet and consult with the Class-Comp Study Committee in the development of a comprehensive anonymous employee satisfaction questionnaire.

- Conduct interviews and/or job audits with all employees in single position classifications, a representative sample of employees in multiple position classifications, and appropriate management personnel to validate the information.
- Meet and consult with Class-Comp Study Committee to determine list of comparable agencies to be used in survey. This will include an explanation of the specific methodology (i.e., articulable factors) used to identify the survey agencies.
- Due to the complex nature and highly specialized skill sets of some District employees, the Consultant will also look at comparable public sector water related jobs with the same essential duties and functions where appropriate.
- Since several of the District positions are unique, may need to compare and average across a range of comparable positions at other public sector water related jobs.
- Complete an internal base salary relationship analysis, including the development of appropriate internal relationship and equity guidelines.
- Develop external competitive and internal equitable salary recommendations for each classification.
- Identify potential pay compression issues and provide potential solutions.
- Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
- Assign a salary range to each classification which reflects the results of the market survey and the analysis of the internal relationships. This will include an explanation of the specific methodology (i.e., articulable factors) used in determining salary range.
- Identify career ladders/promotional opportunities for each classification.
- Recommend additional opportunities for career ladders/promotional opportunities such as formal field, technical, or management training and/or certification.
- Finalize class specifications and recommended appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
- Assist in the development of a strategy for implementing the compensation recommendations and plan.
- Conduct a meeting with the Class-Comp Study Committee to discuss preliminary findings to identify any potential changes or recommendations prior to the preparation of the final written report.

#### Phase II-District Total Compensation and Benefits

- Conduct a comprehensive total compensation survey using comparable survey agencies, using not only job titles, but duties and responsibilities based upon the classification specifications from the District.
- Conduct a total compensation analysis to provide the District with an accurate assessment of how its compensation plan compares with the selected labor market agencies.
- Conduct analysis of employer paid insurance premium contributions for health, dental, orthodontics, vision, short- and long-term disability, long-term care, life and AD&D insurance.
- Conduct an analysis of leave benefits including holidays, sick leave, management leave, administrative leave, family leave, and vacation.
- Conduct analysis for employer contributions to employee retirement plans. Provide feedback on what other agencies are doing to compensate CalPERS PEPRA (aka NEW) employees who may not receive equal employer paid benefits.



- Conduct analysis and provide recommendations for benefits the District does not currently offer, such as longevity pay, bonus pay, EPA program, employer contributions to deferred compensation plan, and employer contributions to retirement health savings accounts.
- Conduct a meeting with the Class-Comp Study Committee to discuss preliminary findings and potential changes or recommendations prior to the preparation of the final written report.

#### Deliverables

- Weekly Reports: Firm is to provide weekly project status reports by email and/or teleconference to the Class-Comp Study Committee on the first work day of each week outlining the following information:
  - The specific accomplishments achieved during the reporting period.
  - Specific tasks completed pursuant to the provisions of the contract and the completion of such tasks.
  - The project completion dates for the remaining specific tasks required by the Firm.
  - Any project component, activity, or problem that could result in a delay of the project.
  - Any current or future changes in project personnel or their assignments.
  - Any project delays
- Benchmark Reports: Benchmarks of project completion are measured by the following deliverables:
  - Completion of all necessary management and employee interviews.
  - Results of data gathering phase.
  - Draft of preliminary finding and recommendations.
  - Final report of finding and recommendations.
- Phase I of the study includes looking at the District Classifications and Salaries. Phase II includes looking at District Total Compensation and Benefits. Phases I and II may be either stand-alone studies or may be combined depending on direction from the Class-Comp Study Committee.
- Draft Report: Presentation of draft report to the Class-Comp Study Committee to identify any potential changes or recommendations prior to the preparation of the final written report.
  - Include recommendations for appropriate implementation measures that the General Manager and Human Resources staff will need to take.
- Final Report: Presentation of draft report to the Class-Comp Study Committee to identify any potential changes or recommendations prior to the preparation of the final written report.
- Presentation of the final Report to the District’s Board of Directors.

If the Firm submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in proposals must be all-inclusive to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

#### IV. PROPOSAL FORMAT

There is no page limit for the proposal; however, it should be focused and concise, without extraneous material. The proposal should be divided into sections as outlined below:

A. Letter of Interest and Description of Services

- A statement regarding the Consultant’s availability to dedicate time, personnel, and resources to the Class-Comp Study.
- A commitment to the availability of the Consultant and all key project staff during the contract period.
- A description of the approach to successfully fulfill the requirements within the estimated budget and schedule.

B. Proposed Scope of Work:

Provide a Proposed Scope of Work and discuss any ideas for modifying, clarifying, or improving the District’s Class-Comp Study. Within the Proposed Scope of Work please answer the following questions:

- Describe the overall approach to meeting the requirements for all components of the Class-Comp Study.
- Give a detailed timeline schedule for the Class-Comp Study.
- Explain the Consultant’s communication approach with your clients.

C. Consultant and Project Team

- Length of time in business.
- Location of headquarters and any field offices.
- Description of services that the company specializes in.
- Brief biography of proposed Product Manager and the Principal-in-charge (if that person is different from the Project Manager) and all other applicable staff. A project manager must be designated and must be the principal contact for the District.

D. Budget, including hourly rate for any additional consultation post deliverables

Provide estimated budget, including materials, professional services, travel, and all other costs and expenses for the Class-Comp Study.

E. References

At a minimum, the Consultant should provide a list of the most recent projects (at least three) performed of similar size, scope, and complexity. This list shall include the company name, contact person, address, phone number and/or e-mail of each party for whom the service was provided, as well as a description of the service performed, the dollar amount of the contract, and the date of performance.

The District shall not be liable for any costs incurred in response to this Request for Proposals. All costs shall be borne by the person or organization responding to the request. The person or organization responding to the request shall hold the Agency harmless from any and all liability, claim or expense whatsoever incurred by or on behalf of that person or organization. All



submitted material becomes the property of the District and public records and, as such, may be subject to public review.

**V. SELECTION PROCESS**

The evaluation process will be as follows:

1. A selection committee will evaluate the Proposals submitted and rank each Consultant’s submittal based on the Consultant's qualifications, experience, and references. This will be the initial ranking. Based upon this evaluation, MSWD may invite the top two to four highest ranked Consultants to an oral interview to further discuss their approaches and qualifications to perform the requested services for this Project. Each Consultant will again be ranked in accordance with their responses.

Evaluation Criteria - Initial Ranking. MSWD will evaluate the SOQs submitted according to the following criteria:

	<u>Maximum</u>
Qualifications necessary to complete project:	40 points
Previous work performance:	40 points
Capacity to complete the work:	<u>20 points</u>
<b>Total:</b>	<b>100 points</b>

Evaluation Criteria - Post Interview Ranking. If interviews are necessary, MSWD will evaluate Consultants according to the following criteria:

	<u>Maximum</u>
Initial Ranking:	100 points
Interview:	<u>100 points</u>
<b>Total:</b>	<b>200 points</b>

2. After completion of the evaluation process, MSWD will determine a top ranked Consultant and will enter contract negotiations with the top-ranked Consultant. The negotiations will include the review of the detailed Scope of Work provided by the Consultant to complete services. Upon completion of the Scope of Work review, MSWD and Consultant will evaluate the Fee and make any adjustments, if necessary.
3. MSWD may choose to select the top-ranked Consultant (determined solely on submitted proposal) without further evaluation or oral interviews. MSWD reserves the right to negotiate modifications to fees and scope prior to making recommendations to the MSWD Board of Directors, which reserves the right to reject any or all proposals. If selection with the top-ranked Consultant does not result in an executed contract, MSWD will move onto the second-ranked Consultant. If this does not result in an executed contract, the process will be repeated until a contract is executed successfully. The selection process will be completed when a contract is executed.
4. MSWD reserves the right to select a Consultant that it deems best qualified to perform this work.



## **VI. CONTACT INFORMATION**

The MSWD contact for this RFP is Oriana Hoffert, Human Resources Specialist. Mrs. Hoffert can be reached via e-mail at [ohoffert@mswd.org](mailto:ohoffert@mswd.org) or by phone at (760) 676-9442.

## **VII. RFP QUESTIONS**

Any questions or clarifications regarding this RFP shall be submitted via the Project's bid portal in Planet Bids. The deadline to submit questions is March 24, 2021. Response to any questions, clarifications, or additional information will or will not be provided at the sole discretion of the District. If provided, the response will be provided via the Project's bid portal in Planet Bids on or before March 29, 2021. If respondent inquires with other MSWD Staff without approval, the Consultant will be deemed ineligible for selection.

## **VIII. STATEMENT OF QUALIFICATION SUBMISSION**

Consultants shall submit their Proposal, in the format highlighted above, accompanied with all requested information, as follows: One (1) electronic copy of their Proposal and Cost Proposal in PDF format through the Bid Portal by 4:00 p.m. on Tuesday, April 6, 2021. Any RFP received after this time will not be considered or evaluated.

## **IX. CONFIDENTIALITY OF PROPOSAL**

All responses to this RFP become property of the District and will be kept confidential until a recommendation for award of a contract has been announced. Thereafter, submittals are subject to public inspection and disclosure under the California Public Records Act. Therefore, unless the information is exempt from disclosure by law, the content of any proposal, request for explanation, exception or substitution, response to these specifications, protest, or any other written communication between the District and any Proposer regarding the procurement, shall be available to the Public.

If Proposer believes any communication contains trade secrets or other proprietary information that the Proposer believes would cause substantial injury to the Proposer's competitive position if disclosed, the Proposer shall request that the District withhold from disclosure the proprietary information by marking each page containing such proprietary information as confidential. By submitting a proposal with portions marked "confidential," a Proposer represents it has determined such portions qualify for exemption from disclosure under the California Public Records Act. A Proposer may not designate its entire Proposal as confidential nor may a Proposer designate its Cost Proposal as confidential. The District will not honor such designations and will disclose submittals so designated to the Public.

