



May 31, 2021

Compensation Study (Part A) Proposal

Tahoe Truckee Airport District

KOFF & ASSOCIATES

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

2835 Seventh Street
Berkeley, CA 94710
www.KoffAssociates.com

gkrammer@koffassociates.com

Tel: 510.274.2760

Fax: 510.652.5633

Letter of Transmittal

May 31, 2021

Ms. Lauren Tapia
Human Resources Manager
Truckee Tahoe Airport District
10356 Truckee Airport Road
Truckee, CA 96161

Dear Ms. Tapia:

Thank you for the opportunity to respond to your Request for Proposals for a **Total Compensation Study** for the **Truckee Tahoe Airport 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 the District during previous Classification and Compensation Studies, as well as with numerous other cities, counties, JPAs, and non-profit agencies.

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. 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 the Managing Director of Koff & Associates, I would assume the role of Project Director and be responsible for the successful completion of project. I can be reached at 2835 Seventh Street, Berkeley, CA 94710. My number is 510.274.2160. My email is gkrammer@koffassociates.com.

This proposal will remain valid for at least 90 days from the date of submittal. We are committed to adhering to the proposed timeline as listed in the RFP. If selected, we would begin the project on June 23, 2021 and complete the project by September 22, 2021.

Please call if you have any questions or wish additional information. We look forward to the opportunity provide professional services to the **Truckee Tahoe Airport District**.



■ Koff & Associates

Human Resources and Recruiting since 1984

Sincerely,

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting



TABLE OF CONTENTS

Experience	1
References	2
Cost Proposal	5
Background of the Firm	7
Qualifications of the Firm	8
Project Team	9
Project Approach	17
Workplan	19
Time Requirements	26
Disputes	27
Contractual Requirements	28
Insurance Acknowledgement	29
Signature Page	
Appendix: Résumés of Participating Staff	



EXPERIENCE

Koff & Associates has performed thousands of classification and compensation studies since its inception in 1984. The client range from cities, counties, education to special districts such as air quality, community services, fire and police protection, housing/economic development, public utilities, transportation water and wastewater.

The following are some of the transportation agencies whom we've worked with in recent years: Alameda County Transportation Commission, Contra Costa Transportation Authority, El Dorado County Transit Authority, Golden Gate Bridge Highway and Transportation District, Livermore Amador Valley Transit Authority, Long Beach Transit, Marin Transit District, Metropolitan Transportation Commission, **Monterey Regional Airport**, **Ontario International Airport**, Orange County Transportation Authority, Port of Hueneme, Port of Long Beach, **Port of Oakland**, Riverside County Transportation Commission, Sacramento Area Council of Governments, Sacramento Regional Transit District, San Bernardino County Transportation Authority, **San Bernardino International Airport**, San Francisco Bay Area Water Emergency Transportation Authority, San Francisco County Transportation Authority, Santa Barbara County Association of Governments, Santa Clara Valley Transportation Authority, Sonoma-Marin Area Rail Transit, and Transportation Corridor Agencies.



REFERENCES

Agency & Project	Contact
AC Transit (Alameda Contra Costa Transit District) Classification Study, completed 2017.	Mr. Michael Daly Contracts Specialist (510) 891-5469 1600 Franklin St., 6 th Floor Oakland CA 94612 wdaly@actransit.org
Alameda County Transportation Commission (“ACTC”) Various Compensation and Classification Studies, 2016/2018. Executive Director Compensation Study, 2013/2014/2016/2017. Ongoing Human Resources Assistance since 2009 (including Classification and Compensation Studies, the development of a Performance Management System, and serving as on-site Human Resources Director). We assisted with the merger of Alameda County Transportation Improvement Authority and Alameda County Congestion Management, thereby creating ACTC.	Ms. Patricia Reavey Finance Director (510) 208-7400 1333 Broadway, Suite 220 Oakland, CA 94612 preavey@alamedactc.org
El Dorado County Transit Authority Classification and Total Compensation Study, completed 2017. Total Compensation Study, completed 2014.	Ms. Maria Harris Human Resources Manager/Admin Services (530) 642-5383 ext. 209 6565 Commerce Way Diamond Springs, CA 95619 Mharris@eldoradotransit.com
El Dorado Hills Community Services District Classification and Compensation Study, completed 2017. Classification and Compensation Study, 2015-2016.	Mr. Kevin Loewen Director of Administration & Finance (916) 614-3234 1021 Harvard Way El Dorado Hills, CA 95762 Kloewen@edhcsd.org
Incline Village General Improvement District Total Compensation Study, completed 2017.	Mr. Curtis Trujillo Sr. H.R. Analyst/Risk Management (775) 832-1263 893 Southwood Blvd. Incline Village, NV 89451 cgt@ivgid.org



Agency & Project	Contact
Metropolitan Transportation Commission Agency-wide Classification Structure Review, Total Compensation Study, completed 2017. Classification and Compensation package comparison between MTC and ABAG, completed 2017. Compensation Study, completed 2015.	Ms. Robin James HR Director (415) 778-6740 Bay Area Metro Center 375 Beale Street, Suite 800 San Francisco, CA 94105 RJames@mtc.ca.gov
Riverside County Transportation Commission Classification (4 positions) & Base Salary Study, completed 2018. Classification and Total Compensation Studies, completed April 2013, 2015, and 2017.	Ms. Pamela Velez Human Resources Administrator (951) 787-7966 4080 Lemon St., 3rd Floor Riverside, CA 92502 pvelez@rctc.org
San Bernardino County Transportation Authority Compensation Study (30 benchmarks, 10 comparators), completed 2018. Classification and Total Compensation Study, completed 2014.	Ms. Colleen Franco HR/Information Services Administrator (909) 884-8276 1170 W. Third St., 2 nd Fl. San Bernardino, CA 92410 cfranco@gosbcta.com
San Bernardino International Airport Authority / Inland Valley Development Agency (IVDA/SBIAA) Compensation Study, completed 2019. Classification and Compensation Study, completed 2015. Organizational Study, completed 2016.	Ms. Catherine Pritchett Director of Administrative Services (909) 382-4100, Ext. 134 1601 E. Third St. San Bernardino, CA 92408 cpritchett@sbdairport.com
Santa Cruz Metropolitan Transit District Various Classification and Compensation Studies since 2019.	Ms. Monik Delfin Human Resources Deputy Director (831) 420-2541 110 Vernon Street, Santa Cruz, CA 95060 mdelfin@scmttd.com



Total Compensation Study Proposal

Truckee Tahoe Airport District

Agency & Project	Contact
<p>Truckee Sanitary District</p> <p>Revision of Employee Handbook, completed 2019.</p> <p>Organizational Study, completed 2016.</p> <p>Various Classification and Compensation Studies, completed in 2005, 2008, 2014, 2015, and 2017.</p> <p>HR Policy Handbook in 2014 and an update in 2018-2019; and a General Manager recruitment.</p>	<p>Ms. Liz Carstens, PHR, SHRM-CP</p> <p>HR/Risk Management Administrator</p> <p>(530) 550-3104</p> <p>12304 Joerger Drive</p> <p>Truckee, CA 96161</p> <p>LCarstens@truckeesan.org</p>



COST PROPOSAL

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 (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, and are happy to adjust our proposal to include a travel budget accordingly.

Deliverables	Total Compensation Study 21 Classifications	Hours
A.	Meetings with Steering Committee and Management Staff and Initial Documentation Review	4
B.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	15
C.	Data from Comparators and Preliminary Analysis of Data (this assumes up to 12 comparator agencies and up to 21 classifications)	90



Total Compensation Study Proposal

Truckee Tahoe Airport District

D.	Draft Compensation Findings/Additional Analysis/Steering Committee Meetings	15
E.	Analysis of Internal Relationships and Alignment	5
F.	Compensation Structure and Implementation Plan	5
G.	Final Report and Guidelines for Implementation	12
H.	Formal Appeals Process *	0
I. I.	Final Presentation	4
J.	<i>Anticipated hours for additional unscheduled meetings and phone calls</i>	4
	Total Professional Hours – Compensation	154
	Combined professional and clerical composite rate: \$160/Hour	\$24,640
	Expenses are included in the composite hourly rate:	N/A
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, parking, meals, travel time, etc.</i>	
	TOTAL PROJECT COST NOT TO EXCEED:	\$24,640
	<i>*Additional consulting will be honored at composite rate (\$160/hr)</i>	



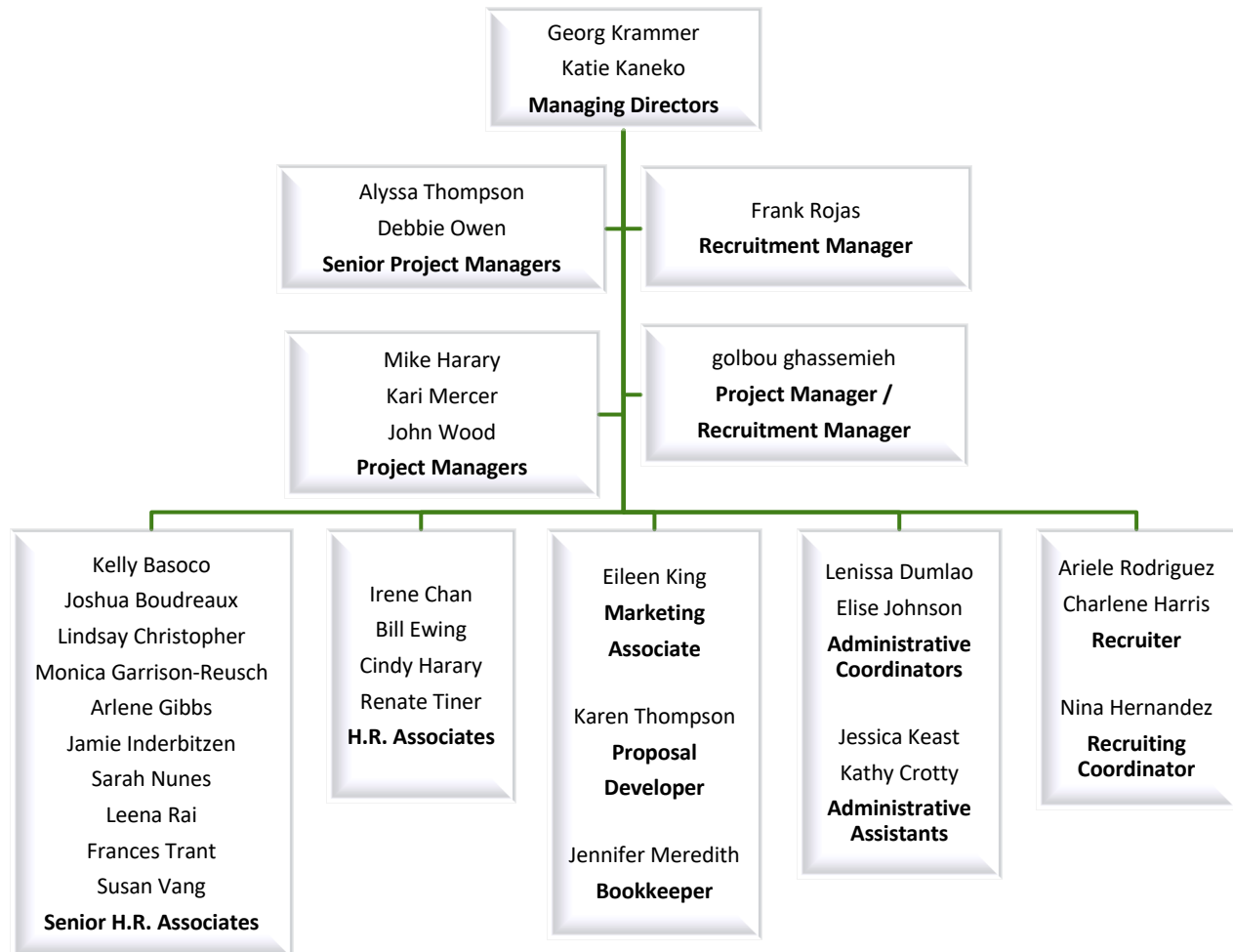
BACKGROUND OF THE FIRM

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 special districts, cities, counties, other public agencies, and non-profit organizations with their human resources needs for 37 years.

As of April 30, 2021, we are in the process of merging with Arthur J. Gallagher and are now officially a Gallagher Division. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the Western Region.

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.

