



ALAMEDA COUNTY FLOOD CONTROL AND WATER CONSERVATION DISTRICT, ZONE 7

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ORIGINATING SECTION: ADMINISTRATIVE SERVICES

CONTACT PERSON: OSBORN SOLITEI

AGENDA DATE: January 16, 2019

ITEM NO. 7d

SUBJECT: Contract Proposal for Market Salary Survey and Human Resource Services

SUMMARY:

- In preparation for salary negotiations in 2016, consultant Koff & Associates was retained to conduct an independent peer review of salary survey data that had been prepared by Agency staff, providing extra transparency and assurance that staff was abiding by the Board's April 21, 1993, meeting (Board Minute Order) to maintain Zone 7 salaries at the competitive level with neighboring water utilities, defined as being within 4.5% of the average currently being paid at these competing water agencies
- Staff is beginning preparations for the 2019 salary negotiations process as the current salary agreements will expire on June 29, 2019, for all four of the Agency's bargaining units: Alameda County Management Employees Association (ACMEA), Alameda County Building and Construction Trades Council (Building Trades), International Federation of Professional and Technical Engineers, Local 21 (IFPTE Local 21), and Northern California Public Sector Region Local 1021 of the Service Employees International Union, CTW (SEIU Local 1021); as well as unrepresented managers.
- Staff has determined that due to limited human resources section resources, having a consultant complete the entire market salary survey process as opposed to an independent peer review of Agency data would be the most efficient course in preparation for the 2019 salary negotiations process.
- The Agency requested bids from Koff & Associates and Bryce Consulting.
- Koff & Associates was identified as the continued ideal consultant based on past experience with the Agency as well as a record of successful public sector work with other Bay Area water agencies and special districts, specifically in the areas of classification and compensation.
- Koff & Associates is also able to provide the Agency with on-call Human Resources Services including employee/labor relations issues, assistance with various labor laws, wage and hour issues, HR programs/policies, job classification/descriptions, documentation, training, and general professional HR advice.
- Staff recommends a \$50,000 contract with Koff & Associates to assist with the Agency's market salary survey and for human resources consulting services such as updating job descriptions, job analysis and/or doing a market survey for a new job description, etc.

FUNDING:

Funds are available in Fund 100 – Water Enterprise Operations and Fund 200 – Flood Protection Operations.

RECOMMENDED ACTION:

Adopt resolution.

ATTACHMENT:

Resolution

Koff & Associate Proposal

ZONE 7
ALAMEDA COUNTY FLOOD CONTROL AND WATER CONSERVATION DISTRICT
BOARD OF DIRECTORS

RESOLUTION NO.

INTRODUCED BY
SECONDED BY

**Authorization for Contract with Koff & Associates to Provide Market Salary Survey
and Human Resources Services**

WHEREAS, the Board of Directors of Zone 7 of the Alameda County Flood Control and Water Conservation District decided at the April 21, 1993, meeting (Board Minute Order) to maintain Zone 7 salaries at the competitive level with neighboring water utilities, defined as being within 4.5% of the average currently being paid at these competing water agencies; and

WHEREAS, in 2016, the Agency retained consultant Koff & Associates to conduct an independent peer review of salary survey data that had been prepared by Agency staff; and

WHEREAS, in 2019 staff will begin salary negotiations with all four of the Agency's bargaining units, and unrepresented staff; and

WHEREAS, having a consultant complete the entire market salary survey process would be the most efficient course in preparation for the 2019 salary negotiations process; and

WHEREAS, Koff & Associates has unique qualifications including subject-matter expertise and significant prior work with other Bay Area water agencies and special districts, including prior satisfactory performance for Zone 7 and is also able to provide the Agency with on-call Human Resources Services.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of Zone 7 of the Alameda County Flood Control and Water Conservation District does hereby authorize the General Manager to negotiate and execute a contract with Koff & Associates to provide professional services in an amount not-to-exceed \$50,000.

ADOPTED BY THE FOLLOWING VOTE:

AYES:

NOES:

ABSENT:

ABSTAIN:

I certify that the foregoing is a correct copy of a resolution Adopted by the Board of Directors of Zone 7 of Alameda County Flood Control and Water Conservation District on January 16, 2019.

By _____
President, Board of Directors



November 8, 2018

Proposal for a Compensation Study Including Premium Pay

Zone 7 Water Agency

Submitted by:

Koff & Associates

CATHERINE "KATIE" KANEKO
President

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Berkeley, CA 94710
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November 8, 2018

Mr. Osborn Solitei
Assistant General Manager
Zone 7 Water Agency
100 North Canyons Parkway
Livermore, CA 94551

Dear Osborn:

Thank you for the opportunity to respond to your request for a proposal to conduct a **Compensation Study**, including premium pay data collection and analysis, for the **Zone 7 Water Agency** ("Zone 7").

We are most interested in again assisting Zone 7 with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with water agencies throughout California, as well as our previous projects for Zone 7.

Koff & Associates is an experienced Human Resources consulting firm that has been providing human resources consulting services to cities, counties, special districts, courts, educational institutions, and other public agencies for close to thirty-five (35) 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. That extra effort has resulted in close to *100% implementation* of all of our classification and compensation studies.