If Proposer requests that the District withhold from disclosure information identified as confidential, and the District complies with the Proposer's request, Proposer shall assume all responsibility for any challenges resulting from the non-disclosure, indemnify and hold harmless the District from and against all damages (including but not limited to attorneys' fees that may be awarded to the party requesting the Proposer information), and pay any and all costs and expenses related to the withholding of Proposer information. Proposer shall not make a claim, sue, or maintain any legal action against the District or its directors, officers, employees, or agents concerning the withholding from disclosure of Proposer information.



If Proposer does not request that the District withhold from disclosure information identified as confidential, the District shall have no obligation to withhold the information from disclosure and may release the information without any liability to the District.

#### **X. OTHER REQUIREMENTS**

**CONTRACT** - Example professional services agreement language is attached as Exhibit "A." Successful bidder will be expected to work with District to execute an agreement substantially like Exhibit "A."

**INSURANCE** - After selection, the selected bidder will be required to maintain general liability, professional liability and workers' compensation insurance (automobile not required) pursuant to Insurance Requirements of Exhibit "A," the example professional services agreement language.



**Exhibit B**  
**Proposal provided by Koff & Associates**





**April 6, 2021**

# Classification and Compensation Proposal

**Mission Springs Water District**

## **KOFF & ASSOCIATES**

**GEORG S. KRAMMER**  
Chief Executive Officer

2835 Seventh Street  
Berkeley, CA 94710  
[www.KoffAssociates.com](http://www.KoffAssociates.com)

[gkrammer@koffassociates.com](mailto:gkrammer@koffassociates.com)  
Tel: 510.658.5633  
Fax: 510.652.5633

## A. Letter of Interest and Description of Services

April 6, 2021

Oriana Hoffert  
Human Resources Specialist  
Mission Springs Water District  
66575 Second Street  
Desert Hot Springs, CA92240

Dear Mrs. Hoffert:

Thank you for the opportunity to respond to your Request for Proposals for a **Job Classification and Compensation Study** for the **Mission Springs Water District** ("District"). We are most interested in assisting the District with this important study and feel that we are uniquely qualified based on our experience working with other water districts and public agencies in Coachella Valley and throughout California, including Coachella Valley Water District, Desert Recreation District, and several cities.

Koff & Associates is an experienced Human Resources and Recruitment Services firm providing human resources services to cities, counties, special districts, courts, educational institutions, and other public agencies for 37 years. The firm has achieved a reputation for working successfully with management, employees, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. Our firm's extra effort has resulted in close to *100% implementation* of all of our classification and compensation studies. Koff & Associates ensure that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As Chief Executive Officer of the firm, I would assume the role of Project Director and be responsible for the successful completion of project. Senior Project Manager Debbie Owen will serve as the Co-Project Director for this study; together with me, she will coordinate all of K&A's efforts, will attend all meetings with the District, and will be responsible for all work products and deliverables.

This proposal will remain valid for at least 90 days from the date of submittal. Please call if you have any questions or wish additional information. I can be reached at our Berkeley address and the phone number listed on the cover page. My email is [gkrammer@koffassociates.com](mailto:gkrammer@koffassociates.com).

We look forward to the opportunity provide professional services to the **Mission Springs Water District**.

Sincerely,



Georg S. Krammer  
Chief Executive Officer



## TABLE OF CONTENTS

Letter of Interest and Description of Services	
Proposed Scope of Work	1
Consultant and Project Team	16
Budget	24
References	26
Contractual Requirements	32
Insurance Acknowledgement	33
Standing of the Firm	33
Signature Page	



## PROPOSED SCOPE OF WORK

Mission Springs Water District desires to be an “Employer of Choice” and understands that compensation and benefits play a significant role in attracting and retaining talent. The District wishes to conduct an objective analysis of the current classification and compensation practices of the Agency; recommend changes that result in equitable, competitive and legally defensible classification and pay practices that will enrich the attraction and retention of qualified individuals as well as enhance opportunities for growth and professional development; evaluate the current employee benefit and compensation plan against local and regional markets, and comparable employers; and provide recommendations for adjustments.

Mission Springs Water District (MSWD) employs a variety of individuals in administrative and field roles which vary from General Manager to Customer Service Manager to Field Operations Technicians. Employees are divided into three primary areas of expertise: Water Production and Distribution, Wastewater Collection and Treatment, and Administration with 35 unique job classifications. MSWD supports its 49 employees through training, development and recognition of their individual strengths and talents.

The study’s first level of effort is to initially develop an updated and well-structured classification system and classification descriptions for all study positions that are legally compliant (including Fair Labor Standards Act (“FLSA”) and Americans with Disabilities Act (“ADA”) requirements), internally aligned, reflective of contemporary standards, and accurately descriptive of current roles, responsibilities, duties, and qualifications. The classification analysis process includes orientation and briefing sessions with employees, management, Human Resources, and other stakeholders, as appropriate; the completion of a position description questionnaire by employees; interviews with at least a representative sample of employees in each study classification; and interviews with supervisors and management to address any classification issues. All participating employees will be allocated to an appropriate classification; draft classification descriptions will be developed, and sent back to the District and incumbents for additional feedback and concurrence.

A second level of effort will be to review the District’s compensation structure for the studied classifications and to conduct a total compensation market survey (salaries plus benefits) using a set of appropriate comparator agencies. The identification of comparator agencies, benchmark classifications, and benefits to be collected is an iterative process that includes all stakeholders. We have found this open discussion philosophy to be critical to our success for organizational buy-in. Once the external data development is completed, we will make specific recommendations for internal equity for non-benchmarked classifications and classifications without a large enough market sampling.

The compensation study will contain specific recommendations regarding the integration of all study classifications into the District’s compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth. Our study will make recommendations regarding a salary structure that takes the District’s compensation preferences into consideration as well as the appropriate placement of each classification on the District’s salary schedule.



The study includes a significant number of meetings with the Class-Comp Committee, Human Resources, employees, and the District’s Board of Directors, as desired. We have expertise in labor/management relations and understand the importance of active participation by all stakeholders to ensure a successful outcome. The meetings and “stakeholder touch-points” that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and create a collaborative and interactive approach resulting in greater buy-in for study recommendations. This interactive approach has resulted in almost 100% implementation success of K&A’s studies.

## Study Objectives

### Classification Objectives:

- 🕒 To analyze and update the District’s classification system and each study position’s classification description and structure through a comprehensive process of job analysis and evaluation, including review of existing documentation, position description questionnaire completion, employee interviews, management interviews, analysis of existing positions and working situations, analysis of levels of duties and responsibilities, and other professional methods, as appropriate;
- 🕒 To recommend each study position for title change or reclassification (as appropriate), create new classifications (if applicable), eliminate outdated classifications (if applicable), and consolidate classifications assigned to similar functional areas (as appropriate);
- 🕒 To provide for growth and flexibility of assignment within the new classification structure, where feasible, in recognition that some job duties and responsibilities may evolve over time, as well as to provide adequate career paths and class series/job families that will foster career service within the District;
- 🕒 To clearly state definitions of job classifications, the typical job functions, and minimum required and preferred/desired qualifications such as education, prior work experience, knowledge, skills, abilities, licenses, certifications, and physical demands and working conditions;
- 🕒 To provide a classification structure that ensures regulatory compliance, including allocation of each study position to the correct classification with appropriate FLSA designation as well as meeting ADA and EEO regulations;
- 🕒 To provide for adequate educational, review, and appeal processes that will result in a product that is understood by all levels of personnel and is internally equitable; and
- 🕒 To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate classification and level, methods for logical progression of movement between classifications, classification concepts and distinguishing characteristics, as well as the delivery of final reports and recommendations to guide the organization in implementing, managing, and maintaining the classification system.

### Compensation Objectives:

- 🕒 To make recommendations regarding a list of appropriate, logical and defensible comparator agencies, benchmark classifications, and benefits to be collected prior to beginning the compensation portion of the study;
- 🕒 To collect accurate salary and benefit data from the approved group of comparator agencies and to ensure that the information is analyzed in a manner that is clear and



comprehensible to the Class-Comp Committee, Human Resources, management, employees, and the Board;

- 🕒 To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes, according to generally accepted compensation practices;
- 🕒 To review the District's compensation structure and practices and develop compensation recommendations that will assist the District in recruiting, motivating, and retaining competent staff;
- 🕒 To develop solutions that address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting the District's goals, objectives, and budget considerations;
- 🕒 To evaluate benefit offerings in the labor market and make recommendations for better alignment and/or different benefit offerings as indicated by the analysis and best practices;
- 🕒 To create a comprehensive final report summarizing the compensation study approach and methodology, analytical tools, findings, and recommended compensation structure;
- 🕒 To recommend appropriate internal salary relationships and allocate classes to salary ranges in a comprehensive salary range plan; and
- 🕒 To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate salary ranges, methods for logical progression of movement within the salary scale for each classification, and other practices, so that our recommendations can be implemented and maintained in a competent and fair manner.

**Overall Objectives:**

- 🕒 To review and understand all current documentation, rules, regulations, policies, budgets, procedures, class descriptions, organizational charts, memoranda of understanding, personnel policies, wage and salary schedules, and related information so that our recommendations can be operationally incorporated with a minimum of disruption;
- 🕒 To conduct start-up Class-Comp Committee meetings with management, study project staff, and other stakeholders to discuss any specific concerns with respect to the development of classification and compensation recommendations; finalize study plans and timetables; conduct orientation sessions with management, and staff in order to educate and explain the scope of the study and describe what are and are not reasonable study expectations and goals;
- 🕒 To work collaboratively and effectively with the District and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study;
- 🕒 To develop a classification and compensation structure that meets all legal requirements, that is totally non-discriminatory, and that easily accommodates organizational change, growth, and operational needs;
- 🕒 To document all steps in the process and provide documentation and training for Human Resources and other staff, as appropriate, in classification and compensation analysis methodologies so that the District can integrate, maintain, administer, and defend any recommended changes after the initial implementation; and
- 🕒 To provide effective ongoing communications throughout the duration of the project and continued support after implementation.



## Methodology / Work Plan / Deliverables

This section of the proposal identifies the actual work plan. We believe that our detailed explanation of methodology and work tasks clearly distinguishes our approach and comprehensiveness.