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



No subcontractors will be assigned to this study.



FIRM QUALIFICATIONS

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.



PROJECT TEAM QUALIFICATIONS

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.

KEY PERSONNEL

Our project team will be led by Co-Project Directors Georg Krammer (Chief Executive Officer) and Debbie Owen (Senior Project Manager). They will coordinate all of K&A's efforts, attend all meetings with the District, and be responsible for all work products and deliverables.

CONSULTANTS

Kelly Ann Basoco (Senior HR Associate), Lindsay Christopher (Senior HR Associate), Jamie Inderbitzen (Senior HR Associate), Susan Vang (Senior HR Associate), Cindy Harary (HR Associate) and Renate Tiner (HR Associate) will conduct classification analysis and interviews with employees and management, compensation data collection and analysis, internal job analysis, develop recommendations and implementation strategies.

Following are short biographies of the specific staff who will be assigned to this study (Their resumes can be found in the appendix):

Georg S. Krammer, M.B.A., S.P.H.R.

Managing Director, Compensation and Rewards Consulting

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 was the firm's Chief Executive Officer since 2005. Since the acquisition by Arthur J. Gallagher, he is now Managing Director, Compensation and Rewards Consulting.

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 has extensive transportation experience and has worked with countless transportation authorities, transit authorities, metropolitan planning organizations, congestion management agencies, ports, airports, and other agencies in the transportation field, including all agencies listed in the reference section of this proposal.

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 District, 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: El Dorado Hills Community Services District, Livermore Area Recreation and Parks District
 - Housing/Economic Development: Housing Authority of the County of San Bernardino, Housing Authority of the County of Santa Barbara (in progress), Housing Authority of Santa Clara County
 - Public Utilities: Inland Empire Utilities Agency
 - Transportation: AC Transit, El Dorado County Transit Authority, Port of Oakland, San Francisco Bay Area Water Emergency Transportation Authority
 - Wastewater/Water: Beaumont-Cherry Valley Water District, Cucamonga Valley Water District, Eastern Municipal Water District, Leucadia Wastewater District, Napa Sanitation District, Sonoma County Water Agency, State Water Contractors, Sweetwater Authority, Trabuco Canyon Water District, Truckee Sanitary District, Western Municipal Water District
- **Other:** California State Auditor’s Office, Contra Costa County Employee Retirement Association, Orange County Mosquito and Vector Control District

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 District, 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.

Kelly Ann Basoco, SPHR, SHRM-SCP, PHRca
Senior H.R. Associate

Kelly's professional qualifications include over 15 years of experience in the Human Resources field, primarily as a generalist. She spent the first 12 years in the private sector as a Human Resources Manager working for global companies such as Parker Hannifin and 3M. Kelly gained experience in employee relations, policies and procedures administration, recruitment activities and performance management; with Parker and 3M she also worked with mergers and acquisitions and managed plant/facility closures.

Kelly was Director of Human Resources for a multi-state manufacturing company where she oversaw corporate human resources. Kelly transitioned to human resources consulting providing human resources audits, policy and procedure development, performance management and investigations for local businesses and classification and compensation studies for the public sector.

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

- **Cities / Towns:** Coachella, El Monte, Galt, Citrus Heights, Hillsborough, Manteca, Milpitas, Morgan Hill, Murrieta, Newman, Perris, Redlands (Municipal Utilities and Engineering Department), San Diego, Santa Clara, Santa Monica, Saratoga, Sausalito, Sonoma, Westminster
- **Counties:** El Dorado, Fresno, Humboldt
- **Special Districts:** Beaumont-Cherry Valley Water District, Castro Valley Sanitary District, Eastern Municipal Water District, Excelsior Charter Schools, Helendale Community Services District, IBEW (International Brotherhood of Electrical Workers), Long Beach Transit, Mojave Water Agency, Orange County Mosquito and Vector Control District, Orange County Sanitation District, Phelan-Piñon Hills Community Services District, Rancho California Water District, Riverside Community College District, San Bernardino Valley Water Conservation District, Santa Clarita Valley Water District, South Coast Water District, Southern California Public Power Authority, Southwestern Community College District, and Travis Unified School District

Kelly received her Bachelors Degree in Business and Human Resource Development from Notre Dame College. She is a member of the national Society of Human Resource Managers (www.shrm.org) holding the Senior Certified Professional (SHRM-SCP) certification, the Senior Professional in Human Resources (SPHR) certification and the Professional in Human Resources – California (PHRca) certification. She is also a member of the Professionals in Human Resources Association (www.pihra.org). In addition, she is an Item Writer for the HRCI (Human Resource Certification Institute) and is considered a Subject Matter Expert for the PHRca and SPHR certifications.



Kelly will provide Senior H.R. Associate support throughout the project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, staffing 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, Corona, Seattle (Library), Napa
- **Counties:** Humboldt
- **Special Districts:** Contra Costa County Employees' Retirement Association, Greater LA County Vector Control District, Orange County Sanitation District, Purissima Hills Water District, Marin Municipal Water District, Housing Authority of the City of Santa Barbara, Tri-City Mental Health Authority, Victor Valley College, Buena Park Library District, East Bay Regional Park District, Tualatin Hills Park and Recreation District, Valley Water, San Luis and Delta Mendota Water Authority

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 over 86 State of California Departments, including the California Department of Veterans Affairs, California Department of Transportation, California Department of Consumer Affairs, Department of State Hospitals, Department of Developmental Services, Californian Department of Corrections, and California Department of Technology 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 and implementation, 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. Prior to Jamie providing human resources consultation, she served as a paralegal to the California Department of Human Resources' Administrative Law Judge, performing legal analysis and judicial support related to non-merit labor claims.

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, Antioch, Citrus Heights, Cupertino, Davis, East Palo Alto, Elk Grove, Merced, Milpitas, Paradise, Pleasant Hill, Redwood City, Ridgecrest, Rohnert Park, San Diego, Santa Monica, Seattle, Spokane, and Tracy.
- **Counties:** Humboldt, Solano, and Sonoma.
- **Special Districts:** Central Marin Sanitation Agency, Cosumnes Community Services District, Housing Authority of San Luis Obispo, Housing Authority of Santa Cruz, Mt. View Sanitary District, Orange County Fire Authority, Oro Loma Sanitary District, Port of Stockton, Regional Government Services, Sacramento Regional Transit District, San Joaquin Regional Transit District, Tri-City Mental Health Services, and Victor Valley Community College.

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 PMI Certified Associate in Project Management (CAPM). In addition, she holds certifications as a Paralegal, Life Coach, and 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.

Susan Vang, B.S.

Senior H.R. Associate

Susan has over six years of human resources consulting experience in classification and compensation, recruitment and selection, and employment testing for the public sector.

Susan has experience providing technical support on a variety of classification and compensation projects including City of El Segundo, Counties of Sonoma, Lake, and Madera. In addition, Susan worked on the Merit System Services (MSS) contract with the California Department of Human Resources, providing recruitment and selection support to 27 California County Departments of Social Services and Child Support Services.

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



- **Cities:** Alameda, El Monte, Los Altos, Morgan Hill, Mount Shasta, Oakland, Piedmont, Santa Barbara, Santa Cruz, Santa Rosa, Vallejo
- **Education:** College of the Sequoias, Hartnell Community College, Foothill-DeAnza Community College District, Riverside Community College District, Southwestern Community College District
- **Special Districts:** Calaveras County Water District, California Association of Sanitation Agencies (CASA), Delta Diablo Sanitation District, Dublin San Ramon Services District, Marin County Transit District, Metropolitan Transportation Commission (MTC), Ojai Valley Sanitary District, Santa Clara Valley Water District, Santa Cruz Metropolitan Transit District, Vallejo Flood and Wastewater District, Zone 7 Water Agency

A Northern California native, Susan earned her B.S. degree in molecular environmental biology from the University of California, Berkeley.

Susan will provide 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 32 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, Campbell, Carmel, Corona, Danville, Davis, Indian Wells, Laguna Niguel, Los Altos, Manteca, Menifee, Murrieta, National City, San Diego, Santa Ana, Santa Barbara, Seal Beach, Tracy, Yucca Valley
- **Counties:** Orange
- **Education:** Compton College
- **Special Districts:** Alameda Housing Authority, Altadena Library District, Bay Area Water Supply and Conservation Agency, Cosumnes Community Services District, Eastern



Municipal Water District, Encina Wastewater Authority, Housing Authority of Alameda County, Housing Authority County of San Bernardino, Housing Authority for the County of Santa Barbara, Humboldt Waste Management Authority, Inland Empire Utilities Agency, Monte Vista Water District, North Coast County 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, Riverside County Transportation Commission, Santa Clarita Valley Water Agency, South Coast Air Quality Management District, Sweetwater Authority, Trabuco Canyon Water District, Vallecitos Water District, Water Replenishment District of Southern California, 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.

Renate Tiner, B.Sc.

H.R. Associate

Renate's professional qualifications include five years of both non-profit and private sector Human Resources experience. Starting in Human Resources administration and rising into Human Resources management, she gained experience in full-cycle recruitment, orientation and on-boarding, Health and Safety, Worker's Compensation, licensing and accreditation, policy development, and general Human Resources administration.

Since joining Koff & Associates in 2017, Renate has worked on Classification and Compensation Studies for the following agencies:

- **Cities:** Bellflower, Concord, Cupertino, El Monte, Hillsborough, Los Altos, Mt. Shasta, Piedmont, Rohnert Park, San Diego, Sausalito, West Sacramento
- **Special Districts:** Alameda County Transportation Commission, Bay Area Water Supply and Conservation Agency, Eastern Municipal Water District, Dublin-San Ramon Services District, Foothill-De Anza Community College District, Groveland Community Services District, Los Angeles County Employees Retirement Association, Metropolitan Transportation Commission, Midpeninsula Regional Open Space District, Port of Long Beach, Riverside Community College District, and San Joaquin County Superior Court

Renate earned her B.Sc. degree in Psychology from the University of Northern British Columbia, in Prince George BC, Canada. She was a Canadian Human Resource Professional (CHRP) Candidate before moving to the United States.

She 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.



PROJECT APPROACH

The District desires human resources assistance to conduct an objective analysis of the current compensation practices of the District; ensure that positions allow for internal alignment and equity between groups, determine if adjusting pay structure horizontally and/or vertically will provide better equity as well as flexibility and mobility; and evaluate the current employee benefit and compensation plan against industry and regional labor markets.

The District currently employs approximately 25 full-time employees, and 2-5 seasonal employees, all of whom serve in the three departments: Operations & Maintenance; Aviation & Community Services; Finance & Administration. At this time there are no bargaining units. They are allocated to 21 classifications.

We will review the District's compensation structure and 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 Steering 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.

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 Steering Committee, Human Resources, management, employees, and the Board of Directors;
- 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 Steering Committee meetings with management, study project staff, and other stakeholders to discuss any specific concerns with respect to the development of 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 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

Deliverable A: Meetings with Steering Committee and Management Staff and Initial Documentation Review

This phase includes identifying the District's Steering Committee, contract administrator, and reporting relationships. Our team of Project Managers and H.R. Associates will conduct an orientation and briefing session with the Steering 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 will be reviewed and agreed to. We will discuss methodology, agree to formats for 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. List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected

During the initial meeting with the Steering 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 Board of Directors, 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.

The District is also interested in including private sector employers in the survey. When it comes to private sector data, we work with purchased surveys that can supplement the public sector market data to represent the private sector. We use this approach because it is very unlikely that individual private sector employers will share their proprietary compensation data (we have tried and not had much luck with this approach previously); hence, we have to rely on purchased surveys and cannot survey individual employers.

We recommend using one or two surveys as one/two of the data points for the study, to supplement the comparator agencies. In the public sector, we have the luxury of developing surveys that are custom tailored to each specific agency, due to compensation data being publicly available. This ensures a detailed analysis of each benchmark classification surveyed. While private sector surveys typically only provide very general descriptions and analyses of



benchmarks, one or two data points from purchased, or otherwise available, surveys can be an informative complement to the public sector survey. We have utilized the Economic Research Institute's ("ERI") compensation survey, as well as its cost of labor and cost of living indices over the years. In addition, we have used data published by the Bureau of Labor Statistics. We are happy to discuss this approach with the District in more detail.

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 District's size and the number of classifications, we will most likely survey the majority of them. The exception may be those classifications that have multiple levels, such as I/II/III, for which we would typically only survey the journey-level and internally align the other levels of the class series. We are happy to discuss our methodology with the District if we are selected to perform this project.