Koff & Associates ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As President of the firm, I would again assume the role of Project Director and be responsible for the successful completion of this project. I can be reached at our Berkeley address, phone number, and email address listed on the cover page.

This proposal will remain valid for at least ninety (90) days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to again provide professional services to the **Zone 7 Water Agency District**.

Sincerely,



Catherine "Katie" Kaneko
President



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PROPOSER QUALIFICATIONS

Koff & Associates (“K&A”) is a full-spectrum, public-sector human resources consulting firm that was founded in 1984 by Gail Koff; K&A has been assisting cities, counties, special districts, other public agencies, and non-profit organizations with their classification and compensation needs for nearly thirty-five (35) years.

We are a **private California corporation, #2785458**, and our legal name is **Kaneko and Krammer Corp. dba Koff & Associates, Inc.** We were incorporated on September 23, 2005. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, and the Sacramento Region as well as Arizona and Oregon.

We are a California State-certified Small Business Enterprise, and through the County of Alameda, we are also a locally certified Local, Small Local, and Very Small Local Business Enterprise.

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

The firm’s areas of focus are classification and compensation studies (approximately 70% of our workload); organizational development/assessment studies; performance management and incentive compensation programs; development of strategic management tools; policy/procedure development and employee handbooks; training and development; executive search and staff recruitments; 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.

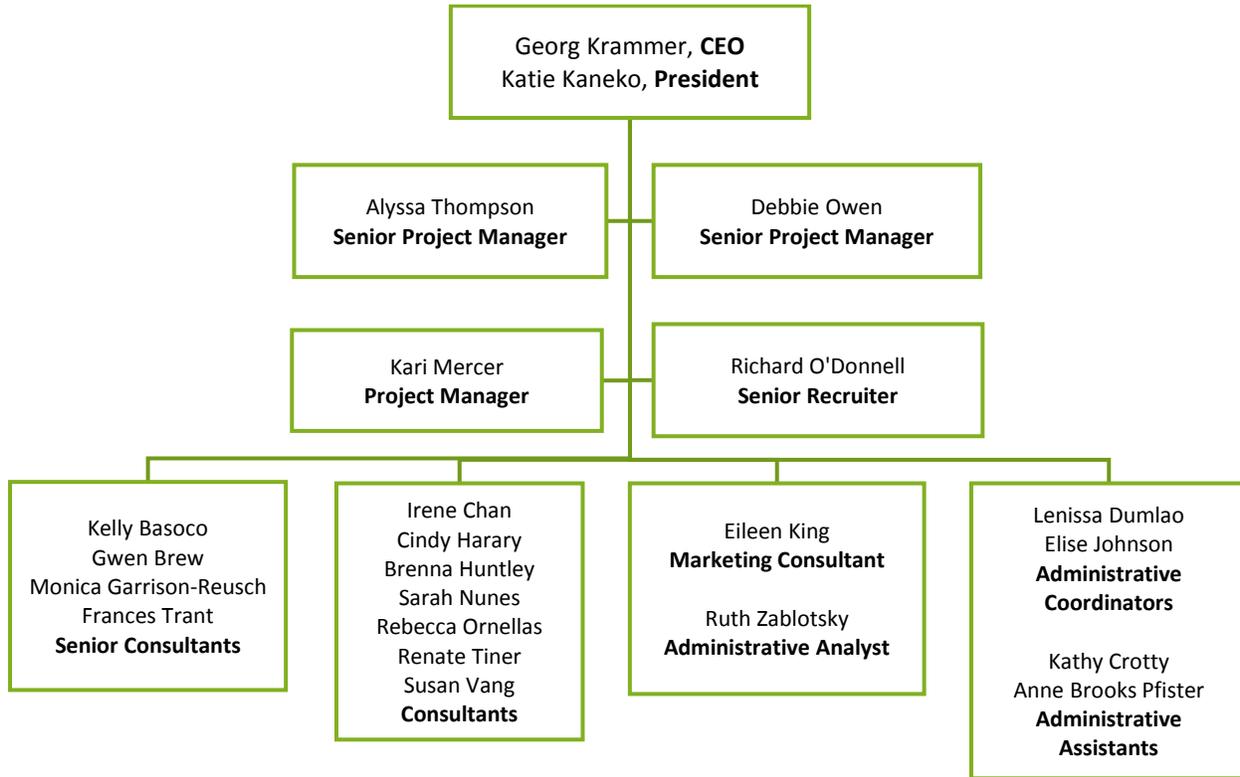
Without exception, all of our classification and compensation studies have successfully met all of our intended commitments; communications were successful with employees, supervisors, management, and union representatives; and we were able to assist each agency in successfully implementing our recommendations.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

Our long list of clients 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 we have not had any formal appeals in our entire history, working with hundreds of public agency clients and completing hundreds of classification and/or compensation, organizational, and other types of studies.



Our entire team consists of twenty-three (23) employees as shown below in our organizational chart.



No subcontractors will be assigned to this study.