Our approach is to complete the classification and job evaluation before completing the compensation review (including all of the components outlined in the RFP but in a slightly different order to maximize efficiencies and synergies between the two phases). The reasons for this include:

- ⌚ The description of the work performed and the requirements for that work are, in the minds of the employees and their supervisors, inextricably associated with the “worth of that work” or compensation, which is often a highly emotional issue. Separating the two phases of the study, even though elements of phases may be conducted concurrently, tends to produce more objective classification results.
- ⌚ The compensation review will be completed when there is a full understanding of the work of the District, thereby ensuring that the data developed from the labor market and the District’s classifications is accurate.

Given these parameters, our approach is as follows:

### PHASE I: CLASSIFICATION STUDY

#### **Deliverable A: Meetings with Class-Comp Committee and Management Staff and Initial Documentation Review**

This phase includes identifying the District’s Class-Comp Committee, contract administrator, and reporting relationships. Our team of Project Managers and H.R. Associates will conduct an orientation and briefing session with the Class-Comp Committee to explain process and methodology; create the specific work plan and work schedule; identify subsequent tasks to be accomplished; reaffirm the primary objectives and specific end products; determine deadline dates for satisfactory completion of the overall assignment; determine who will be responsible for coordinating/scheduling communications with employees, management, and the Board; and develop a timetable for conducting the same.

Included in this task will be the gathering of written documentation, identifying current incumbents, and assembling current class descriptions, organizational charts, salary schedules, budgets, personnel policies, previous classification and compensation studies, and any other relevant documentation to gain a general understanding of District operations.

District terminology and methods of current classification and compensation procedures, as well as the written questionnaire instrument for the classification study that will be used in the job analysis phase will be reviewed and agreed to. We will discuss methodology, agree to formats for class descriptions and compensation results, identify appropriate comparator agencies, benchmark classifications, and benefits to be surveyed for compensation survey purposes. We will respond to any questions that may arise from the various stakeholders.



---

### **Deliverable B. Orientation Meetings with Employees and Distribution of PDQ**

The Position Description Questionnaire (“PDQ”) will be discussed with the Class-Comp Committee and customized as needed to meet the study objectives prior to distributing copies to employees.

We will facilitate orientation meetings with employees (within the same time frame as the initial project kick-off meeting) and distribute the PDQ to start the classification portion of the study. While these meetings are not mandatory, they form the beginning of the educational process that continues throughout the study. We will discuss the importance of the employees’ involvement in the study and their participation in PDQ completion and job analysis interviews. Project processes will be explained, expectations will be clarified, and elements that are not a part of the study will also be covered. Questions will be answered and a detailed explanation and examples for completing the PDQ will be given.

Each PDQ will be handed out with the incumbent’s current class description attached to the questionnaire so the employee can use this as a tool for completing the questionnaire.

### **Deliverable C. Collection and Review of PDQs**

We recommend giving employees in the same classification the option of collaborating on completing a PDQ together, if the employees so choose. At the same time, we will invite employees to complete an individual PDQ if they prefer and if they wish to be interviewed separately. We provide an electronic version of our questionnaire so that employees can more easily complete it. Employees complete the questionnaire and then send it to their supervisor for review, comment, and signature. We typically require a second level of review by the next level of management in the reporting structure. This ensures that all staff have an opportunity to provide information as to what the nature of the job is for each job classification.

Upon receipt of the PDQs in our office, K&A staff will review and analyze the PDQs in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.

### **Deliverable D. Interviews with Employees, Supervisors, and Management**

Interviews will be scheduled with employees. Because this is a critical step in the information-gathering and educational process, we typically recommend scheduling interviews with all employees in each classification. We expect that the majority of interviews will be individual. However, we do invite employees in multi-incumbent classifications, such as Technician I/II/Lead or Operator I/II/Lead, for example, to choose either individual interviews or to be interviewed together as a group, if the work they perform is sufficiently similar. We want to ensure that the process is designed to make employees feel comfortable to speak openly and to have a voice, whether they prefer to speak with us individually or as a group.

Interviews will then be held with supervisory and management staff (division managers, department heads, etc.), who will clarify their own responsibilities and/or confirm the information we have received in the interviews with their staff (we allow more time for these interviews).





The purpose of the interviews is to clarify and supplement the questionnaire data and to respond to potential perception differences regarding roles, tasks, scope, and supervisory responsibilities. The appropriateness of the following will be assessed:

- 🕒 Work being completed and relationships of positions to each other within a division/department as well as across the organization; and
- 🕒 Classification structure and reporting structure.

### **Deliverable E. Classification Concept and Preliminary Allocation**

Prior to developing detailed class descriptions, our job evaluation will result in a classification concept and employee allocation document that will be submitted to the District for review and approval. We will compare changes in business need and operations, as well as any reorganizations, with the established classification system and job families as well as review internal relationships between classifications to define the reasons for, and effects of, the proposed changes.

Our job analysis method is the whole position analysis approach. Objective factors in the whole position classification methodology include:

1. Education Levels, Specialized Trainings, Required Certifications/Licenses, Desirable Certifications/Licenses
2. Required Experience
3. Problem Solving/Ingenuity
4. Attention/Stress (Concentration/Time Pressure & Interruptions)
5. Independence of Action/Responsibility
6. Contacts with Others/Internal/External
7. Supervision Received and/or Given to Others
8. Consequences of Action/Decisions Made on the Job
9. Equipment Used
10. Working Conditions
11. Physical/Mental Demands

This document will list broad class concepts and highlight where significant changes may be recommended, such as creating or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze potential career ladders and promotional opportunities, including clearly delineated and distinguished levels within classification series. We will also review and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification – upgrade or downgrade, title change, or no change).

At this juncture, we will review opportunities for career development, career ladders (as mentioned above), and opportunities for building succession planning strategies into the District’s classification plan.



After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Class-Comp Committee.

#### **Deliverable F. Draft Class Description Development**

After preliminary approval of the class concepts and allocation lists, new and/or updated class descriptions will be developed for each proposed classification, following the format approved by the District.

From the review of the PDQs and employee interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary. We will develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly, and/or if we recommend new classifications/class levels, and/or if operational changes, business needs, or reorganizations, have occurred.

Following EEO Uniform Guidelines, we will review, analyze, and update, as appropriate, knowledge, skills, abilities, education and experience, position definitions, purpose, distinguishing characteristics, supervision received and exercised, position functions and special requirements including licensing and certifications that are required and desirable. We will address relevance and hierarchical consistency of each classification and each class series.

We will also review and update physical demands based on the most typical job functions of each classification in accordance with the ADA.

Finally, we will review each classification's typical job functions and determine exempt vs. non-exempt status in accordance with "white collar" exemptions under the FLSA.

#### **Deliverable G. Facilitation of Draft Class Description Review and Employee Feedback Process**

A draft copy of the revised/new class description with allocation recommendation will be submitted to the Project Team and subsequently to each manager, supervisor, and employee, to give each stakeholder group an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications. Our experience has been that this is one of the most critical phases of the project (as well as one of the most time-consuming). Our proactive and effective communication process at this juncture has always avoided formal appeals, adversarial meetings, or major conflicts at the conclusion of our studies.

Each employee will receive a memorandum outlining what has been accomplished, how to best review the draft classification specification that will be attached, and how to provide feedback to us. Supervisors and managers receive a copy of their employees' draft class descriptions and will be asked to review their employees' comments and feedback to verify and concur with, or recommend changes to, the information provided.

We will ask employees to submit their written concerns (via their supervisor/manager) to our office. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue learning the reasons specific recommendations were made.



Significant employee comments will be reviewed with management prior to making any significant changes to the proposed class plan. These discussions will be by email, telephone, or additional direct personal contact with employees, depending upon the extent of the response.

Allocation and/or class description changes will be made as required and the class specifications will be finalized and submitted for approval. All employees who submitted their comments during the review process will be notified in writing regarding the outcome of their concerns.

**Deliverable H. Classification Plan and Draft of Interim Report and Final Report**

A Draft Interim Report of the Classification Study will be completed and submitted to the Class-Comp Committee for review and comment. The report will contain:

- ⌚ Classification recommendations for each studied position, including documentation regarding study goals and objectives, classification methodology, approach, and process as well as all findings, analysis, and resulting recommendations;
- ⌚ The recommended allocation list, classification title changes, job family and career ladder/career growth issues, reporting relationships, and other factors will all be included;
- ⌚ The recommended classification structure will be in alignment with current business/operational needs of the District; and
- ⌚ Classification concepts and guidelines as well as methods used to determine appropriate classification and level, methods for logical progression of movement between classifications, distinguishing characteristics and other pertinent information for implementation and continued maintenance of the recommendations will be detailed.

Once we have received the District’s comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed.

**PHASE II: TOTAL COMPENSATION STUDY**

**Deliverable A. List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected**

During the initial meeting with the Class-Comp Committee, we will discuss and agree to the compensation study factors. We will identify/confirm appropriate, logical and defensible comparator agencies that will be included in the external market survey, which will be the foundation for ensuring that the District’s salaries for the studied classifications are competitively aligned with the external labor market. We will also identify/confirm those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed.

Finally, we will determine the list of benefits that the District wants to include in the total compensation data gathering process.

**1. Determination of Comparator Agencies**



The selection of comparator agencies is a critical step in the study process. We typically use the following factors to identify appropriate comparators and will receive approval before proceeding with the total compensation study.

Our recommended methodology is that we involve management, Human Resources, employee representation, and the Governing Body, in the decision-making process of selecting which comparable agencies are included, **PRIOR** to beginning the study. Our experience has shown that this is the most successful approach. The factors that we typically review when selecting and recommending appropriate comparator agencies include:

- 🕒 **Organizational type and structure** – While various organizations may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each organization is somewhat unique, particularly in regard to its relationship to the citizens it serves and level of service expectation. During this iterative process, the District’s current/previous list of comparators, if any, and the advantages/disadvantages of including them or others would be discussed.
- 🕒 **Similarity of population served, District demographics, District staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
- 🕒 **Scope of services provided** – While having an organization that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the *majority* of services are provided in a similar manner, sufficient data should be available for analysis. When reviewing this factor, the District’s unique services would be evaluated in order to ensure that the majority of comparators provide the same services. This ensures that each comparator yields a sufficient number of matches for the District’s jobs.
- 🕒 **Labor market** – The reality of today’s labor market is that many agencies are in competition for the same pool of qualified employees, because large portions of the workforce don’t live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past. Therefore, the geographic labor market area (where the District may be recruiting from or losing employees to) is taken into consideration when selecting potential comparator organizations. As part of this analysis, we will determine whether the District has identified agencies that it competes with for qualified talent; those agencies are taken into consideration for purposes of our analysis. It is important to understand and consider the District’s competitive landscape and include agencies in the study to whom the District loses talent.
- 🕒 **Cost-of-living** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets. We review overall cost-of-living of various geographic areas, median house prices, and median household incomes to determine the appropriateness of various potential comparator agencies.