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.
- **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.
- **Insurance** – This typically includes Health, Dental, Vision, and other insurance coverage.
- **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.

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

1. Education, Training, and 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

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 60th, 70th, 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 D. Draft Compensation Findings/Additional Analysis/Steering 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 Steering Committee. After their preliminary review, K&A will meet with the Steering Committee and other stakeholders (including Human Resources, management, and 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 Steering 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 E. 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.

Deliverable F. 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. We will also review the merit performance review system and make recommendations to address "top out" issues.

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

Deliverable G. Final Report and Guidelines for Implementation

A draft Interim Report of the Compensation Study) will be completed and submitted to the Steering 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 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 H. Formal Appeals Process

Should the City have an formal appeals process regarding the allocation 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 I. Final Presentation

Our proposal includes multiple meetings and weekly oral and written status/progress updates to the Steering 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. Of course, we are flexible regarding having more or less interaction with the Board, based on the District's preferences.

❖ **Communication with the District:**

Our typical communication model includes at least weekly or biweekly written status updates to keep the District informed on where we are during each phase of the project.

In addition, the study includes a significant number of meetings with the Steering Committee, human resources, management, employees, and the Board of Directors, as desired. The meetings and "stakeholder touch-points" that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and foster 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.

❖ **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;
- 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 compensation studies of this scope and for this size organization take approximately three months to complete, allowing for adequate compensation data collection and analysis, review steps by the District, the development of final reports, any appeals, and presentations. Therefore, completion of the study by September 22, 2021 is realistic and achievable.

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

Deliverables	Total Compensation Survey	Completion by:
A.	Meetings with Steering Committee and Management Staff and Initial Documentation Review	Week 1
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	Week 1
B.	Data from Comparators and Preliminary Analysis of Data	Week 9
C.	Draft Compensation Findings/Additional Analysis/Steering Committee Meetings	Week 10
D.	Analysis of Internal Relationships and Alignment	Week 11
E.	Compensation Structure and Implementation Plan	Week 11
F.	Final Report and Guidelines for Implementation	Week 12
G.	Formal Appeals Process *	As Needed
H.	Final Presentation	As Scheduled



DISPUTES

K&A agrees to the following statement:

Should any doubt or difference of opinion arise between the District and the Proposer as to the items to be furnished hereunder or the interpretation of the provisions of this RFP, the decision of the District shall be final and binding upon all parties.



CONTRACTUAL REQUIREMENTS

We will be pleased to sign the District's professional services agreement for a Classification/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, Managing Directors 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.



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

May 31, 2021

Managing Director, Compensation and Rewards Consulting



Koff & Associates
A Gallagher Company



APPENDIX

Résumés of Participating Staff

Georg Krammer
Debbie Owen
Kelly Basoco
Lindsay Christopher
Jamie Inderbitzen
Susan Vang
Cindy Harary
Renate Tiner

Georg S. Krammer

KEY ACHIEVEMENTS AND HIGHLIGHTS

- **Chief Executive Officer:** At HR services firm, Koff & Associates, moved from junior role to Senior Project Manager position and, subsequently, became CEO and one of two principals of the firm; worked with over 600 clients on organizational, classification and compensation studies, executive recruitments, and a wide variety of other HR projects with a 100% success and implementation rate.
 - **Human Resources & Recruiting Director:** At IT and e-commerce consultancy, Primitive Logic, was part of building the team from 20 employees to 50; implemented entirely new HR infrastructure.
 - **Administrative Officer:** As a member of Senior Management team of Mission National Bank, turned Bank around from years of losses to profits within six months, as well as substantially improved rating with regulatory authorities. Established best practices and operational efficiencies in HR department.
-

PROFESSIONAL EXPERIENCE

Koff & Associates, Berkeley, CA

Associate and Senior Project Manager, 2003-2005

Chief Executive Officer, 2005-Present

- Serve as Project Director in conducting hundreds of classification, compensation, and organizational studies, as well as executive and staff recruitments; provide strategic planning services for public sector agencies; provide outsourced human resource services.
- Recruit executive level positions for water and sanitation districts, courts, counties, cities, transportation agencies, housing agencies, and other statewide and local agencies.
- Develop complex, detailed proposals for cities, counties, courts, and special districts, such as housing, school, healthcare, air quality, vector control, transportation, water, and wastewater agencies, educational institutions, and superior courts, to provide professional Human Resources consulting services.
- Represent K&A with clients, write and approve final project reports, develop client recommendations, and lead presentations in front of and provide expert advice and counsel to City Councils, Boards of Commissioners, Boards of Supervisors, Boards of Directors, and other governing bodies.
- Manage and develop staff of project managers, data specialists, firm consultants, marketing and administrative analysts in Berkeley headquarters and various satellite offices throughout the State and Western Region.
- Grew company from serving approximately 100 clients to 600 clients and grew staff from 6 to 25 in period of fifteen years.
- Contributed to and maintained 100% successful implementation rate of studies performed for clients.

Primitive Logic, Inc., San Francisco, CA

Human Resources Director, 2000-2002

- Supported 50 employees, focusing on organizational development, program implementation, and coaching, resulting in an efficient and healthy organization.
- Pulled all HR functions under one umbrella, thereby allowing executive management to focus on company operations.

- Managed entire recruiting process and coordination resulting in the company's growth of over 100% within one year.
- Planned, directed and carried out employment policies with the goal of reducing cost, safeguarding company culture, and keeping employee morale high.
- Handled all employee relations issues to ensure a productive work environment and to minimize company liability: grievances; counseling; workplace investigations; and terminations.
- Created a structured termination process resulting in smoothly administered workforce reductions.
- Managed and redesigned all employee services: new-hire orientation; benefits; employee reviews; employee mentoring program; training; record-keeping.
- Created all employment related contracts: offer letters, non-disclosure agreements, stock option agreements, independent consultant contracts; and separation/release-of-claims agreements.
- Managed applications for immigration visas, including H-1B's and Labor Certifications.

Mission National Bank, San Francisco, CA

HR Manager/Administrative Officer, 1998-2000

- As Executive Officer and member of Senior Management team, served as HR Manager, Bank Security Officer, Bank Secrecy Act Officer, Administrative Officer, Supervisor of Merchant Credit Card Program, Supervisor of Research, ACH and check processing, and provided back-up for MIS troubleshooting and other technical issues.
- As head of HR department, redesigned HR infrastructure and the following HR functions: training, payroll, compensation, benefits administration, employee grievance and conflict resolution.
- Maintained and implemented updated employment policies. Responsible for hiring, new-hire orientation, and terminations. Advised Senior Management and Board of Directors on HR issues, labor law updates, business conduct and ethics, as well as compensation structure to ensure legal compliance, adherence to overall business goals, reduction of cost, and employee retention.

PROFESSIONAL AFFILIATIONS

- California Public Employer Labor Relations Association
- National Public Employer Labor Relations Association
- Public Employer Labor Relations Association of California
- International Public Management Association
- CalGovHR
- Society of Human Resource Management
- Northern California Human Resource Association
- California Chamber of Commerce
- California Association of Sanitation Agencies
- California Special Districts Association
- League of California Cities

EDUCATION

MBA – International Business, University of San Francisco, Beta Gamma Sigma Honorary Society

MA – English and Russian languages and literature; teaching credentials; University of Vienna, Austria

SPHR – Senior Professional Human Resource Certificate

Debbie Owen

KEY ACHIEVEMENTS AND HIGHLIGHTS

- Classification and compensation practitioner/team member providing classification and compensation services to public sector agencies; extensive analytical experience in classification, compensation, and technical report writing.
 - Specific areas of expertise include job classification and total compensation (base salary and benefits) program review, analysis, design, development and implementation.
- Experienced project manager serving public sector clients on a wide range of classification and compensation studies by working with client stakeholders, directing the work of project teams to ensure high quality study deliverables, and preparing/delivering study presentations to client stakeholders.
- Certified Compensation Professional (CCP) status attained in 1992 with continued membership in *WorldatWork*.

PROFESSIONAL EXPERIENCE

Koff and Associates, Berkeley, CA

Senior Project Manager – September 2015

- Project team member providing classification, compensation analysis and technical report development support for classification and base salary/total compensation studies.
- Compensation related duties include conducting salary surveys; compensation and benefits data analysis and reporting; conducting external market and internal equity analyses; preparing salary recommendations, and writing technical reports.
- Classification related duties include conducting job evaluation meetings, determining classification concepts, preparing allocation recommendations, developing/revising classification specifications and writing technical reports.

CPS Human Resource Consulting Services

May, 2003 - June, 2015

- Technical Specialist Classification and Compensation
- Practice Leader
- Manager, Retention and Deployment Services
- Principal Consultant
- Project Consultant/Senior Consultant

Multiple roles within the organization, with focus on serving as a team member or project manager responsible for providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Projects included large and complex base salary and total compensation survey data reporting, as well as job evaluation/classification studies involving multiple classifications and employees.

- Project team consultant responsibilities:
 - Compensation - conducting salary surveys for large and small compensation studies; study tasks included labor market selection; survey development; compensation and benefits data analysis and reporting; internal equity alignment; and developing salary recommendations and compensation reports.

- Classification - conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification purposes; developing classification structures; preparing classification specifications for a broad and diverse range of jobs; and developing classification reports.
- Project management responsibilities include strategic planning in the development of project scope and budget; managing the work of professional consulting staff assigned to projects; preparing for, and conducting, client meetings and presentations for stakeholders including employees, bargaining unit representatives, management and governing boards; ensuring that project staff are properly deployed based upon tasks to be completed and individual skillsets; and confirming that all study analyses, reports and other deliverables are of high quality and aligned with professional standards
- Serving as a technical expert in classification and compensation, acting as a resource to colleagues; and developing modules for classification and compensation related training programs delivered to staff and clients.

Ralph Andersen & Associates/Johnson & Associates
June, 1995 – March, 2003

Senior Consultant and Staff Consultant providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Served as a team member or project manager responsible for:

- Conducting salary surveys for large and small compensation studies; study tasks included labor market selection, survey development, compensation and benefits data analysis and reporting; internal equity analyses (including point factor); salary recommendations, and cost implementation.
- Conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification projects; developing classification structures; and preparing classification reports, classification specifications/job descriptions for a broad and diverse range of jobs.

EDUCATION

- Pierce College, Athens, Greece
- *WorldatWork* Certification as a Compensation Professional (CCP) - 1992
- University of California Extension Program courses in human resources and labor-management relations

PROFESSIONAL AFFILIATIONS

- Member, *WorldatWork*

KELLY A. BASOCO, SPHR, SHRM-SCP, PHRca

Professional Experience

September 2016 – Present

Senior H.R. Associate, Koff & Associates, Berkeley, CA

- Perform compensation surveys and classification studies for the public sector including cities, counties, colleges, school districts and special districts.
- Conduct classification equivalency studies using point factor-based rating systems.
- Create Human Resources Benefit Life Cycle Team workflow processes.

June 2015 – September 2016

Principal Human Resources Consultant, Encompass Consulting, Upland, CA

- Experienced human resources consultant offering HR solutions to businesses.
- Audit management practices to ensure compliance with state and federal laws. Develop handbooks, policies and procedures to align with company culture and adhere to state and federal laws. Create job descriptions following the Americans with Disabilities Act and the Fair Labor Standards Act.
- Perform compensation and wage surveys. Implement performance management systems including performance appraisals, PIPs, promotions and succession planning.
- Conduct confidential and complex workplace investigations and present outcomes to C-suite executives. Consult with management on legal disciplinary and termination practices.

October 2014 – June 2015

Director, Human Resources, Parco Inc., Ontario, CA

- Directed corporate HR operations in multiple states on acquisitions, recruitment, benefits administration, compensation planning, employee relations and performance development initiatives.
- Created corporate-wide HR systems (onboarding and termination procedures, pre-employment testing, absence tracking, FMLA leave, and vacation processes).
- Managed performance review process to meet company needs and identify high potentials.

April 2010 -- October 2014

Human Resources Manager, 3M, Oak Hills, CA and Montrose, CO

- Drove talent management initiatives by facilitating performance improvement plans, rewarding high performers, facilitating departure of poor performers and identifying potential leaders. Established a site recruitment program improving the quality of applicants and reducing time to fill of vacant positions.
- Established reward and recognition programs to acknowledge employees' contributions to business objectives and to enhance engagement. Organized Employee Opinion Surveys, presented findings during plant-wide meetings, and directed improvement action plans.
- Developed an appraisal database system improving consistency and accountability in the non-exempt appraisal process.