We typically recommend using 10-12 comparator agencies for all survey benchmarks in order to achieve statistical significance but are flexible and can easily use a different approach based on the District’s preferences.

## 2. Determination of Benchmark Classifications



In the same collaborative manner as described in Step 1 above, we will work with the District's stakeholders to select those classifications that will be surveyed.

"Benchmark classes" are ordinarily chosen to reflect a broad spectrum of class levels. In addition, those that are selected normally include classes that are most likely to be found in other similar agencies, and therefore provide a sufficient valid data sample for analysis. Internal relationships will be determined between the benchmarked and non-benchmarked classifications and internal equity alignments will be made for salary recommendation purposes. Due to the fact that the labor market typically yields reliable data, we recommend using approximately 60-65% of all classifications as benchmarks but we are happy to use a different model.

Due to the District's relatively small number of total classifications, we will survey the majority. The District does have several class series with multiple levels, for which we typically only survey one level as the benchmark for the series.

### 3. Determination of Salary and Benefits Data to Be Collected

In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification):

- 🕒 **Monthly Salary** – The top of the normal, published salary range. All figures are presented on a monthly or annual basis. We normalize the salary data to reflect number of hours in the work week and/or roll-up of retirement or other benefits in base salaries.
- 🕒 **Employee Retirement** – This includes two figures: the amount of the employee's State or other public or private retirement contribution that is contributed by the agency and the amount of the agency's Social Security contribution. This will include feedback on what other agencies are doing to compensate CalPERS PEPRA (aka NEW) employees who may not receive equal employer paid benefits.
- 🕒 **Retiree Healthcare** – Given that healthcare costs are rising and retiree healthcare and liabilities increasing for many public agencies, we collect this information to capture the costs, including employer contributions to retirement health savings accounts.
- 🕒 **Insurance** – This includes Health, Dental, Orthodontics, Vision, Short- and Long-term Disability, Long-term Care, Life and AD&D insurance.
- 🕒 **Leave** – Other than sick leave, which is usage-based, leave is the amount of days off for which the organization is obligated. We will discuss with the District whether leave days/hours should be converted to direct salary cost in dollars or represented in days/hours.
  - ❖ **Vacation:** The number of vacation days available to all employees after five years of employment.
  - ❖ **Holidays:** The number of holidays (including floating) available to the employee on an annual basis.
  - ❖ **Administrative/Personal Leave:** Administrative leave is normally the number of days available to management staff to compensate for the lack of payment for overtime. Personal leave may be available to other groups of employees to augment vacation or other time off.
- 🕒 **Deferred Compensation** – We report any employer contribution made on the employee's behalf, whether dollar amount or percentage of salary, that does not require an employee-



matching contribution. We can also report employer contributions that do require an employee match and would do so as a separate report.

- 🕒 **Other** – This category includes any other benefits that are available to all employees within a classification and not already specifically detailed. This may include longevity pay, bonus pay, EAP programs, and other benefits.

### **Deliverable B. Data from Comparators and Preliminary Analysis of Data**

K&A does not collect market compensation data by merely sending out a written questionnaire. We find that such questionnaires are often delegated to the individual in the department with the least experience in the organization and given a low priority. Our experienced compensation analysts conduct all of the data collection and analysis to ensure validity of the data and quality control. This approach also ensures that we compare job description to job description and not just job titles, therefore ensuring true “matches” of at least 70%, which is the percentage we use to determine whether to include a comparator classification or not. As mentioned above in the Classification methodology, our job analysis method is the whole position analysis approach.

We typically collect classification descriptions, organization charts, salary schedules, personnel policies, budgets, master plans, operational information, and other information via website, by telephone, or by an onsite interview. With the prior knowledge from the data gathered directly from each comparator agency and our experience in the public sector human resources field, our compensation analysts make preliminary “matches” and then schedule appointments by telephone, or sometimes in person, with knowledgeable individuals to answer specific questions. We find that information collected using these methods has a very high validity rate and allows us to substantiate the data for employees, management, and governing bodies.

Data will be entered into spreadsheet format designed for ease of interpretation and use. The information will be presented in a format that will identify the comparator positions used for each classification comparison. Information will be calculated based upon both average and median figures allowing the District to make informed compensation decisions. Other elements of the compensation survey report are agencies surveyed; comparable class titles; salary range maximum/control point; number of observations; and percent of the District’s salary range is above/below the market values.

In addition, we will include any type of statistical representation and analysis that the District desires such as 60<sup>th</sup>, 70<sup>th</sup>, or any other percentiles per the District’s compensation philosophy.

Benefits data will be displayed in an easy-to-read format. You will receive three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data. In addition, we are often asked to collect “other” benefits (as listed in the benefits section above), which we typically report on a separate spreadsheet.

### **Deliverable C. Draft Compensation Findings/Additional Analysis/Class-Comp Committee Meetings**

As part of our transparent approach and communication strategy to ensure organizational buy-in to the study, we share the market survey with the organization. We first distribute our draft findings to the Class-Comp Committee. After their preliminary review, K&A will meet with the Class-Comp Committee



and other stakeholders (including Human Resources, management, employees) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for the Class-Comp Committee and other stakeholders to review and question any of our recommended benchmark comparator matches. If questions arise, we conduct follow-up analysis to reconfirm our original analysis and/or make corrections as appropriate.

#### **Deliverable D. Analysis of Internal Relationships and Alignment**

To determine internal equity for all studied positions, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. Again, we utilize the whole position analysis methodology as described earlier.

By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series, for example, as well as across departments. This analysis will be integrated with the results of the compensation survey and the District's existing compensation plan.

The ultimate goal of this critical step in the process is to address any potential internal equity issues and concerns with the current compensation system, including compaction issues between certain classifications. We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system, with pay differentials between levels that allow employees to progress on a clear path of career growth and development. Career ladders will be looked at vertically, as well as horizontally, to reflect the District's classification structure that was developed during the classification phase of the study.

#### **Deliverable E. Compensation Structure and Implementation Plan**

Depending on data developed as a result of the internal analysis, we will review and make recommendations regarding internal alignment and the salary structure (set of salary ranges, salary differentials, steps within ranges, and/or alternative compensation plans) within which the classes are allocated, based upon the District's preferred compensation model. In addition, we will develop externally competitive benefit comparisons for all classifications. We will also assist the District in developing a compensation philosophy and practices relative to the surveyed public jurisdictions, if desired. Finally, we will develop a proposed implementation plan based on the study results and recommendations.

We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation structure, if desired. We will conduct a comparative analysis to illustrate the relationships between current pay practices and the newly determined market conditions and develop solutions to address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting District goals, objectives, and budget considerations.

Draft recommendations will be discussed with the Class-Comp Committee and management for discussions and decisions on overall pay philosophy and the practicality of acceptance and prior to developing an Interim Report.

#### **Deliverable F. Final Report and Guidelines for Implementation**





Volume II (Draft Interim Report of the Compensation Study) will be completed and submitted to the Class-Comp Committee for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include:

- 🕒 An executive summary of the compensation study results;
- 🕒 A set of all market data spreadsheets;
- 🕒 A proposed Salary Range Placement document;
- 🕒 A procedure to address employees whose base pay exceeds the maximum of their newly assigned pay range;
- 🕒 Implementation issues and cost projections surrounding our recommendations; and
- 🕒 A guide for rules, policies and procedures for the District in implementing, managing and maintaining the compensation system, as appropriate.

Once all of the District’s questions/concerns are addressed and discussed, a Final Classification and Compensation Report will be created and submitted in the District’s preferred format. The Final Report will incorporate any appropriate revisions identified and submitted during the review of the draft report.

**Deliverable G. Formal Appeals Process**

Should the City have an formal appeals process regarding the allocation of positions to classifications and of classifications to salary ranges, this proposal does not cover time regarding a formal appeal process. Should our on-site participation be desired, our stated composite hourly rate will be honored. As mentioned above, however, our internal process usually addresses any of these issues.

**Deliverable H. Final Presentation**

Our proposal includes multiple meetings and weekly oral and written status/progress updates to the Class-Comp Committee. Regarding the involvement of the Board of Directors, we recommend at least one initial meeting to confirm/identify the comparator agencies to be included in the study, one interim study session (to discuss the initial findings of the compensation study), and one final presentation of our Final Report.

**❖ DELIVERABLES**

- Weekly Reports: K&A will provide weekly project status reports by email and/or teleconference to the Class-Comp Study Committee on the first work day of each week outlining the following information:
  - The specific accomplishments achieved during the reporting period.
  - Specific tasks completed pursuant to the provisions of the contract and the completion of such tasks.
  - The project completion dates for the remaining specific tasks required by the Firm.
  - Any project component, activity, or problem that could result in a delay of the project.
  - Any current or future changes in project personnel or their assignments.
  - Any project delays
- Benchmark Reports: Benchmarks of project completion are measured by the following deliverables:





- Completion of all necessary management and employee interviews.
- Results of data gathering phase.
- Draft of preliminary finding and recommendations.
- Final report of finding and recommendations.
- Draft Report: Presentation of draft report to the Class-Comp Study Committee to identify any potential changes or recommendations prior to the preparation of the final written report.
  - Include recommendations for appropriate implementation measures that the General Manager and Human Resources staff will need to take.
- Final Report: Presentation of draft report to the Class-Comp Study Committee to identify any potential changes or recommendations prior to the preparation of the final written report.
- Presentation of the final Report to the District’s Board of Directors.

### ❖ STAKEHOLDER ENGAGEMENT

The meetings and communications with stakeholders that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and encourage a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of K&A’s studies.