January 2002 -- April 2010

Human Resources Manager, Parker Hannifin, OH, MN, AR, NE

- Coached leaders on effective behaviors. Coached employees on manager-employee and peer-peer relationships and organizational procedures and policies.

- Developed training for supervisors on policies and procedures to ensure consistency and share best practices.

Education

Notre Dame College, South Euclid, OH: Bachelor of Arts, Business Management

LINDSAY M. CHRISTOPHER

PROFESSIONAL EXPERIENCE

February 2020 to Present

Senior H.R. Associate, *Koff & Associates, Berkeley CA*

- Provide support on classification, compensation, and organizational studies for public sector clients including cities, counties, special districts, and other public sector agencies.
- Interview employees, analyze and develop recommendations for position allocation and classification concepts and develop classification specifications.
- Collect and analyze total compensation data.
- Collect and analyze data organizational structure and staffing data.

August 2019 to February 2020

Human Resources Analyst, *East Bay Regional Park District, Oakland, CA*

- Performed full cycle recruiting from requisition through onboarding.
- Collaborated with SMEs to develop recruitment examination timelines, strategies, and components.
- Analyzed requests for position allocation/reallocation and made recommendations.
- Created and modified classification specifications.
- Composed written justification for salary modification for Board approval and adoption.
- Interpreted, applied, and communicated policies, procedures, and MOU provisions.

March 2015 – August 2019

Human Resources Analyst, *Alameda County, Oakland, CA*

- Provided professional HR services to assigned operating departments in the areas of classification, compensation, recruitment, and selection.
- Created and modified classification specifications and series for adoption by the Civil Service Commission.
- Determined classification representation, management designation, EEO category, and FLSA designation.
- Negotiated with labor organizations related to classification and compensation actions.
- Analyzed position description questionnaires (PDQs) and determined appropriate classification for vacant and filled positions.
- Conducted classification studies for employee-initiated reclassification requests to determine appropriate position classification.
- Conducted desk audits with incumbents and supervisors, analyzing assigned duties, levels of autonomy and authority to make decisions, evolution of duties, and organizational structure of work unit as well as reclassification impact to unit, department/agency and county.

- Prepared narrative and statistical reports such as classification determinations, salary recommendations, footnote creation/amendments, and staff reports.
- Led total and partial departmental classification reorganizations which included creating and modifying classifications, recommending and adjusting salaries, mapping current incumbents within reorganized program/department, noticing employees and reallocating positions (vacant and filled) and recommending abolishment of existing classifications.
- Recommended salary adoption or modification to the Board of Supervisors based on data collection and analysis of external market data and/or internal classification relationships.
- Managed position control for assigned departments (position adds, transfers, reclassifications and allocations).
- Created and modified specialty designation criteria, analyzed requests from department and approved/denied attachment/removal of designations to/from positions.
- Prepared and conducted competency and job analyses utilizing WRIPAC methodology.
- Performed full cycle recruiting from requisition through eligible list creation.

EDUCATION

San Jose State University, San Jose, CA

Bachelor's Degree, Sociology

JAMIE INDERBITZEN

PROFESSIONAL EXPERIENCE

January 2019 to Present

Senior H.R (Human Resources) Associate, Koff & Associates, Berkeley California

- Provides senior associate level support in executing classification, compensation, and organizational assessment studies for public sector clients, including cities, counties, and special districts.
- Ensures project work milestones are met on time and presents work product in a “client-ready” format.
- Works with clients to gain an understanding of study expectations, and explain methodology used in data collection and results presentation.
- Reviews peer work product for completeness and accuracy, as assigned.
- Acts in a subject matter expert capacity in areas of specialty.
- Conducts presentations to client project stakeholders, and presents training modules to internal staff, as assigned.
- Performs as a project lead, as assigned.

March 2018 to January 2019

Professional and Organizational Development Mgr., California State University, Sacramento

- Served as the University’s designated change manager for the implementation of divisional, campus, and system-wide initiatives.
- Designated human resources manager to coordinate with project management teams to assess and report progress to various stakeholders.
- Conducted needs assessment activities, establishing and coordinating with appropriate stakeholders to develop training and implementation strategies.
- Delivered or supported the delivery of learning and professional development curricula.
- Analyzed data from evaluations or quality assurance surveys to ensure we are hitting target markets.
- Successfully developed new programs from concept to implementation by gaining support from executive leaders and buy-in from all levels of staff and administrators campus-wide.

May 2016 to March 2018

Project Manager, California Department of Human Resources, Sacramento, California

- Provided project management and oversight of the State of California’s Classification Consolidation and Abolishment Project.
- Ensured milestones of projects were being met within specified timeframes and performed quality assurance of project work product.
- Deployed a phased approach to transform the State of California’s job classification system into a more streamlined and agile system, making it easier for job applicants, current employees, and other constituents to navigate by reducing and consolidating like job titles and occupations; Phase 1 encompassed 25 different occupational groups, each their own project.

- Developed and approved innovative new classification concepts, formulated new policies, and recommended and presented new business practices to impacted constituents.
- Communicated status and presented project deliverables to high-level executives at the State Personnel Board, Government Operations Agency, CalPERS, State Controller's Office, Department of Finance, and other internal/external stakeholders including, but not limited to, employee organizations/unions, media, impacted state departments, and the public.
- Planned, organized, and managed the workload of 10 staff members; provided guidance, leadership, and mentoring to less experienced staff.
- Using the ADKAR model for change management, presented project concepts, status and implementation to stakeholder audiences ranging from less than 10 to over 1200 participants.

July 2009 to April 2016

Associate and Staff Specialist Level Analyst, California Department of Human Resources, Personnel Management Division, Sacramento, California

- Provided consultation to stakeholders from 86 state departments related to timelines and compliance with State of California human resource laws, rules, policies, and best practices related to classification and compensation.
- Served as SME (subject matter expert) on state negotiation teams with employee organizations/unions and reviewed and drafted responses to over 80 classification related employee grievances.
- Provided training to line department HR (Human Resources) staff in audits and regulatory practices and created and led presentations and workshops at HR related conferences.
- Testified at various administrative hearings and arbitrations as expert witness.
- Served as the State's representative at administrative hearings defending the State's position.
- Performed audits of state departments to ensure adherence to laws, regulations, rules, and best practices.

CERTIFICATIONS AND CREDENTIALS

- Certified Associate in Project Management, Project Management Institute
- Change Management Certification, Prosci
- Human Resources Academy Certification, California State University Sacramento
- Classification & Compensation Credential, California Dept. of Human Resources
- Legal Secretary Certification
- Paralegal Certification

SUSAN S. VANG

PROFESSIONAL EXPERIENCE

February 2017 to Present

Senior H.R. Associate, Koff & Associates, Berkeley CA

- Provide support on Classification and Compensation Studies for public sector clients including cities, counties, special districts, and other public sector agencies.
- Interview employees, develop classification specifications, analyze and offer recommendations for classification studies.
- Research, collect data, and analyze for compensation studies; develop compensation recommendations and implementation plans.

October 2012 to January 2017

Human Resources Technician, CPS HR Consulting Services, Sacramento CA

- Classification and Compensation: Provided technical support on both compensation and classification projects through the data collection process and worked on special projects as assigned.
 - Participated on project teams for both large and small scale classification and compensation studies.
 - Assisted in compiling detailed statistical and narrative classification and compensation reports with recommendations including changes to existing classification structures, new or revised classification specifications, and position allocations.
 - Drafted Request for Proposal responses for small studies regarding project scope, project timeline estimations, etc.
- Recruitment and Selection: Provided technical recruitment and selection support to various California Social Services and Child Support Services county departments on the Merit System Services (MSS) contract; reviewed clerical, technical, and professional employment applications; assisted in managing the testing and flow of recruitments; created eligible lists for counties' use.

EDUCATION

University of California, Berkeley CA

Bachelor's Degree, Molecular Environmental Biology

CYNTHIA M. HARARY

PROFESSIONAL EXPERIENCE

November 2015 – Present

H.R. Associate, Koff & Associates, Berkeley CA

- Provide support on classification and compensation studies for public sector clients including cities, counties, school districts, and special districts.
- Classification studies: interview employees; analyze and develop recommendations for position allocations; develop classification specifications.
- Compensation studies: data collection and analysis; provide salary adjustment recommendations; create internal salary relationship charts; make salary range recommendations; create new salary schedules.
- Special projects including staffing studies.

January 2000 to November 2015

Consultant, Creative Management Solutions, Inc., Anaheim CA

- Provided support on classification and compensation studies for public sector clients including cities, counties, school districts, and special districts.
- Classification: analyzed and developed recommendations for position allocation; developed classification specifications.
- Compensation: data collection and analysis; provided salary adjustment recommendations; created internal salary relationship charts; made salary range recommendations.
- Assisted with maintenance of compensation and benefit database (CalPACS), providing public sector agencies comparative compensation information.

October 1988 to July 1998

1992 – 1998 Human Resources Analyst I/II, City of Whittier, Whittier CA

1991 – 1992 Human Resources Assistant, City of Whittier, Whittier CA

1988 – 1991 Secretary to the Human Resources Director, City of Whittier, Whittier CA

- Provided support on classification and compensation studies for a wide variety of city job classifications; analyzed and developed recommendations for position allocation; developed classification specifications.
- Compensation: data collection and analysis; provided salary adjustment recommendations; made salary range recommendations.
- Performed all phases of recruitments including screening of applications; coordination of interview panels; developed interview questions and guidelines; developed and administered written examinations, supplemental questionnaires, and skills testing.
- Assisted managers with understanding and implementing employee disciplinary actions and following personnel rules and regulations. Developed, implemented, and interpreted policies to ensure compliance with Federal Regulations. Responded to DFEH/EEO discrimination complaints and unemployment insurance claims. Developed an employee customer service notebook. Assisted in managing the Human Resources Department budget.

- Developed and conducted staff training programs on customer service, new employee orientation, and heat exhaustion programs for field employees. Participated in the formulation of a training consortium which provided supervisory and employee relations training at a reduced cost to agency members.
- Assisted management during employee labor contract negotiations with sworn and miscellaneous represented employee groups.
- Developed and coordinated citywide employee safety training programs including CPR, First Aid, Bloodborne Pathogens, DOT Drug and Alcohol Testing regulations, and Respiratory Protection Program.
- Assisted in the supervision of clerical support staff. Coordinated City's Workfare program for Welfare recipients.

February 1987 to October 1988

Customer Service Clerk, *City of Whittier, Whittier CA*

- Provided customer service support to Public Works Department with water and sanitation accounts; processed work orders; prepared billings and attended to billing issues; collected payments; entered new accounts into computer system.
- Assisted customers via telephone and at public counter; resolved issues and complaints.
- Operated radio to dispatch field personnel for a variety of routine and emergency service calls.
- Performed basic clerical work including copying, typing, and filing paperwork; maintained a variety of spreadsheets, logs, and records related to water and sanitation services; processed purchase order requests, and inventory requests; ordered supplies and maintained inventory.

EDUCATION

California State University, Long Beach

Bachelor's Degree, Broadcast Journalism

RENATE TINER

Professional Experience:

October 2017 – Present

H.R. Associate, Koff & Associates, Berkeley CA

Provide professional support, data collection, and analysis on classification and compensation studies for a variety of public sector clients.

December 2010 – October 2017

Stay at Home Mother, Berkeley CA

February 2010 – September 2010

Talent Acquisition Specialist – Management Roles, Mindfield Group, Vancouver B.C. Canada

Provided clients with three qualified management candidates within thirty days of role being posted. Performed prescreening, telephone interviews and follow up after client interviewed candidate.

- Created candidate profiles in conjunction with client
- Provided support to junior staff in all recruitment techniques
- Entered candidates into applicant tracking database

September 2009 – February 2010

Accreditation and Licensing Coordinator/HR Coordinator, Contemporary Security Canada, Vancouver B.C. Canada

For the 2010 Winter Olympics provided coordination of all licensing and accreditation for 6,000 security staff assigned to the Winter Games.

- Worked with the Attorney General's Office in Victoria B.C. to secure provincial security licenses for both regular security staff and supervisory security staff.
- Worked with the Federal Canadian government to secure accreditation to all security staff.
- During the Winter Games, provided HR support to security and support staff assigned to the Whistler B.C. Camp.

January 2006 – June 2008

Manager of Human Resources, Commissionaires B.C., Vancouver B.C. Canada

Provided a variety of Human Resources support to the operations team in both the lower mainland of B.C. and throughout the province of British Columbia for the jail guard staff.

- Performed high volume recruiting, onboarding, orientation, and scheduling of training for new staff.
- Handled all workers compensation claims and follow-up for the entire lower mainland of British Columbia.
- Co-Chair of the Health and Safety Committee.

- Provided support with supervisor recruitment and selection, as well as succession planning.
- Helped develop policy in conjunction with the rest of the management team.
- Managed new employee HRIS entry and file maintenance.

Education:

Bachelor of Science, Psychology - *University of Northern British Columbia 2002*



May 31, 2021

Classification Study (Part B) Proposal

Tahoe Truckee Airport District

KOFF & ASSOCIATES

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

2835 Seventh Street
Berkeley, CA 94710
www.KoffAssociates.com

gkrammer@koffassociates.com

Tel: 510.274.2760

Fax: 510.652.5633

Letter of Transmittal

May 31, 2021

Ms. Lauren Tapia
Human Resources Manager
Truckee Tahoe Airport District
10356 Truckee Airport Road
Truckee, CA 96161

Dear Ms. Tapia:

Thank you for the opportunity to respond to your Request for Proposals for a **Classification Study** for the **Truckee Tahoe Airport 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 the District during previous Classification and Compensation Studies, as well as with numerous other cities, counties, JPAs, and non-profit agencies.

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. 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 the Managing Director of Koff & Associates, I would assume the role of Project Director and be responsible for the successful completion of project. I can be reached at 2835 Seventh Street, Berkeley, CA 94710. My number is 510.274.2160. My email is gkrammer@koffassociates.com.

This proposal will remain valid for at least 90 days from the date of submittal. We are committed to adhering to the proposed timeline as listed in the RFP. If selected, we would begin the project on June 23, 2021 and complete the project by September 22, 2021.

Please call if you have any questions or wish additional information. We look forward to the opportunity provide professional services to the **Truckee Tahoe Airport District**.



■ Koff & Associates

Human Resources and Recruiting since 1984

Sincerely,

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting



TABLE OF CONTENTS

Experience	1
References	2
Cost Proposal	5
Background of the Firm	7
Qualifications of the Firm	8
Project Team	9
Project Approach	17
Workplan	19
Time Requirements	24
Disputes	25
Contractual Requirements	26
Insurance Acknowledgement	27
Signature Page	
Appendix: Résumés of Participating Staff	



EXPERIENCE

Koff & Associates has performed thousands of classification and compensation studies since its inception in 1984. The client range from cities, counties, education to special districts such as air quality, community services, fire and police protection, housing/economic development, public utilities, transportation water and wastewater.

The following are some of the transportation agencies whom we've worked with in recent years: Alameda County Transportation Commission, Contra Costa Transportation Authority, El Dorado County Transit Authority, Golden Gate Bridge Highway and Transportation District, Livermore Amador Valley Transit Authority, Long Beach Transit, Marin Transit District, Metropolitan Transportation Commission, **Monterey Regional Airport**, **Ontario International Airport**, Orange County Transportation Authority, Port of Hueneme, Port of Long Beach, **Port of Oakland**, Riverside County Transportation Commission, Sacramento Area Council of Governments, Sacramento Regional Transit District, San Bernardino County Transportation Authority, **San Bernardino International Airport**, San Francisco Bay Area Water Emergency Transportation Authority, San Francisco County Transportation Authority, Santa Barbara County Association of Governments, Santa Clara Valley Transportation Authority, Sonoma-Marin Area Rail Transit, and Transportation Corridor Agencies.



REFERENCES

Agency & Project	Contact
AC Transit (Alameda Contra Costa Transit District) Classification Study, completed 2017.	Mr. Michael Daly Contracts Specialist (510) 891-5469 1600 Franklin St., 6 th Floor Oakland CA 94612 wdaly@actransit.org
Alameda County Transportation Commission (“ACTC”) Various Compensation and Classification Studies, 2016/2018. Executive Director Compensation Study, 2013/2014/2016/2017. Ongoing Human Resources Assistance since 2009 (including Classification and Compensation Studies, the development of a Performance Management System, and serving as on-site Human Resources Director). We assisted with the merger of Alameda County Transportation Improvement Authority and Alameda County Congestion Management, thereby creating ACTC.	Ms. Patricia Reavey Finance Director (510) 208-7400 1333 Broadway, Suite 220 Oakland, CA 94612 preavey@alamedactc.org
El Dorado County Transit Authority Classification and Total Compensation Study, completed 2017. Total Compensation Study, completed 2014.	Ms. Maria Harris Human Resources Manager/Admin Services (530) 642-5383 ext. 209 6565 Commerce Way Diamond Springs, CA 95619 Mharris@eldoradotransit.com
El Dorado Hills Community Services District Classification and Compensation Study, completed 2017. Classification and Compensation Study, 2015-2016.	Mr. Kevin Loewen Director of Administration & Finance (916) 614-3234 1021 Harvard Way El Dorado Hills, CA 95762 Kloewen@edhcsd.org
Incline Village General Improvement District Total Compensation Study, completed 2017.	Mr. Curtis Trujillo Sr. H.R. Analyst/Risk Management (775) 832-1263 893 Southwood Blvd. Incline Village, NV 89451 cgt@ivgid.org



Agency & Project	Contact
Metropolitan Transportation Commission Agency-wide Classification Structure Review, Total Compensation Study, completed 2017. Classification and Compensation package comparison between MTC and ABAG, completed 2017. Compensation Study, completed 2015.	Ms. Robin James HR Director (415) 778-6740 Bay Area Metro Center 375 Beale Street, Suite 800 San Francisco, CA 94105 RJames@mtc.ca.gov
Riverside County Transportation Commission Classification (4 positions) & Base Salary Study, completed 2018. Classification and Total Compensation Studies, completed April 2013, 2015, and 2017.	Ms. Pamela Velez Human Resources Administrator (951) 787-7966 4080 Lemon St., 3rd Floor Riverside, CA 92502 pvelez@rctc.org
San Bernardino County Transportation Authority Compensation Study (30 benchmarks, 10 comparators), completed 2018. Classification and Total Compensation Study, completed 2014.	Ms. Colleen Franco HR/Information Services Administrator (909) 884-8276 1170 W. Third St., 2 nd Fl. San Bernardino, CA 92410 cfranco@gosbcta.com
San Bernardino International Airport Authority / Inland Valley Development Agency (IVDA/SBIAA) Compensation Study, completed 2019. Classification and Compensation Study, completed 2015. Organizational Study, completed 2016.	Ms. Catherine Pritchett Director of Administrative Services (909) 382-4100, Ext. 134 1601 E. Third St. San Bernardino, CA 92408 cpritchett@sbdairport.com
Santa Cruz Metropolitan Transit District Various Classification and Compensation Studies since 2019.	Ms. Monik Delfin Human Resources Deputy Director (831) 420-2541 110 Vernon Street, Santa Cruz, CA 95060 mdelfin@scmttd.com



Agency & Project	Contact
<p>Truckee Sanitary District</p> <p>Revision of Employee Handbook, completed 2019.</p> <p>Organizational Study, completed 2016.</p> <p>Various Classification and Compensation Studies, completed in 2005, 2008, 2014, 2015, and 2017.</p> <p>HR Policy Handbook in 2014 and an update in 2018-2019; and a General Manager recruitment.</p>	<p>Ms. Liz Carstens, PHR, SHRM-CP</p> <p>HR/Risk Management Administrator</p> <p>(530) 550-3104</p> <p>12304 Joerger Drive</p> <p>Truckee, CA 96161</p> <p>LCarstens@truckeesan.org</p>



COST PROPOSAL

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, 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, and are happy to adjust our proposal to include a travel budget accordingly.

Deliverables	Classification Study 21 Classifications, 25 Full-time EE's and 2-5 Seasonal EE's	Hours
A.	Meetings with Steering Committee and Management Staff and Initial Documentation Review	8
B.	Orientation Meetings with Employees and Distribution of PDQ	8
C.	Collection and Review of PDQs (assumes up to 30 PDQs)	12
D.	Interviews with Employees, Supervisors, and Management	24
E.	Classification Concept & Preliminary Allocation	15
F.	Draft Class Description Development (assuming up to 21 classifications)	58



Classification Study Proposal

Truckee Tahoe Airport District

G.	Facilitation of Draft Class Description Review and Employee Feedback Process	15
H.	Classification Plan and Draft of Interim Report and Final Report	12
I.	Formal Appeals Process *	0
J.	Final Presentation	4
	Total Professional Hours – Classification	156
	Combined professional and clerical composite rate: \$160/Hour	\$24,960
	Expenses are included in the composite hourly rate:	N/A
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, parking, meals, travel time, etc.</i>	
	TOTAL PROJECT COST NOT TO EXCEED:	\$24,960
	<i>*Additional consulting will be honored at composite rate (\$160/hr)</i>	



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 special districts, cities, counties, other public agencies, and non-profit organizations with their human resources needs for 37 years.

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.

```
graph TD; MD["Georg Krammer  
Katie Kaneko  
Managing Directors"] --- SPMS["Alyssa Thompson  
Debbie Owen  
Senior Project Managers"]; MD --- RM1["Frank Rojas  
Recruitment Manager"]; MD --- PMs["Mike Harary  
Kari Mercer  
John Wood  
Project Managers"]; MD --- PM2["golbou ghassemieh  
Project Manager /  
Recruitment Manager"]; MD --- SRA["Kelly Basoco  
Joshua Boudreaux  
Lindsay Christopher  
Monica Garrison-Reusch  
Arlene Gibbs  
Jamie Inderbitzen  
Sarah Nunes  
Leena Rai  
Frances Trant  
Susan Vang  
Senior H.R. Associates"]; MD --- HRA["Irene Chan  
Bill Ewing  
Cindy Harary  
Renate Tiner  
H.R. Associates"]; MD --- MA["Eileen King  
Marketing Associate"]; MD --- PD["Karen Thompson  
Proposal Developer"]; MD --- BK["Jennifer Meredith  
Bookkeeper"]; MD --- AC["Lenissa Dumlao  
Elise Johnson  
Administrative Coordinators"]; MD --- AA["Jessica Keast  
Kathy Crotty  
Administrative Assistants"]; MD --- R["Ariele Rodriguez  
Charlene Harris  
Recruiter"]; MD --- RC["Nina Hernandez  
Recruiting Coordinator"];
```

Georg Krammer
Katie Kaneko
Managing Directors

Alyssa Thompson
Debbie Owen
Senior Project Managers

Frank Rojas
Recruitment Manager

Mike Harary
Kari Mercer
John Wood
Project Managers

golbou ghassemieh
**Project Manager /
Recruitment Manager**

Kelly Basoco
Joshua Boudreaux
Lindsay Christopher
Monica Garrison-Reusch
Arlene Gibbs
Jamie Inderbitzen
Sarah Nunes
Leena Rai
Frances Trant
Susan Vang
Senior H.R. Associates

Irene Chan
Bill Ewing
Cindy Harary
Renate Tiner
H.R. Associates

Eileen King
Marketing Associate

Karen Thompson
Proposal Developer

Jennifer Meredith
Bookkeeper

Lenissa Dumlao
Elise Johnson
Administrative Coordinators

Jessica Keast
Kathy Crotty
Administrative Assistants

Ariele Rodriguez
Charlene Harris
Recruiter

Nina Hernandez
Recruiting Coordinator

2835 Seventh Street, Berkeley, California 94710 | 510.658.5633 | www.KoffAssociates.com



FIRM QUALIFICATIONS

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.



PROJECT TEAM QUALIFICATIONS

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.

KEY PERSONNEL

Our project team will be led by Co-Project Directors Georg Krammer (Chief Executive Officer) and Debbie Owen (Senior Project Manager). They will coordinate all of K&A's efforts, attend all meetings with the District, and be responsible for all work products and deliverables.

CONSULTANTS

Kelly Ann Basoco (Senior HR Associate), Lindsay Christopher (Senior HR Associate), Jamie Inderbitzen (Senior HR Associate), Susan Vang (Senior HR Associate), Cindy Harary (HR Associate) and Renate Tiner (HR Associate) will conduct classification analysis and interviews with employees and management, compensation data collection and analysis, internal job analysis, develop recommendations and implementation strategies.