We believe in an interactive and collaborative process with the whole organization and in a high level of stakeholder contact and interaction to ensure organizational buy-in of the study throughout the entire process. Following are the major milestones at which we touch base with Human Resources, employees, managers, and other stakeholders, as appropriate:

- 🕒 Initial study kick-off and employee/management orientation meetings;
- 🕒 PDQ completion and review;
- 🕒 Employee and management interviews;
- 🕒 Employee, management, and Human Resources review of draft class descriptions;
- 🕒 Contact with employees and management to address final classification issues;
- 🕒 Stakeholder input regarding a list of appropriate comparator agencies, benchmark classifications, and benefits to be collected;
- 🕒 District stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified for each classification;
- 🕒 Stakeholder input on internal salary relationship analysis and recommendations; and
- 🕒 Stakeholder input regarding final compensation plans and structure recommendations.

These steps will ensure that the study results in a product that is accepted and trusted by all levels within the organization. Beyond sound mechanics, our approach includes sufficient communication steps to ensure that the study methodology is understood and the results are regarded as expert, impartial, and fair.

### ❖ TIME REQUIREMENTS



Our professional experience is that classification and compensation studies of this scope and for this size organization take approximately Six months to complete, allowing for adequate PDQ completion, interview time, classification description review and/or development, compensation data collection and analysis, review steps by the District, the development of final reports, any appeals, and presentations.

The following is a suggested timeline (which can be modified based on the District’s needs):

<b>Deliverable</b>	<b>PHASE I: Comprehensive Classification Study</b>	<b>Week #</b>
A.	Meetings with Class-Comp Committee and Management Staff and Initial Documentation Review	Week 1
B.	Orientation Meetings with Employees and Distribution of PDQ	Week 1
C.	Collection and Review of PDQs	Week 5
D.	Interviews with Employees, Supervisors, and Management	Week 7
E.	Classification Concept & Preliminary Allocation	Week 9
F.	Draft Class Description Development	Week 15
G.	Facilitation of Draft Class Description Review and Employee Feedback Process	Week 17
H.	Classification Plan and Draft of Interim Report and Final Report	Week 18
<b>Deliverable</b>	<b>PHASE II: Total Compensation Study</b>	<b>Week #</b>
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	Week 1
B.	Data from Comparators and Preliminary Analysis of Data	Week 20
C.	Draft Compensation Findings/Additional Analysis/Class-Comp Committee Meetings	Week 22
D.	Analysis of Internal Relationships and Alignment	Week 23
E.	Compensation Structure and Implementation Plan	Week 23
F.	Final Report and Guidelines for Implementation	Week 24
G.	Formal Appeals Process *	As Needed
H.	Final Presentation	As Scheduled



## CONSULTANT AND PROJECT TEAM

**Koff & Associates (“K&A”)** is a full-spectrum, public-sector human resources and recruitment services firm that was founded in 1984 by Gail Koff; K&A has been assisting cities, counties, special districts, other public agencies, and non-profit organizations with their human resources needs for 37 years.

We are a **private California corporation, #2785458**, and our legal name is **Kaneko and Krammer Corp. dba Koff & Associates, Inc.** We were incorporated on September 23, 2005. Our headquarters are located at 2835 Seventh Street, Berkeley, CA 94710. We have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the western region. We are a California State-certified Small Business Enterprise (#58366), and through the County of Alameda, we are also a locally certified Local, Small Local, and Very Small Local Business Enterprise.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments (including service as the management representative in meet & confer and negotiation meetings), working with City Councils, County Commissions, Boards of Directors, Boards of Supervisors, Boards of Trustees, Merit Boards, and Joint Power Authorities.

The firm’s areas of focus are classification and compensation studies (approximately 70% of our workload); executive search and staff recruitments; organizational development/assessment studies; performance management and incentive compensation programs; development of strategic management tools; policy/procedure development and employee handbooks; training and development; public agency consolidations and separations; Human Resources audits; and serving as off-site Human Resources Director for smaller public agencies that need the expertise of a Human Resources Director but do not need a full-time, on-site professional.

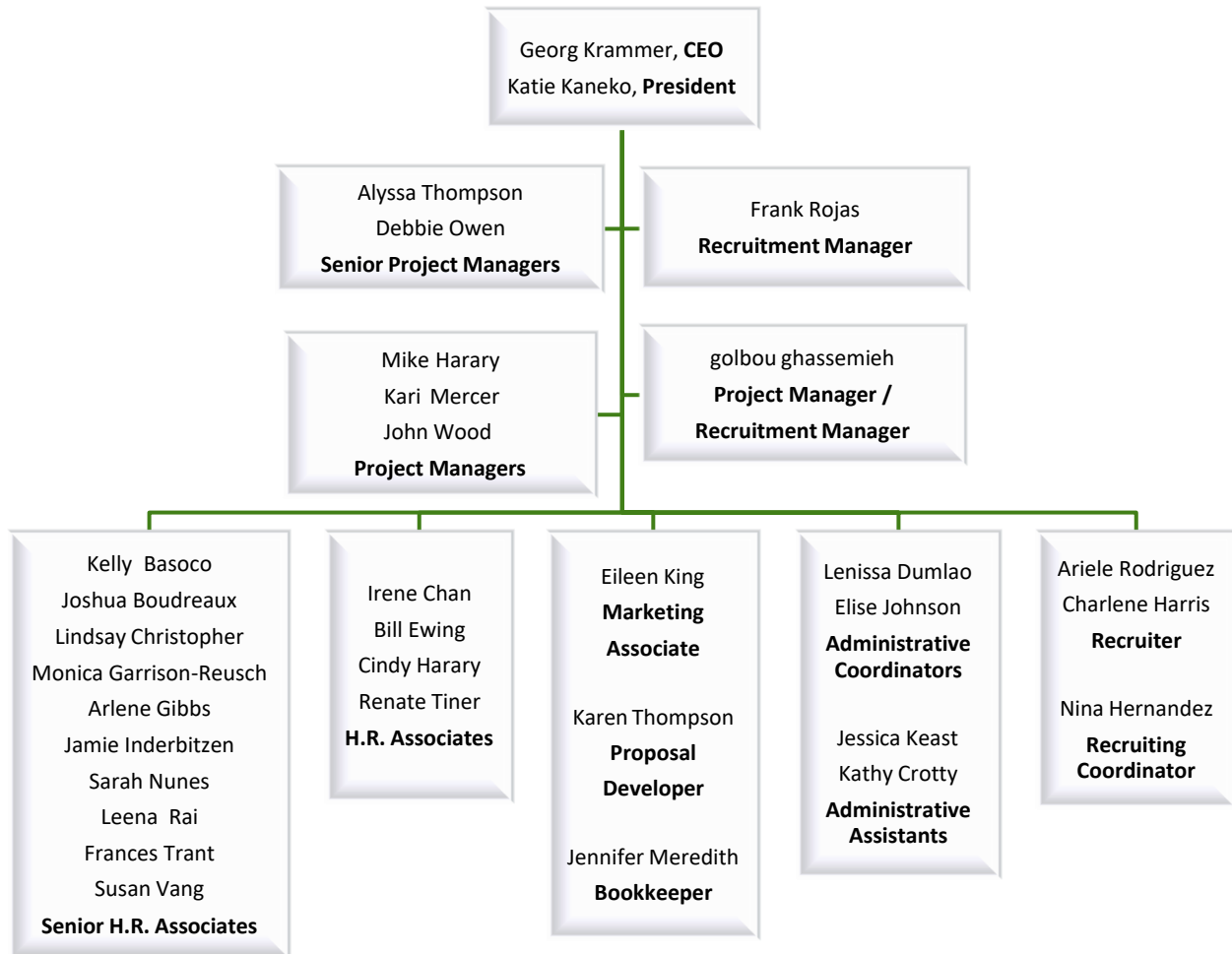
Without exception, all of our classification and compensation studies have successfully met all of our intended commitments; communications were successful with employees, supervisors, management, and union representatives; and we were able to assist each agency in successfully implementing our recommendations. All studies were brought to completion within stipulated time limits and proposed budgets.

Our long list of clients (please see <https://koffassociates.com/our-clients/>) is indicative of our firm’s reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective recommendations and solutions. K&A has a reputation for being “hands on” with the ability and expertise to implement its ideas and recommendations through completion in both union and non-union environments.

K&A relies on our stellar reputation and the recommendations and referrals of past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that in working with hundreds of public agency clients and completing hundreds of classification and/or compensation and other types of studies, we have only had a handful of formal appeals in our entire history.



Our team consists of 33 employees as shown below in our organizational chart.



**No subcontractors will be assigned to this study.**

All members of our team have worked on multiple comprehensive classification and total compensation studies and are well acquainted with the wide array of public sector organizational structures, compensation structures, classification plans, as well as the challenges and issues that arise when conducting studies such as this one for the District.

Following are short biographies of the specific staff who will be assigned to this study:

**Georg S. Krammer, M.B.A., S.P.H.R.  
Chief Executive Officer**

Georg brings over 20 years of management-level human resources experience to Koff & Associates with an emphasis in classification and compensation design; market salary studies; organizational



development; executive recruitment; performance management; and employee relations, in the public sector and in large corporations as well as small, minority-owned businesses.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo's college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries. He had five years in the private sector where he served as an HR Manager, and Administrative Officer, and then HR Director before entering the public sector. With his wide-ranging and deep experience as a well-rounded senior HR generalist, his education in business and teaching, his depth and breadth of experience with public sector HR needs, programs, and functions, Georg's contribution to K&A's variety of projects greatly complements the Koff & Associates Human Resources and Recruitment Services team.

He has spearheaded several hundred classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California and has contributed to more than quadrupling the size of Koff & Associates as a result of the success of his projects and the subsequent expansion of the business through referrals from satisfied clients. Georg joined K&A in 2003 and has been the firm's Chief Executive Officer since 2005.