Following are short biographies of the specific staff who will be assigned to this study (Their resumes can be found in the appendix):

Georg S. Krammer, M.B.A., S.P.H.R.

Managing Director, Compensation and Rewards Consulting

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 was the firm's Chief Executive Officer since 2005. Since the acquisition by Arthur J. Gallagher, he is now Managing Director, Compensation and Rewards Consulting.

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 has extensive transportation experience and has worked with countless transportation authorities, transit authorities, metropolitan planning organizations, congestion management agencies, ports, airports, and other agencies in the transportation field, including all agencies listed in the reference section of this proposal.

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 District, 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: El Dorado Hills Community Services District, Livermore Area Recreation and Parks District
 - Housing/Economic Development: Housing Authority of the County of San Bernardino, Housing Authority of the County of Santa Barbara (in progress), Housing Authority of Santa Clara County
 - Public Utilities: Inland Empire Utilities Agency
 - Transportation: AC Transit, El Dorado County Transit Authority, Port of Oakland, San Francisco Bay Area Water Emergency Transportation Authority
 - Wastewater/Water: Beaumont-Cherry Valley Water District, Cucamonga Valley Water District, Eastern Municipal Water District, Leucadia Wastewater District, Napa Sanitation District, Sonoma County Water Agency, State Water Contractors, Sweetwater Authority, Trabuco Canyon Water District, Truckee Sanitary District, Western Municipal Water District
- **Other:** California State Auditor’s Office, Contra Costa County Employee Retirement Association, Orange County Mosquito and Vector Control District

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 District, 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.

Kelly Ann Basoco, SPHR, SHRM-SCP, PHRca
Senior H.R. Associate

Kelly's professional qualifications include over 15 years of experience in the Human Resources field, primarily as a generalist. She spent the first 12 years in the private sector as a Human Resources Manager working for global companies such as Parker Hannifin and 3M. Kelly gained experience in employee relations, policies and procedures administration, recruitment activities and performance management; with Parker and 3M she also worked with mergers and acquisitions and managed plant/facility closures.

Kelly was Director of Human Resources for a multi-state manufacturing company where she oversaw corporate human resources. Kelly transitioned to human resources consulting providing human resources audits, policy and procedure development, performance management and investigations for local businesses and classification and compensation studies for the public sector.

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

- **Cities / Towns:** Coachella, El Monte, Galt, Citrus Heights, Hillsborough, Manteca, Milpitas, Morgan Hill, Murrieta, Newman, Perris, Redlands (Municipal Utilities and Engineering Department), San Diego, Santa Clara, Santa Monica, Saratoga, Sausalito, Sonoma, Westminster
- **Counties:** El Dorado, Fresno, Humboldt
- **Special Districts:** Beaumont-Cherry Valley Water District, Castro Valley Sanitary District, Eastern Municipal Water District, Excelsior Charter Schools, Helendale Community Services District, IBEW (International Brotherhood of Electrical Workers), Long Beach Transit, Mojave Water Agency, Orange County Mosquito and Vector Control District, Orange County Sanitation District, Phelan-Piñon Hills Community Services District, Rancho California Water District, Riverside Community College District, San Bernardino Valley Water Conservation District, Santa Clarita Valley Water District, South Coast Water District, Southern California Public Power Authority, Southwestern Community College District, and Travis Unified School District

Kelly received her Bachelors Degree in Business and Human Resource Development from Notre Dame College. She is a member of the national Society of Human Resource Managers (www.shrm.org) holding the Senior Certified Professional (SHRM-SCP) certification, the Senior Professional in Human Resources (SPHR) certification and the Professional in Human Resources – California (PHRca) certification. She is also a member of the Professionals in Human Resources Association (www.pihra.org). In addition, she is an Item Writer for the HRCI (Human Resource Certification Institute) and is considered a Subject Matter Expert for the PHRca and SPHR certifications.



Kelly will provide Senior H.R. Associate support throughout the project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, staffing 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, Corona, Seattle (Library), Napa
- **Counties:** Humboldt
- **Special Districts:** Contra Costa County Employees' Retirement Association, Greater LA County Vector Control District, Orange County Sanitation District, Purissima Hills Water District, Marin Municipal Water District, Housing Authority of the City of Santa Barbara, Tri-City Mental Health Authority, Victor Valley College, Buena Park Library District, East Bay Regional Park District, Tualatin Hills Park and Recreation District, Valley Water, San Luis and Delta Mendota Water Authority

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 over 86 State of California Departments, including the California Department of Veterans Affairs, California Department of Transportation, California Department of Consumer Affairs, Department of State Hospitals, Department of Developmental Services, Californian Department of Corrections, and California Department of Technology 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 and implementation, 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. Prior to Jamie providing human resources consultation, she served as a paralegal to the California Department of Human Resources' Administrative Law Judge, performing legal analysis and judicial support related to non-merit labor claims.

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, Antioch, Citrus Heights, Cupertino, Davis, East Palo Alto, Elk Grove, Merced, Milpitas, Paradise, Pleasant Hill, Redwood City, Ridgecrest, Rohnert Park, San Diego, Santa Monica, Seattle, Spokane, and Tracy.
- **Counties:** Humboldt, Solano, and Sonoma.
- **Special Districts:** Central Marin Sanitation Agency, Cosumnes Community Services District, Housing Authority of San Luis Obispo, Housing Authority of Santa Cruz, Mt. View Sanitary District, Orange County Fire Authority, Oro Loma Sanitary District, Port of Stockton, Regional Government Services, Sacramento Regional Transit District, San Joaquin Regional Transit District, Tri-City Mental Health Services, and Victor Valley Community College.

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 PMI Certified Associate in Project Management (CAPM). In addition, she holds certifications as a Paralegal, Life Coach, and 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.

Susan Vang, B.S.

Senior H.R. Associate

Susan has over six years of human resources consulting experience in classification and compensation, recruitment and selection, and employment testing for the public sector.

Susan has experience providing technical support on a variety of classification and compensation projects including City of El Segundo, Counties of Sonoma, Lake, and Madera. In addition, Susan worked on the Merit System Services (MSS) contract with the California Department of Human Resources, providing recruitment and selection support to 27 California County Departments of Social Services and Child Support Services.

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



- **Cities:** Alameda, El Monte, Los Altos, Morgan Hill, Mount Shasta, Oakland, Piedmont, Santa Barbara, Santa Cruz, Santa Rosa, Vallejo
- **Education:** College of the Sequoias, Hartnell Community College, Foothill-DeAnza Community College District, Riverside Community College District, Southwestern Community College District
- **Special Districts:** Calaveras County Water District, California Association of Sanitation Agencies (CASA), Delta Diablo Sanitation District, Dublin San Ramon Services District, Marin County Transit District, Metropolitan Transportation Commission (MTC), Ojai Valley Sanitary District, Santa Clara Valley Water District, Santa Cruz Metropolitan Transit District, Vallejo Flood and Wastewater District, Zone 7 Water Agency

A Northern California native, Susan earned her B.S. degree in molecular environmental biology from the University of California, Berkeley.

Susan will provide 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 32 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, Campbell, Carmel, Corona, Danville, Davis, Indian Wells, Laguna Niguel, Los Altos, Manteca, Menifee, Murrieta, National City, San Diego, Santa Ana, Santa Barbara, Seal Beach, Tracy, Yucca Valley
- **Counties:** Orange
- **Education:** Compton College
- **Special Districts:** Alameda Housing Authority, Altadena Library District, Bay Area Water Supply and Conservation Agency, Cosumnes Community Services District, Eastern



Municipal Water District, Encina Wastewater Authority, Housing Authority of Alameda County, Housing Authority County of San Bernardino, Housing Authority for the County of Santa Barbara, Humboldt Waste Management Authority, Inland Empire Utilities Agency, Monte Vista Water District, North Coast County 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, Riverside County Transportation Commission, Santa Clarita Valley Water Agency, South Coast Air Quality Management District, Sweetwater Authority, Trabuco Canyon Water District, Vallecitos Water District, Water Replenishment District of Southern California, 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.

Renate Tiner, B.Sc.

H.R. Associate

Renate's professional qualifications include five years of both non-profit and private sector Human Resources experience. Starting in Human Resources administration and rising into Human Resources management, she gained experience in full-cycle recruitment, orientation and on-boarding, Health and Safety, Worker's Compensation, licensing and accreditation, policy development, and general Human Resources administration.

Since joining Koff & Associates in 2017, Renate has worked on Classification and Compensation Studies for the following agencies:

- **Cities:** Bellflower, Concord, Cupertino, El Monte, Hillsborough, Los Altos, Mt. Shasta, Piedmont, Rohnert Park, San Diego, Sausalito, West Sacramento
- **Special Districts:** Alameda County Transportation Commission, Bay Area Water Supply and Conservation Agency, Eastern Municipal Water District, Dublin-San Ramon Services District, Foothill-De Anza Community College District, Groveland Community Services District, Los Angeles County Employees Retirement Association, Metropolitan Transportation Commission, Midpeninsula Regional Open Space District, Port of Long Beach, Riverside Community College District, and San Joaquin County Superior Court

Renate earned her B.Sc. degree in Psychology from the University of Northern British Columbia, in Prince George BC, Canada. She was a Canadian Human Resource Professional (CHRP) Candidate before moving to the United States.

She 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.



PROJECT APPROACH

The District desires human resources assistance to conduct an objective analysis of the current classification practices of the District; 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 while maintaining relative internal equity and sound fiscal responsibility.

The District currently employs approximately 25 full-time employees, and 2-5 seasonal employees, all of whom serve in the three departments: Operations & Maintenance; Aviation & Community Services; Finance & Administration. At this time there are no bargaining units. They are allocated to 21 classifications.

For the classification study, we will 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.

The study includes a significant number of meetings with the Steering 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.

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.

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 Steering Committee meetings with management, study project staff, and other stakeholders to discuss any specific concerns with respect to the development of classification 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 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

Deliverable A: Meetings with Steering Committee and Management Staff and Initial Documentation Review

This phase includes identifying the District's Steering Committee, contract administrator, and reporting relationships. Our team of Project Managers and H.R. Associates will conduct an orientation and briefing session with the Steering 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 and agree to formats for class descriptions. 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 Steering 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 recommend scheduling interviews with the majority, if not all, employees.

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).

After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Steering 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 whose position was studied 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 Steering 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.

Deliverable I. Formal Appeals Support

Should the District have a formal appeal 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 appeal issues.



Deliverable J. Final Presentation

Our proposal includes multiple meetings and weekly oral and written status/progress updates to the Steering Committee. We are available to make any final presentations of our draft final and/or final report and recommendations to District management and/or the 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;

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

We anticipate that a classification study of this scope and for this size organization take approximately three months to complete, allowing for adequate PDQ completion, interview time, classification description review and/or development, and presentations. Therefore, completion of the study by September 22, 2021 is realistic and achievable.

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

Deliverables	Classification Study	Completion by:
A.	Meetings with Steering Committee and Management Staff and Initial Documentation Review	Week 1
B.	Orientation Meetings with Employees and Distribution of PDQ	Week 1
C.	PDQ Completion and Review	Week 4
D.	Employee/Supervisory/Management Interviews	Week 5
E.	Classification Concept/Preliminary Allocation Development	Week 6
F.	Draft Class Description Development/Update	Week 9
G.	Draft Class Description Review and Employee Feedback Process	Week 11
H.	Finalize Classification Plan/Draft Interim Report/Final Report	Week 12
I.	Final Presentation	As Scheduled



DISPUTES

K&A agrees to the following statement:

Should any doubt or difference of opinion arise between the District and the Proposer as to the items to be furnished hereunder or the interpretation of the provisions of this RFP, the decision of the District shall be final and binding upon all parties.



CONTRACTUAL REQUIREMENTS

We will be pleased to sign the District's professional services agreement for a Classification/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, Managing Directors 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.



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

May 31, 2021

Managing Director, Compensation and Rewards Consulting



Koff & Associates
A Gallagher Company



APPENDIX

Résumés of Participating Staff

Georg Krammer
Debbie Owen
Kelly Basoco
Lindsay Christopher
Jamie Inderbitzen
Susan Vang
Cindy Harary
Renate Tiner

Georg S. Krammer

KEY ACHIEVEMENTS AND HIGHLIGHTS

- **Chief Executive Officer:** At HR services firm, Koff & Associates, moved from junior role to Senior Project Manager position and, subsequently, became CEO and one of two principals of the firm; worked with over 600 clients on organizational, classification and compensation studies, executive recruitments, and a wide variety of other HR projects with a 100% success and implementation rate.
 - **Human Resources & Recruiting Director:** At IT and e-commerce consultancy, Primitive Logic, was part of building the team from 20 employees to 50; implemented entirely new HR infrastructure.
 - **Administrative Officer:** As a member of Senior Management team of Mission National Bank, turned Bank around from years of losses to profits within six months, as well as substantially improved rating with regulatory authorities. Established best practices and operational efficiencies in HR department.
-

PROFESSIONAL EXPERIENCE

Koff & Associates, Berkeley, CA

Associate and Senior Project Manager, 2003-2005

Chief Executive Officer, 2005-Present

- Serve as Project Director in conducting hundreds of classification, compensation, and organizational studies, as well as executive and staff recruitments; provide strategic planning services for public sector agencies; provide outsourced human resource services.
- Recruit executive level positions for water and sanitation districts, courts, counties, cities, transportation agencies, housing agencies, and other statewide and local agencies.
- Develop complex, detailed proposals for cities, counties, courts, and special districts, such as housing, school, healthcare, air quality, vector control, transportation, water, and wastewater agencies, educational institutions, and superior courts, to provide professional Human Resources consulting services.
- Represent K&A with clients, write and approve final project reports, develop client recommendations, and lead presentations in front of and provide expert advice and counsel to City Councils, Boards of Commissioners, Boards of Supervisors, Boards of Directors, and other governing bodies.
- Manage and develop staff of project managers, data specialists, firm consultants, marketing and administrative analysts in Berkeley headquarters and various satellite offices throughout the State and Western Region.
- Grew company from serving approximately 100 clients to 600 clients and grew staff from 6 to 25 in period of fifteen years.
- Contributed to and maintained 100% successful implementation rate of studies performed for clients.

Primitive Logic, Inc., San Francisco, CA

Human Resources Director, 2000-2002

- Supported 50 employees, focusing on organizational development, program implementation, and coaching, resulting in an efficient and healthy organization.
- Pulled all HR functions under one umbrella, thereby allowing executive management to focus on company operations.

- Managed entire recruiting process and coordination resulting in the company's growth of over 100% within one year.
- Planned, directed and carried out employment policies with the goal of reducing cost, safeguarding company culture, and keeping employee morale high.
- Handled all employee relations issues to ensure a productive work environment and to minimize company liability: grievances; counseling; workplace investigations; and terminations.
- Created a structured termination process resulting in smoothly administered workforce reductions.
- Managed and redesigned all employee services: new-hire orientation; benefits; employee reviews; employee mentoring program; training; record-keeping.
- Created all employment related contracts: offer letters, non-disclosure agreements, stock option agreements, independent consultant contracts; and separation/release-of-claims agreements.
- Managed applications for immigration visas, including H-1B's and Labor Certifications.

Mission National Bank, San Francisco, CA

HR Manager/Administrative Officer, 1998-2000

- As Executive Officer and member of Senior Management team, served as HR Manager, Bank Security Officer, Bank Secrecy Act Officer, Administrative Officer, Supervisor of Merchant Credit Card Program, Supervisor of Research, ACH and check processing, and provided back-up for MIS troubleshooting and other technical issues.
- As head of HR department, redesigned HR infrastructure and the following HR functions: training, payroll, compensation, benefits administration, employee grievance and conflict resolution.
- Maintained and implemented updated employment policies. Responsible for hiring, new-hire orientation, and terminations. Advised Senior Management and Board of Directors on HR issues, labor law updates, business conduct and ethics, as well as compensation structure to ensure legal compliance, adherence to overall business goals, reduction of cost, and employee retention.

PROFESSIONAL AFFILIATIONS

- California Public Employer Labor Relations Association
- National Public Employer Labor Relations Association
- Public Employer Labor Relations Association of California
- International Public Management Association
- CalGovHR
- Society of Human Resource Management
- Northern California Human Resource Association
- California Chamber of Commerce
- California Association of Sanitation Agencies
- California Special Districts Association
- League of California Cities

EDUCATION

MBA – International Business, University of San Francisco, Beta Gamma Sigma Honorary Society

MA – English and Russian languages and literature; teaching credentials; University of Vienna, Austria

SPHR – Senior Professional Human Resource Certificate

Debbie Owen

KEY ACHIEVEMENTS AND HIGHLIGHTS

- Classification and compensation practitioner/team member providing classification and compensation services to public sector agencies; extensive analytical experience in classification, compensation, and technical report writing.
 - Specific areas of expertise include job classification and total compensation (base salary and benefits) program review, analysis, design, development and implementation.
- Experienced project manager serving public sector clients on a wide range of classification and compensation studies by working with client stakeholders, directing the work of project teams to ensure high quality study deliverables, and preparing/delivering study presentations to client stakeholders.
- Certified Compensation Professional (CCP) status attained in 1992 with continued membership in *WorldatWork*.

PROFESSIONAL EXPERIENCE

Koff and Associates, Berkeley, CA

Senior Project Manager – September 2015

- Project team member providing classification, compensation analysis and technical report development support for classification and base salary/total compensation studies.
- Compensation related duties include conducting salary surveys; compensation and benefits data analysis and reporting; conducting external market and internal equity analyses; preparing salary recommendations, and writing technical reports.
- Classification related duties include conducting job evaluation meetings, determining classification concepts, preparing allocation recommendations, developing/revising classification specifications and writing technical reports.

CPS Human Resource Consulting Services

May, 2003 - June, 2015

- Technical Specialist Classification and Compensation
- Practice Leader
- Manager, Retention and Deployment Services
- Principal Consultant
- Project Consultant/Senior Consultant

Multiple roles within the organization, with focus on serving as a team member or project manager responsible for providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Projects included large and complex base salary and total compensation survey data reporting, as well as job evaluation/classification studies involving multiple classifications and employees.

- Project team consultant responsibilities:
 - Compensation - conducting salary surveys for large and small compensation studies; study tasks included labor market selection; survey development; compensation and benefits data analysis and reporting; internal equity alignment; and developing salary recommendations and compensation reports.

- Classification - conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification purposes; developing classification structures; preparing classification specifications for a broad and diverse range of jobs; and developing classification reports.
- Project management responsibilities include strategic planning in the development of project scope and budget; managing the work of professional consulting staff assigned to projects; preparing for, and conducting, client meetings and presentations for stakeholders including employees, bargaining unit representatives, management and governing boards; ensuring that project staff are properly deployed based upon tasks to be completed and individual skillsets; and confirming that all study analyses, reports and other deliverables are of high quality and aligned with professional standards
- Serving as a technical expert in classification and compensation, acting as a resource to colleagues; and developing modules for classification and compensation related training programs delivered to staff and clients.

Ralph Andersen & Associates/Johnson & Associates
June, 1995 – March, 2003

Senior Consultant and Staff Consultant providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Served as a team member or project manager responsible for:

- Conducting salary surveys for large and small compensation studies; study tasks included labor market selection, survey development, compensation and benefits data analysis and reporting; internal equity analyses (including point factor); salary recommendations, and cost implementation.
- Conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification projects; developing classification structures; and preparing classification reports, classification specifications/job descriptions for a broad and diverse range of jobs.

EDUCATION

- Pierce College, Athens, Greece
- *WorldatWork* Certification as a Compensation Professional (CCP) - 1992
- University of California Extension Program courses in human resources and labor-management relations

PROFESSIONAL AFFILIATIONS

- Member, *WorldatWork*

KELLY A. BASOCO, SPHR, SHRM-SCP, PHRca

Professional Experience

September 2016 – Present

Senior H.R. Associate, Koff & Associates, Berkeley, CA

- Perform compensation surveys and classification studies for the public sector including cities, counties, colleges, school districts and special districts.
- Conduct classification equivalency studies using point factor-based rating systems.
- Create Human Resources Benefit Life Cycle Team workflow processes.

June 2015 – September 2016

Principal Human Resources Consultant, Encompass Consulting, Upland, CA

- Experienced human resources consultant offering HR solutions to businesses.
- Audit management practices to ensure compliance with state and federal laws. Develop handbooks, policies and procedures to align with company culture and adhere to state and federal laws. Create job descriptions following the Americans with Disabilities Act and the Fair Labor Standards Act.
- Perform compensation and wage surveys. Implement performance management systems including performance appraisals, PIPs, promotions and succession planning.
- Conduct confidential and complex workplace investigations and present outcomes to C-suite executives. Consult with management on legal disciplinary and termination practices.

October 2014 – June 2015

Director, Human Resources, Parco Inc., Ontario, CA

- Directed corporate HR operations in multiple states on acquisitions, recruitment, benefits administration, compensation planning, employee relations and performance development initiatives.
- Created corporate-wide HR systems (onboarding and termination procedures, pre-employment testing, absence tracking, FMLA leave, and vacation processes).
- Managed performance review process to meet company needs and identify high potentials.

April 2010 -- October 2014

Human Resources Manager, 3M, Oak Hills, CA and Montrose, CO

- Drove talent management initiatives by facilitating performance improvement plans, rewarding high performers, facilitating departure of poor performers and identifying potential leaders. Established a site recruitment program improving the quality of applicants and reducing time to fill of vacant positions.
- Established reward and recognition programs to acknowledge employees' contributions to business objectives and to enhance engagement. Organized Employee Opinion Surveys, presented findings during plant-wide meetings, and directed improvement action plans.
- Developed an appraisal database system improving consistency and accountability in the non-exempt appraisal process.

January 2002 -- April 2010

Human Resources Manager, Parker Hannifin, OH, MN, AR, NE

- Coached leaders on effective behaviors. Coached employees on manager-employee and peer-peer relationships and organizational procedures and policies.

- Developed training for supervisors on policies and procedures to ensure consistency and share best practices.

Education

Notre Dame College, South Euclid, OH: Bachelor of Arts, Business Management

LINDSAY M. CHRISTOPHER

PROFESSIONAL EXPERIENCE

February 2020 to Present

Senior H.R. Associate, *Koff & Associates, Berkeley CA*

- Provide support on classification, compensation, and organizational studies for public sector clients including cities, counties, special districts, and other public sector agencies.
- Interview employees, analyze and develop recommendations for position allocation and classification concepts and develop classification specifications.
- Collect and analyze total compensation data.
- Collect and analyze data organizational structure and staffing data.

August 2019 to February 2020

Human Resources Analyst, *East Bay Regional Park District, Oakland, CA*

- Performed full cycle recruiting from requisition through onboarding.
- Collaborated with SMEs to develop recruitment examination timelines, strategies, and components.
- Analyzed requests for position allocation/reallocation and made recommendations.
- Created and modified classification specifications.
- Composed written justification for salary modification for Board approval and adoption.
- Interpreted, applied, and communicated policies, procedures, and MOU provisions.

March 2015 – August 2019

Human Resources Analyst, *Alameda County, Oakland, CA*

- Provided professional HR services to assigned operating departments in the areas of classification, compensation, recruitment, and selection.
- Created and modified classification specifications and series for adoption by the Civil Service Commission.
- Determined classification representation, management designation, EEO category, and FLSA designation.
- Negotiated with labor organizations related to classification and compensation actions.
- Analyzed position description questionnaires (PDQs) and determined appropriate classification for vacant and filled positions.
- Conducted classification studies for employee-initiated reclassification requests to determine appropriate position classification.
- Conducted desk audits with incumbents and supervisors, analyzing assigned duties, levels of autonomy and authority to make decisions, evolution of duties, and organizational structure of work unit as well as reclassification impact to unit, department/agency and county.

- Prepared narrative and statistical reports such as classification determinations, salary recommendations, footnote creation/amendments, and staff reports.
- Led total and partial departmental classification reorganizations which included creating and modifying classifications, recommending and adjusting salaries, mapping current incumbents within reorganized program/department, noticing employees and reallocating positions (vacant and filled) and recommending abolishment of existing classifications.
- Recommended salary adoption or modification to the Board of Supervisors based on data collection and analysis of external market data and/or internal classification relationships.
- Managed position control for assigned departments (position adds, transfers, reclassifications and allocations).
- Created and modified specialty designation criteria, analyzed requests from department and approved/denied attachment/removal of designations to/from positions.
- Prepared and conducted competency and job analyses utilizing WRIPAC methodology.
- Performed full cycle recruiting from requisition through eligible list creation.