In the last few years, Georg has been the Project Director/Key Personnel for classification and/or compensation studies, organizational assessments, and other HR projects, at the following agencies:

- **Cities/Towns:** Alameda, American Canyon, Anaheim, Arroyo Grande, Bellflower, Campbell, Citrus Heights, Coachella, Concord, Cotati, Gilroy, La Cañada Flintridge, Lomita, Los Altos, Los Altos Hills, Menifee, Menlo Park, Morro Bay, Murrieta, National City, Newport Beach, Oakland, Oxnard, Palm Desert, Perris, Pleasant Hill, Port Hueneme, Redlands, Redwood City, Sacramento, San Diego, San Jose, San Marino, Santa Ana, Santa Barbara, Santa Clara, Saratoga, Sausalito, Seal Beach, Spokane (Washington), Vallejo, West Sacramento, Westminster, Yucca Valley, Yreka
- **Counties:** Bernalillo (New Mexico), Fresno, Monterey, Orange, Placer, San Joaquin, Sonoma, and Trinity.
- **Courts:** Habeas Corpus Resource Center, Superior Court of Kern County, Superior Court of Orange County, Superior Court of Santa Barbara.
- **Education:** College of the Sequoias, Excelsior Charter Schools, First 5 Alameda, Foothill-De Anza Community College District, Riverside Community College District, West Valley Mission Community College District.
- **Special Districts:** Air Quality, Community Services District, Fire and Police Protection, Housing/Economic Development, Open Space, Public Utilities, Transportation, Wastewater and Water.

Georg will be key personnel and serve as the Co-Project Director for this project; he will coordinate all of K&A's efforts, will attend all meetings with the City, and will be responsible for all work products and deliverables.



**Debbie Owen, CCP**  
**Senior Project Manager**

Debbie has over 25 years of experience providing classification and compensation services to public sector agencies; she has worked with clients across local government including cities, counties, special districts, and transit agencies. Her project roles include serving in the capacity of either project team member or project manager. Prior to beginning her public sector career, Debbie worked as a Compensation and Benefits Specialist in the private sector for five years.

In 1992, Debbie obtained her certification as a Certified Compensation Professional (“CCP”) from the American Compensation Association (now *WorldatWork*); to ensure current knowledge of compensation and benefits program trends and best practices, she maintains active membership in the *WorldatWork* organization.

Her specialized, diverse experience includes serving as a project team member on classification projects by facilitating employee orientation sessions, conducting employee job evaluation meetings, researching/evaluating classification concepts, analyzing data for employee allocations, developing/revising classification specifications and preparing classification reports. Her compensation experience includes base salary or total compensation survey development, labor market agency research and recommendations, comparable agency job matching, compensation data analysis, salary recommendations and preparing compensation reports. In addition to serving as a team member, Debbie has often served as a project manager, working with clients to evaluate their classification and compensation needs, directing the work of teams to provide high quality deliverables consistent with best practices, presenting study findings to client stakeholders, and addressing feedback from the client.

Since joining K&A, Debbie has worked on classification and/or compensation studies, organizational assessments, and other HR projects for the following agencies, either as Co-Project Director or as Sr. Project Manager:

- **Cities/Towns:** Campbell, Coachella, Davis, El Monte, Gardena, Murrieta, Redwood City, National City, Newman, Palm Desert, San José, Santa Clara, Spokane (WA), West Sacramento, Yreka
- **Counties:** El Dorado, Fresno, Humboldt, Mendocino, Trinity
- **Education:** Riverside Community College District
- **Special Districts:** Community Services District, Housing/Economic Development, Public Utilities, Transportation, Wastewater, and Water

Debbie will serve as the Co-Project Director for this study; together with Georg, she will coordinate all of K&A’s efforts, will attend all meetings with the City, and will be responsible for all work products and deliverables. She will provide consultant support for this project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



**Mike Harary, B.B.A., M.B.A.**  
**Project Manager**

Mike Harary possesses over 33 years of municipal HR management experience including serving as a Human Resources Director for two municipalities in Southern California. He has been involved in all aspects of Human Resources for the cities of La Mirada, Orange, Westminster, and Downey, including serving as Chief Labor Negotiator, managing recruitment and selection processes for all types of municipal government positions, handling employee benefits functions, responding to labor and employee relations issues, coordinating classification and compensation studies, complying with labor laws, conducting personnel investigations, and managing a variety of general human resources functions.

Mike has a Bachelor's Degree in Business Administration emphasizing Human Resources Management from California State University, Long Beach, and a Masters of Business Administration, also from Cal State Long Beach. Mike played a key role in the development and implementation of CalPACS, a regional, internet-based, comprehensive salary and benefits survey website for local agencies, now utilized by over fifty (50) Southern California member agencies.

Some of the K&A classification and compensation projects Mike has worked on include but are not limited to:

- **Cities:** Davis, East Palo Alto, El Monte, Fullerton, Gardena, Newport Beach, Orange, Rohnert Park, San Marino, Spokane (WA), Westminster
- **Special Districts:** Big Bear Lake Department of Water & Power, Cucamonga Valley Water District, Housing Authority of the County of Santa Barbara, Los Angeles County Employees Retirement Agency (LACERA), Orange County Water District

Mike will provide Project Management support for this project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

**Joshua Boudreaux, MPA**  
**Senior H.R. Associate**

Josh's professional qualifications include over 9 years of experience in the Human Resources field, primarily as a generalist. He spent the first 4 years as a labor relations representative with the Orange County Employees Association. Josh gained experience in employee relations, policies and procedures administration, and labor relations. During his tenure with the Association, he represented employees from investigatory to binding arbitration. He served as a Chief Negotiator for multiple cities and special districts and represented employees in meet and confers and interactives.

Josh then transitioned to the public sector as an HR Analyst II with the City of Anaheim and the Orange County Fire Authority. At the City of Anaheim, he was tasked with overseeing the Classification and Compensation department and at the OCFA, he conducted internal classification and compensation studies, recruitment, and employee relations (professional standards unit). Josh then transitioned to the County of Orange where he served as Administrative Manager in the Community Services Department.





Since joining K&A, Josh has conducted classification and/or compensation studies, organizational assessments, and other HR projects, for the following agencies:

- **Cities / Towns:** City of Corona, City of Novato
- **Special Districts:** Orange County Sanitation District, Tri City Mental Health Authority, Contra Costa Transportation Authority, Orange County Sanitation District, State Water Contractor, Valley Water District

Josh received his bachelor's degree in political science from the University of California, Los Angeles. Josh holds a master's in public administration from Chapman University (Brandman); he also attained his Master Certificate in Human Resources from Cornell University.

Josh will provide Senior HR Associate support for this project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

**Lindsay Christopher**  
**Senior H.R. Associate**

Lindsay's professional qualifications include ten years of experience working in the public sector, mostly with Alameda County. In her role as Human Resources Analyst, she was responsible for classification and compensation projects, as well as recruitment and selection, in a Civil Service, merit-based, environment. Mostly recently, she continued to focus on classification and compensation projects at East Bay Regional Park District.

Since joining K&A, Lindsay has worked on studies for the following:

- **Cities:** Gardena, Hemet, Milpitas, Tracy
- **Counties:** Humboldt
- **Special Districts:** Contra Costa County Employees' Retirement Association, Greater LA County Vector Control District, Orange County Sanitation District, Purissima Hills Water District

A Bay Area native, Lindsay earned her B.A. degree in Sociology with a concentration in Criminology from San Jose State University.

Lindsay will provide Senior H.R. Associate support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

**Jamie Inderbitzen, HRAC, CCC, PCM, CAPM**  
**Senior H.R. Associate**

Jamie has over 12 years of human resource program experience, most of which have been spent serving as either a team consultant or project manager working for the State of California Department of Human Resources. Her primary professional focus over the last several years has been on classification and compensation practices.





Prior to joining K&A, she performed classification and compensation consulting services to the California Department of Veterans Affairs, California Department of Transportation, California Department of Consumer Affairs, Department of State Hospitals, and Department of Developmental Services, to name a few. She served as project manager on various projects including the State of California's Classification Abolishment and Consolidation project. During her tenure as a public sector employee, Jamie also gained experience in labor relations, policies and procedures administration, recruitment activities and performance management. Jamie served as a statewide trainer and was charged with the development and delivery of various training courses related to Classification and Compensation, such as Position Allocation and Duty Statement Writing. She has also taught workshops on Business Process Improvement.

Given her professional experience, education and training, Jamie consistently provides accurate, analytical, and professional results that are utilized by her clients in making decisions that provide short and long-term solutions as well as help meet organizational goals.

Since joining K&A, Jamie has worked on studies for the following clients:

- **Cities:** Anaheim, Citrus Heights, Davis, East Palo Alto, Paradise, Pleasant Hill, Rohnert Park, San Diego, and Santa Monica.
- **Counties:** Humboldt, Solano.
- **Special Districts:** Central Marin Sanitation Agency, Cosumnes Community Services District, Housing Authority of San Luis Obispo, and Sacramento Regional Transit District.

Jamie has a Human Resources Academy Certificate (HRAC) from California State University, Sacramento, and a Classification and Compensation Credential (CCC) from the California Department of Human Resources. She is a Certified Associate in Project Management (CAPM). In addition, she holds certifications as a Paralegal, Life Coach, and certified Prosci Change Manager (PCM).

Jamie will provide Senior H.R. Associate support for this project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

**Cindy Harary, B.A.**  
**H.R. Associate**

Cindy's professional qualifications include over 31 years of experience in the Human Resources field, primarily in classification and compensation. She spent the first 11 years in the public sector working for the City of Whittier, California, where she started out in their Public Works Department before moving to the Human Resources Department. She gained experience in classification and compensation, recruitment and selection, employee training and development, labor relations, and general human resources administration.

For the next 16 years, Cindy worked as a Human Resources Consultant for a consulting firm where she specialized in conducting classification and compensation studies for multiple public sector agencies including cities, counties, and special districts as well as several private sector clients. Some of the Orange County Cities she worked on in partnership with other consultants at that firm were: Cities of Brea, Laguna Beach, Lake Forest, La Palma, Los Alamitos, Placentia, San Clemente, Stanton and Tustin. In Los Angeles



County, her work includes: Cities of Corona, Downey, El Monte, Manhattan Beach, and Upland. Finally, in San Bernardino County she has worked on the City of Rancho Cucamonga.