EDUCATION

San Jose State University, San Jose, CA

Bachelor's Degree, Sociology

JAMIE INDERBITZEN

PROFESSIONAL EXPERIENCE

January 2019 to Present

Senior H.R (Human Resources) Associate, Koff & Associates, Berkeley California

- Provides senior associate level support in executing classification, compensation, and organizational assessment studies for public sector clients, including cities, counties, and special districts.
- Ensures project work milestones are met on time and presents work product in a “client-ready” format.
- Works with clients to gain an understanding of study expectations, and explain methodology used in data collection and results presentation.
- Reviews peer work product for completeness and accuracy, as assigned.
- Acts in a subject matter expert capacity in areas of specialty.
- Conducts presentations to client project stakeholders, and presents training modules to internal staff, as assigned.
- Performs as a project lead, as assigned.

March 2018 to January 2019

Professional and Organizational Development Mgr., California State University, Sacramento

- Served as the University’s designated change manager for the implementation of divisional, campus, and system-wide initiatives.
- Designated human resources manager to coordinate with project management teams to assess and report progress to various stakeholders.
- Conducted needs assessment activities, establishing and coordinating with appropriate stakeholders to develop training and implementation strategies.
- Delivered or supported the delivery of learning and professional development curricula.
- Analyzed data from evaluations or quality assurance surveys to ensure we are hitting target markets.
- Successfully developed new programs from concept to implementation by gaining support from executive leaders and buy-in from all levels of staff and administrators campus-wide.

May 2016 to March 2018

Project Manager, California Department of Human Resources, Sacramento, California

- Provided project management and oversight of the State of California’s Classification Consolidation and Abolishment Project.
- Ensured milestones of projects were being met within specified timeframes and performed quality assurance of project work product.
- Deployed a phased approach to transform the State of California’s job classification system into a more streamlined and agile system, making it easier for job applicants, current employees, and other constituents to navigate by reducing and consolidating like job titles and occupations; Phase 1 encompassed 25 different occupational groups, each their own project.

- Developed and approved innovative new classification concepts, formulated new policies, and recommended and presented new business practices to impacted constituents.
- Communicated status and presented project deliverables to high-level executives at the State Personnel Board, Government Operations Agency, CalPERS, State Controller's Office, Department of Finance, and other internal/external stakeholders including, but not limited to, employee organizations/unions, media, impacted state departments, and the public.
- Planned, organized, and managed the workload of 10 staff members; provided guidance, leadership, and mentoring to less experienced staff.
- Using the ADKAR model for change management, presented project concepts, status and implementation to stakeholder audiences ranging from less than 10 to over 1200 participants.

July 2009 to April 2016

Associate and Staff Specialist Level Analyst, California Department of Human Resources, Personnel Management Division, Sacramento, California

- Provided consultation to stakeholders from 86 state departments related to timelines and compliance with State of California human resource laws, rules, policies, and best practices related to classification and compensation.
- Served as SME (subject matter expert) on state negotiation teams with employee organizations/unions and reviewed and drafted responses to over 80 classification related employee grievances.
- Provided training to line department HR (Human Resources) staff in audits and regulatory practices and created and led presentations and workshops at HR related conferences.
- Testified at various administrative hearings and arbitrations as expert witness.
- Served as the State's representative at administrative hearings defending the State's position.
- Performed audits of state departments to ensure adherence to laws, regulations, rules, and best practices.

CERTIFICATIONS AND CREDENTIALS

- Certified Associate in Project Management, Project Management Institute
- Change Management Certification, Prosci
- Human Resources Academy Certification, California State University Sacramento
- Classification & Compensation Credential, California Dept. of Human Resources
- Legal Secretary Certification
- Paralegal Certification

SUSAN S. VANG

PROFESSIONAL EXPERIENCE

February 2017 to Present

Senior H.R. Associate, Koff & Associates, Berkeley CA

- Provide support on Classification and Compensation Studies for public sector clients including cities, counties, special districts, and other public sector agencies.
- Interview employees, develop classification specifications, analyze and offer recommendations for classification studies.
- Research, collect data, and analyze for compensation studies; develop compensation recommendations and implementation plans.

October 2012 to January 2017

Human Resources Technician, CPS HR Consulting Services, Sacramento CA

- Classification and Compensation: Provided technical support on both compensation and classification projects through the data collection process and worked on special projects as assigned.
 - Participated on project teams for both large and small scale classification and compensation studies.
 - Assisted in compiling detailed statistical and narrative classification and compensation reports with recommendations including changes to existing classification structures, new or revised classification specifications, and position allocations.
 - Drafted Request for Proposal responses for small studies regarding project scope, project timeline estimations, etc.
- Recruitment and Selection: Provided technical recruitment and selection support to various California Social Services and Child Support Services county departments on the Merit System Services (MSS) contract; reviewed clerical, technical, and professional employment applications; assisted in managing the testing and flow of recruitments; created eligible lists for counties' use.

EDUCATION

University of California, Berkeley CA

Bachelor's Degree, Molecular Environmental Biology

CYNTHIA M. HARARY

PROFESSIONAL EXPERIENCE

November 2015 – Present

H.R. Associate, Koff & Associates, Berkeley CA

- Provide support on classification and compensation studies for public sector clients including cities, counties, school districts, and special districts.
- Classification studies: interview employees; analyze and develop recommendations for position allocations; develop classification specifications.
- Compensation studies: data collection and analysis; provide salary adjustment recommendations; create internal salary relationship charts; make salary range recommendations; create new salary schedules.
- Special projects including staffing studies.

January 2000 to November 2015

Consultant, Creative Management Solutions, Inc., Anaheim CA

- Provided support on classification and compensation studies for public sector clients including cities, counties, school districts, and special districts.
- Classification: analyzed and developed recommendations for position allocation; developed classification specifications.
- Compensation: data collection and analysis; provided salary adjustment recommendations; created internal salary relationship charts; made salary range recommendations.
- Assisted with maintenance of compensation and benefit database (CalPACS), providing public sector agencies comparative compensation information.

October 1988 to July 1998

1992 – 1998 Human Resources Analyst I/II, City of Whittier, Whittier CA

1991 – 1992 Human Resources Assistant, City of Whittier, Whittier CA

1988 – 1991 Secretary to the Human Resources Director, City of Whittier, Whittier CA

- Provided support on classification and compensation studies for a wide variety of city job classifications; analyzed and developed recommendations for position allocation; developed classification specifications.
- Compensation: data collection and analysis; provided salary adjustment recommendations; made salary range recommendations.
- Performed all phases of recruitments including screening of applications; coordination of interview panels; developed interview questions and guidelines; developed and administered written examinations, supplemental questionnaires, and skills testing.
- Assisted managers with understanding and implementing employee disciplinary actions and following personnel rules and regulations. Developed, implemented, and interpreted policies to ensure compliance with Federal Regulations. Responded to DFEH/EEO discrimination complaints and unemployment insurance claims. Developed an employee customer service notebook. Assisted in managing the Human Resources Department budget.

- Developed and conducted staff training programs on customer service, new employee orientation, and heat exhaustion programs for field employees. Participated in the formulation of a training consortium which provided supervisory and employee relations training at a reduced cost to agency members.
- Assisted management during employee labor contract negotiations with sworn and miscellaneous represented employee groups.
- Developed and coordinated citywide employee safety training programs including CPR, First Aid, Bloodborne Pathogens, DOT Drug and Alcohol Testing regulations, and Respiratory Protection Program.
- Assisted in the supervision of clerical support staff. Coordinated City's Workfare program for Welfare recipients.

February 1987 to October 1988

Customer Service Clerk, *City of Whittier, Whittier CA*

- Provided customer service support to Public Works Department with water and sanitation accounts; processed work orders; prepared billings and attended to billing issues; collected payments; entered new accounts into computer system.
- Assisted customers via telephone and at public counter; resolved issues and complaints.
- Operated radio to dispatch field personnel for a variety of routine and emergency service calls.
- Performed basic clerical work including copying, typing, and filing paperwork; maintained a variety of spreadsheets, logs, and records related to water and sanitation services; processed purchase order requests, and inventory requests; ordered supplies and maintained inventory.

EDUCATION

California State University, Long Beach

Bachelor's Degree, Broadcast Journalism

RENATE TINER

Professional Experience:

October 2017 – Present

H.R. Associate, Koff & Associates, Berkeley CA

Provide professional support, data collection, and analysis on classification and compensation studies for a variety of public sector clients.

December 2010 – October 2017

Stay at Home Mother, Berkeley CA

February 2010 – September 2010

Talent Acquisition Specialist – Management Roles, Mindfield Group, Vancouver B.C. Canada

Provided clients with three qualified management candidates within thirty days of role being posted. Performed prescreening, telephone interviews and follow up after client interviewed candidate.

- Created candidate profiles in conjunction with client
- Provided support to junior staff in all recruitment techniques
- Entered candidates into applicant tracking database

September 2009 – February 2010

Accreditation and Licensing Coordinator/HR Coordinator, Contemporary Security Canada, Vancouver B.C. Canada

For the 2010 Winter Olympics provided coordination of all licensing and accreditation for 6,000 security staff assigned to the Winter Games.

- Worked with the Attorney General's Office in Victoria B.C. to secure provincial security licenses for both regular security staff and supervisory security staff.
- Worked with the Federal Canadian government to secure accreditation to all security staff.
- During the Winter Games, provided HR support to security and support staff assigned to the Whistler B.C. Camp.

January 2006 – June 2008

Manager of Human Resources, Commissionaires B.C., Vancouver B.C. Canada

Provided a variety of Human Resources support to the operations team in both the lower mainland of B.C. and throughout the province of British Columbia for the jail guard staff.

- Performed high volume recruiting, onboarding, orientation, and scheduling of training for new staff.
- Handled all workers compensation claims and follow-up for the entire lower mainland of British Columbia.
- Co-Chair of the Health and Safety Committee.

- Provided support with supervisor recruitment and selection, as well as succession planning.
- Helped develop policy in conjunction with the rest of the management team.
- Managed new employee HRIS entry and file maintenance.

Education:

Bachelor of Science, Psychology - *University of Northern British Columbia 2002*



June 4, 2021

Classification and Compensation Study Cost Proposal

Truckee Tahoe Airport District

KOFF & ASSOCIATES

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

2835 Seventh Street
Berkeley, CA 94710
www.KoffAssociates.com

gkrammer@koffassociates.com

Tel: 510.274.2760

Fax: 510.652.5633

Deliverables	Classification Study 21 Classifications, 25 Full-time EE's and 2-5 Seasonal EE's	Hours
A.	Meetings with Steering Committee and Management Staff and Initial Documentation Review	8
B.	Orientation Meetings with Employees and Distribution of PDQ	8
C.	Collection and Review of PDQs (assumes up to 30 PDQs)	12
D.	Interviews with Employees, Supervisors, and Management	24
E.	Classification Concept & Preliminary Allocation	15
F.	Draft Class Description Development (assuming up to 21 classifications)	58
G.	Facilitation of Draft Class Description Review and Employee Feedback Process	15
H.	Classification Plan and Draft of Interim Report and Final Report	12
	Total Professional Hours – Classification	152
	Combined professional and clerical composite rate: \$160/Hour	\$24,320
Deliverables	Total Compensation Study 21 Classifications	Hours
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	15
B.	Data from Comparators and Preliminary Analysis of Data (this assumes up to 12 comparator agencies and up to 21 classifications)	90
C.	Draft Compensation Findings/Additional Analysis/Steering Committee Meetings	15
D.	Analysis of Internal Relationships and Alignment	5
E.	Compensation Structure and Implementation Plan	5
F.	Final Report and Guidelines for Implementation	12
G.	Formal Appeals Process *	0
H.	Final Presentation	4
I.	<i>Anticipated hours for additional unscheduled meetings and phone calls</i>	4
	Total Professional Hours – Compensation	150
	Combined professional and clerical composite rate: \$160/Hour	\$24,000
	Expenses are included in the composite hourly rate:	N/A
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, parking, meals, travel time, etc.</i>	
	TOTAL PROJECT COST NOT TO EXCEED:	\$48,320
	<i>*Additional consulting will be honored at composite rate (\$160/hr)</i>	