Since joining Koff & Associates in 2015, Cindy has worked on Classification and/or Compensation studies for:

- **Cities/Towns**: Anaheim, Big Bear Lake, Carmel, Danville, Los Altos, Manteca, Menifee, Murrieta, National City, San Diego, Santa Ana, Santa Barbara, Seal Beach, Tracy
- **Counties**: Orange
- **Education**: Compton College
- **Special Districts**: Alameda Housing Authority, Bay Area Water Supply and Conservation Agency, Cosumnes Community Services District, Eastern Municipal Water District, Encina Wastewater Authority, Housing Authority of Alameda County, Inland Empire Utilities Agency, Monte Vista Water District, Orange County Fire Authority, Orange County Mosquito & Vector Control District, Oro Loma Sanitary District, Port of Hueneme, Rincon del Diablo Municipal Water District, Santa Clarita Valley Water Agency, South Coast Air Quality Management District, Sweetwater Authority, Trabuco Canyon Water District, Vallecitos Water District, Western Municipal Water District

Cindy earned her B.A. degree in Broadcast Journalism at California State University, Long Beach.

Cindy will provide H.R. Associate support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



**BUDGET**

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with employees, management, and the governing body. The time we commit to working with the employees (orientations and briefings, meetings with employees via personal interviews, sharing of compensation survey data, informal appeal process, etc.) results in significantly greater buy-in throughout the process and no formal appeals at the end of the study.

In fact, our firm has only had a handful of formal appeals to any of our studies in our 37 years in business. It has been our experience that the money and time invested in stakeholder communication throughout the study are money and time saved during implementation. Numerous times our firm has been hired after an agency has gone through an unsuccessful study whose results were rejected or appealed and whose implementation was very controversial. The result was a divided organization with hostility and animosity between employees and management. Whenever our firm was hired after such an unfortunate experience, study stakeholders were amazed at our open and all-inclusive process, our efforts to elicit equal stakeholder input, and our development of recommendations that were accepted as fair and reasonable and understood by management, employees, and the governing body. Our success rate is also attributable to the fact that we have 37 years of experience working with employees of all types of backgrounds, educational levels, and work experiences, and we are accustomed to successfully communicating with and educating them throughout the process. It is imperative that all employees eventually buy into the study results and recommendations, whether they have been through a process like this before or whether this is the first time for them.

Our clients always provide feedback that our process was professional, comprehensive, understandable, timely, and inclusive. Employees, although not necessarily always happy with our recommendations, have always indicated that we listened to their issues and concerns, were available for discussion, and able to provide documentation and data to support our recommendations. Although time consuming, we also drive the process to ensure that timelines are met and schedules are maintained.

For purposes for this cost proposal, we assume that, due to COVID-19, all meetings and presentations will be conducted virtually and not onsite travel will occur. We have several technological solutions that can easily facilitate the entire process. Of course, if the travel situation should change, we are more than happy to travel onsite to District offices, as needed.

Deliverables	Phase 1: Classification Study 35 Classifications, 49 Employees	Hours
A.	Meetings with Class-Comp Committee and Management Staff and Initial Documentation Review	8
B.	Orientation Meetings with Employees and Distribution of PDQ	12
C.	Collection and Review of PDQs (assumes up to up to 49 PDQs)	18
D.	Interviews with Employees, Supervisors, and Management	32
E.	Classification Concept & Preliminary Allocation	25
F.	Draft Class Description Development (assuming up to 35 classifications)	90



## Classification and Compensation Study Proposal

Mission Springs Water District

G.	Facilitation of Draft Class Description Review and Employee Feedback Process	20
H.	Classification Plan and Draft of Interim Report and Final Report	12
	<b>Total Professional Hours – Classification</b>	<b>217</b>
	Combined professional and clerical composite rate: <b>\$160/Hour</b>	<b>\$34,720</b>
<b>Deliverables</b>	<b>PHASE II: Total Compensation Study</b>	<b>Hours</b>
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	12
B.	Data from Comparators and Preliminary Analysis of Data (this assumes up to 12 comparator agencies and up to 25 benchmark classifications)	95
C.	Draft Compensation Findings/Additional Analysis/Class-Comp Committee Meetings	15
D.	Analysis of Internal Relationships and Alignment	6
E.	Compensation Structure and Implementation Plan	6
F.	Final Report and Guidelines for Implementation	12
G.	Formal Appeals Process *	0
I.	Final Presentation	5
	<i>Anticipated hours for additional unscheduled meetings and phone calls</i>	4
	<b>Total Professional Hours – Compensation</b>	<b>155</b>
	Combined professional and clerical composite rate: <b>\$160/Hour</b>	<b>\$24,800</b>
	Expenses are <b>included</b> in the composite hourly rate:	<b>N/A</b>
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, parking, meals, travel time, etc.</i>	
	<b>TOTAL PROJECT COST NOT TO EXCEED:</b>	<b>\$59,520</b>
	<i>*Additional consulting will be honored at composite rate (\$160/hr)</i>	



**REFERENCES**

<b>Agency &amp; Project</b>	<b>Contact</b>
<p><b>Alameda County Water District</b></p> <p>Organizational Review, completed in 2015 and 2016.</p> <p><b>Project Costs:</b> \$85,000</p>	<p><b>Mr. Robert Shaver</b> General Manager (510) 668-4211 43885 S. Grimmer Blvd. Fremont, CA 94538 <a href="mailto:Robert.Shaver@acwd.com">Robert.Shaver@acwd.com</a></p>
<p><b>Beaumont-Cherry Valley Water District</b></p> <p>Compensation Study, completed 2017.</p> <p><b>Project Costs:</b> \$19,890</p>	<p><b>Ms. Yolanda H. Rodriguez, MPA</b> Dir. of Finance &amp; Administrative Services (951) 845-9581 Ext. 224 560 Magnolia Ave. Beaumont, CA 92223 <a href="mailto:yolanda.rodriguez@bcvwd.org">yolanda.rodriguez@bcvwd.org</a></p> <p><b>and,</b> <b>Mr. William Clayton</b> Sr. Finance &amp; Administrative Analyst</p>
<p><b>Calaveras County Water District</b></p> <p>Total Compensation Study, completed 2019</p> <p>Classification and Total Compensation Study, completed 2014</p> <p><b>Project Costs:</b> \$32,000</p>	<p><b>Ms. Stacey Lollar</b> Director of HR (209) 754-3015 120 Toma Court, San Andreas, CA 95249 <a href="mailto:staceyl@ccwd.org">staceyl@ccwd.org</a></p>
<p><b>Coastside County Water District</b></p> <p>Classification and Compensation Study, completed 2017.</p> <p><b>Project Costs:</b> \$20,000</p>	<p><b>Ms. Mary Rogren</b> Assistant General Manager (650) 726-4405 766 Main St. Half Moon Bay, CA 94019 <a href="mailto:mrogren@coastsidewater.org">mrogren@coastsidewater.org</a></p>
<p><b>Contra Costa Water District</b></p> <p>Classification Study, anticipated to complete 2021.</p> <p><b>Project Costs:</b> \$100,000</p>	<p><b>Mr. John Perry</b> Human Resources Supervisor 925-688-8038 1331 Concord Ave. Concord, CA 94520 <a href="mailto:jPerry@ccwater.com">jPerry@ccwater.com</a></p>



Agency & Project	Contact
<p><b>Desert Recreation District</b></p> <p>Organizational Assessment, currently underway.</p> <p>Total Compensation Study, completed 2016.</p> <p><b>Project Costs:</b> \$33,750 (2016 Study)</p>	<p><b>Mr. Kevin Kalman</b>            General Manager            (760) 347-3484            45-305 Oasis St,            Indio, CA 92201  <a href="mailto:kkalman@drd.us.com">kkalman@drd.us.com</a></p>
<p><b>Eastern Municipal Water District</b></p> <p>Classification and Total Compensation Study, completed 2019.</p> <p><b>Project Costs:</b> \$290,500</p>	<p><b>Ms. Laura Zamora</b>            Director of Human Resources            (951) 928-3777, Ext. 4224            2270 Trumble Road            Perris, CA 92572  <a href="mailto:zamorala@emwd.org">zamorala@emwd.org</a></p>
<p><b>Encina Wastewater Authority</b></p> <p>Compensation Study, completed 2018.</p> <p><b>Project Costs:</b> \$30,000</p>	<p><b>Ms. Debbie Allen</b>            Human Resources Manager            (760) 268-8802            6200 Avenida Encinas            Carlsbad, CA 92011  <a href="mailto:dallen@encinajpa.com">dallen@encinajpa.com</a></p>
<p><b>Joshua Basin Water District</b></p> <p>Compensation Study, completed 2015.</p> <p><b>Project Costs:</b> \$26,000</p>	<p><b>Ms. Susan Greer</b>            Assistant General            Manager/Controller            (760) 366-8438, Ext 225            61750 Chollita Rd            Joshua Tree CA 92252  <a href="mailto:sgreer@jbwd.com">sgreer@jbwd.com</a></p>
<p><b>Jurupa Community Services District</b></p> <p>Total Compensation Study, completed 2020.</p> <p><b>Project Costs:</b> \$59,000</p>	<p><b>Mr. Chris Berch</b>            General Manager            (951) 685-7434            11201 Harrel Street            Jurupa Valley, CA 91752  <a href="mailto:cberch@jcsd.us">cberch@jcsd.us</a></p> <p><b>Ms. Sharmeen Bhojani</b>            Human Resources Manager            (951) 685-7434 x 511  <a href="mailto:sbhojani@jcsd.us">sbhojani@jcsd.us</a></p>



Agency & Project	Contact
<p><b>Leucadia Wastewater District</b></p> <p>Base Salary Compensation Study, completed 2018.</p> <p><b>Project Costs:</b> \$20,000</p>	<p><b>Mr. Paul Bushee</b>            General Manager            (760) 753-0155            1960 La Costa Avenue            Carlsbad, CA 92009  <a href="mailto:pbushee@lwwd.org">pbushee@lwwd.org</a></p>
<p><b>Mid-Peninsula Water District</b></p> <p>Classification Study, completed 2017.</p> <p>Total Compensation Studies, completed 2010, 2014, 2016, 2017 and 2018.</p> <p>Several Classification and Compensation Studies, completed between 2006 and 2010.</p> <p><b>Project Costs:</b> \$75,000</p>	<p><b>Ms. Tammy Rudock</b>            General Manager            (650) 591-8941            3 Dairy Lane            Belmont, CA 94002  <a href="mailto:tammyr@midpeninsulawater.org">tammyr@midpeninsulawater.org</a></p>
<p><b>Mojave Water Agency</b></p> <p>Ongoing Classification and Compensation work since 2017 study.</p> <p>Classification and Compensation Study, completed 2017.</p> <p><b>Project Costs:</b> \$50,000</p>	<p><b>Ms. Monica Warren</b>            Human Resources Manager            (760) 946-7003            13846 Conference Center Drive            Apple Valley, CA 92307  <a href="mailto:mwarren@mojavewater.org">mwarren@mojavewater.org</a></p>
<p><b>Monte Vista Water District</b></p> <p>HR policies and procedures, completed 2020.</p> <p>Classification and Compensation Study, completed 2016.</p> <p><b>Project Costs:</b> \$44,000</p>	<p><b>Ms. Betty Conti, PHR</b>            Human Resources Analyst            (909) 267-2120            10575 Central Ave.            Montclair, CA 91763  <a href="mailto:bconti@mvwd.org">bconti@mvwd.org</a></p>
<p><b>Rancho California Water District</b></p> <p>Compensation Study, Completed 2019.</p> <p><b>Project Costs:</b> \$47,000</p>	<p><b>Ms. Eileen Dienzo</b>            Director of Human Resources            (951) 296-6929            42135 Winchester Road            Temecula, CA 92590  <a href="mailto:dienzoe@ranchowater.com">dienzoe@ranchowater.com</a></p>



Agency & Project	Contact
<p><b>Santa Clara Valley Water District</b></p> <p>Ongoing Classification and Compensation Projects.</p> <p>Classification Study (Clerk of the Board), completed 2017.</p> <p>Executive Compensation Studies, completed 2013 and 2015.</p> <p><b>Project Costs:</b> \$436,000</p>	<p><b>Ms. Ingrid Bella</b> Interim HR Officer (408) 630-3171 5750 Almaden Expressway San Jose, CA 95118 <a href="mailto:ibella@valleywater.org">ibella@valleywater.org</a></p> <p><b>Ms. Tina Yoke</b> Chief Operating Officer (408) 630-2385 <a href="mailto:tyoke@valleywater.org">tyoke@valleywater.org</a></p>
<p><b>Santa Clarita Valley Water Agency</b> (formerly Castaic Lake Water Agency)</p> <p>Compensation Study (Water Treatment Operator), completed 2018.</p> <p>Classification Study, and Benefits Survey, 2017.</p> <p>General Manager Compensation Study, completed 2016.</p> <p>Grants Function Organizational Study, completed 2016.</p> <p>Compensation Study, completed 2015.</p> <p>Water Resources Organizational Study, completed 2015.</p> <p><b>Project Costs:</b> \$180,000</p>	<p><b>Ms. Aristeia “Ari” Mantis</b> HR/Risk Mgmt. Supervisor (661) 297-1600, X 235 27234 Bouquet Canyon Road Santa Clarita, CA 91350 <a href="mailto:amantis@scvwa.org">amantis@scvwa.org</a></p>
<p><b>South Coast Water District</b></p> <p>Board Compensation Study, completed 2018.</p> <p>Compensation Study, completed 2016.</p> <p>Classification and Compensation Study, completed 2008 and 2009.</p> <p><b>Project Costs:</b> \$36,000 (2016 and 2018 Studies)</p>	<p><b>Mr. Rick Shitaku</b> General Manager (949) 499-4555, Ext. 3156 34152 Del Obispo St. Dana Point, CA 92629 <a href="mailto:rshitaku@scwd.org">rshitaku@scwd.org</a></p>





Agency & Project	Contact
<p><b>Tri- Dam Project &amp; Tri-Dam Power Authority</b></p> <p>Limited Classification plus Agency-wide Total Compensation Study, Completed 2020.</p> <p><b>Project Costs:</b> \$25,000</p>	<p><b>Mr. Jarom Zimmerman</b>            General Manager            (209) 768-6450            P.O. Box 1158            Pinecrest, CA 95364  <a href="mailto:jzimmerman@tridamproject.com">jzimmerman@tridamproject.com</a></p>
<p><b>Valley County Water District</b></p> <p>Succession Plan, completed 2019.</p> <p>Classification and Compensation Studies, completed 2018.</p> <p>Organization Study, completed 2017.</p> <p><b>Project Costs:</b> \$86,000</p>	<p><b>Mr. Jose Martinez</b>            General Manager            (626) 338-7301            14521 Ramona Blvd.            Baldwin Park, CA 91706  <a href="mailto:jmartinez@vcwd.org">jmartinez@vcwd.org</a></p>
<p><b>Water Replenishment District of Southern California</b></p> <p>Classification Study, completed 2020.</p> <p><b>Project Costs:</b> \$29,000</p>	<p><b>Mr. Ted Johnson</b>            Assistant General Manager / Chief            Administrative Officer /            Watermaster            562-275-4240            4040 Paramount Blvd,            Lakewood, CA 90712  <a href="mailto:tjohnson@wrd.org">tjohnson@wrd.org</a></p> <p><b>Ms. Dina Hidalgo</b>            Manager of Administration and            Human Resources            (562) 275-4225  <a href="mailto:dhidalgo@wrd.org">dhidalgo@wrd.org</a></p>
<p><b>Western Municipal Water District</b></p> <p>Administrative Classification and Staffing Study, completed 2020.</p> <p>Mini-Org Study, completed 2018</p> <p>Retirement System Practices Survey, completed 2017.</p> <p><b>Project Costs:</b> \$32,000</p>	<p><b>Ms. Candi Judd</b>            Director of Human Resources            (951) 571-7227            14205 Meridian Parkway            Riverside, CA 92518  <a href="mailto:cjudd@wmwd.com">cjudd@wmwd.com</a></p>



Agency & Project	Contact
<p><b>Zone 7 Water Agency</b></p> <p>Compensation Study, completed 2017.</p> <p>Org Study with Succession Planning, completed 2017.</p> <p><b>Project Costs:</b> \$133,000</p>	<p><b>Mr. Osborn Solitei</b> Assistant General Manager (925) 454-5043 100 North Canyons Parkway Livermore, CA 94551 <a href="mailto:osolitei@zone7water.com">osolitei@zone7water.com</a></p>



## CONTRACTUAL REQUIREMENTS

We will be pleased to sign the District's professional services agreement for a Classification and Compensation Study.

We respectfully request that the following clause also be incorporated into your contract or agreement with K&A:

**Payment Terms:**

*Our regular terms are Net 30.*

*Client shall pay K&A for its fees and reimbursable expenses (if applicable) within thirty (30) days following the date of receipt of each applicable invoice. If Client contests or questions any invoice, it agrees to raise any questions with management of K&A within such 30-day period. Late fees in the amount of 2% of invoice amount will accrue if current invoice is not paid within 30 days of payment due date of that invoice. If late fees are not paid, they will carry forward to next invoice.*

If necessary, we are flexible about negotiating other terms with the District.

**Please also note:** We respectfully request that the following clause also be incorporated into your contract or agreement with K&A:

**Non-Solicitation:**

*Except with the written consent of Georg Krammer or Katie Kaneko, CEO and President respectively of Koff & Associates, which consent may be given or withheld in their sole discretion, Client agrees that during the term of this Agreement and for a period ending one year thereafter (the "Time Period") Client will not solicit services from or hire any K&A employee or contractor (each, a "Team Member") with whom Client has had contact pursuant to the services provided to Client under this Agreement. Client specifically acknowledges that K&A recruits, trains, and contracts with Team Members and that such efforts are costly and time-consuming. As such, it is understood that should Client hire a Team Member during the Time Period for any reason without the required consent, Client agrees to pay a placement fee (paid at the time of placement) of 30% of Team Member's first year's total compensation which accurately reflects a reasonable estimate of K&A's time and costs attendant to its recruitment, hiring, retention, and management of Team Members.*



## **INSURANCE ACKNOWLEDGEMENT**

We will submit and support the levels of coverage and endorse the District with our General Liability coverage upon award of a contract for the project.

Workers' Compensation:	Statutory Limits
Commercial General Liability:	\$2,000,000 per occurrence
Professional Liability (Errors & Omissions):	\$1,000,000 per occurrence
Automobile Insurance:	\$1,000,000 per occurrence

Our insurance broker is Ms. Eileen Hollander, Sr. Account Manager, EPIC Insurance Brokers, 2300 Contra Costa Blvd., Suite 375, Pleasant Hill, CA 94523.

## **STANDING OF THE FIRM**

Koff & Associates has been in business in California for 37 years and has always been in good standing, is financially stable, and has no past or pending litigation.



## Signature Page

Koff & Associates intends to adhere to all of the provisions described above.

This proposal is valid for 90 days.

Respectfully submitted,

By: KOFF & ASSOCIATES  
State of California

Georg S. Krammer  
Chief Executive Officer

April 6, 2021

---





## **Exhibit C – Term, Early Termination & Notice**

**Agreement for Professional Services  
Mission Springs Water District  
66575 Second Street  
Desert Hot Springs, CA 92240  
Telephone (760) 329-6448 - FAX (760) 329-2482**

### **Term, Early Termination & Notice**

#### **Codification of Resolutions and Ordinances**

##### **A. Term of Agreement**

This professional services agreement shall be effective upon approval by the parties thereof and shall expire upon eight (8) from the contract signature date.

##### **Early Termination of Agreement**

This agreement may be terminated at any time upon two (2) weeks Notice from either party, and without fault or claim for damages by either party.

##### **B. Notice**

All correspondence and Notices will be sent to the following addresses as noted below for Mission Springs Water District and Gallagher Benefit Services, Inc..

##### **OWNER**

Attn: Arden Wallum  
**Mission Springs Water District**  
66575 Second Street  
Springs, CA 92240

##### **CONSULTANT**

Attn: Georg S. Krammer  
**Gallagher Benefit Services. Inc.**  
2835 Seventh Street Desert Hot  
Berkley, CA 94710