TEAM MEMBER QUALIFICATIONS

All members of our team have worked on multiple compensation studies and are well acquainted with the wide array of public sector compensation structures, classification plans, and the challenges and issues that arise when conducting studies such as this one for Zone 7.

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

Catherine “Katie” Kaneko, C.P.A., P.H.R. President

Katie is one of the two principals of Koff & Associates. She brings 25 years of management-level human resources and consulting experience to K&A. She has extensive experience in classification analysis and evaluation techniques, compensation, performance incentive programs, recruitment, and organizational studies.

Armed with her Bachelor of Business Administration degree, and as a CPA (Certified Public Accountant), Katie began her career in an international accounting/consulting firm. She transitioned into Human Resources within the firm to become the Human Resources Director of the San Francisco office. She next



moved into the high-tech industry where she served in leadership positions for high-growth companies, startup firms, and organizations in transition. Katie then moved to the public sector, joining K&A in 2003 and has been the firm's President since 2005; over the last fifteen (15) years, she has overseen hundreds of compensation, classification, organizational and other studies for cities, counties, and special districts throughout California.

Agencies for whom classification and/or compensation studies, or HR Services (such as organizational assessments, executive performance evaluations, etc.) were led by Katie, as Project Director, during the last three (3) years, include, but are not limited to, the following:

- **Cities:** Albany, Calistoga, Carmel, Coachella, Crescent City, Cupertino, Danville, Dinuba, Fairfield, Galt, Hayward, Madera, Morgan Hill, Newman, Palo Alto, Piedmont, Sacramento, San Pablo, Santa Rosa, Seaside, Sonoma, Tracy.
- **Counties:** El Dorado, Mendocino, and Merced.
- **State:** California State Compensation Insurance Fund; California State Auditor's Office.
- **Special Districts:** Bay Area Air Quality Management District, California State Auditor's Office, Castro Valley Sanitary District, Central Fire District of Santa Cruz County, Coastsides County Water District, Contra Costa County Employees' Retirement Association, Cosumnes Community Services District, Discovery Bay Community Services District, Dublin San Ramon Services District, East Palo Alto Sanitary District, Encina Waste Water Authority, Fairfield Suisun Sewer District, First 5 Santa Clara, Hartnell College, Indian Wells Valley Water District, Mendocino Coast Recreation & Park District, Midpeninsula Regional Open Space District, Monterey Regional Water Pollution Control Agency, Mt. View Sanitary District, Municipal Pooling Authority, North Coast County Water District, Northern California Power Agency, Oakland Housing Authority, Public Agency Risk Sharing Authority of California, Rancho Murieta Community Services District, Retirement Office of City of San José, Salinas Valley Solid Waste Authority, San Francisco County Transportation Authority, Santa Clara Valley Open Space Authority, Santa Clara Valley Water District, Solano Transportation Authority, Sonoma County Open Space District, Southwestern Community College District, Superior Court of San Joaquin County, Travis Unified School District, Vallejo Flood and Wastewater District, West Valley Sanitation District of Santa Clara County, and Zone 7 Water Agency.

Katie will be key personnel and serve as the Project Director for this project; she will coordinate all of K&A's efforts, will attend all meetings with Zone 7, and will be responsible for all work products and deliverables.

Alyssa Thompson, Ph. D.
Senior Project Manager

Alyssa brings with her over eleven (11) years of human resources experience in classification and compensation analysis and development, performance management, affirmative action program development, and recruitment. Alyssa also has experience in designing and conducting quantitative and qualitative research studies.



Since joining the firm in 2007, Alyssa has led and worked on well over two hundred (200) classification, compensation, organizational assessment, and recruitment projects for cities, counties, and special districts, a few of which are:

- **Cities:** Albany, American Canyon, Anaheim, Bellflower, Claremont, Concord, Danville, Discovery Bay, Fremont, Madera, Monterey, Napa, Oakland, Orange, Palm Desert, Redlands, Sacramento, San Diego, Santa Barbara, Santa Rosa, and Vallejo.
- **Counties:** Bernalillo (New Mexico), Placer, San Joaquin, San Mateo, Tehama, and Tuolumne.
- **Special Districts:** Alameda County Transportation Commission, Berkeley Unified School District, Central Contra Costa Sanitary District, Dublin San Ramon Services District, East Bay Municipal Utility District, Encina Wastewater Authority, Foothill-DeAnza Community College District, Habeas Corpus Resource Center, Hayward Area Recreation and Park District, Housing Authority of the County of Alameda, Housing Authority of the County of San Bernardino, Marin Transit District, Metropolitan Transportation Commission, Midpeninsula Regional Open Space District, Mid-Peninsula Water District, Mount San Antonio College, Northern California Power Agency, Oakland Housing Authority, Orange County Sanitation District, Riverside County Transportation Commission, SACOG (Sacramento Area Council of Governments), Sacramento Metropolitan Fire District, San Diego Housing Commission, Santa Clara County Housing Authority, Santa Clara Valley Water District, Superior Court of California-County of Orange, Vallejo Flood and Wastewater District, Western Riverside Council of Governments, and Zone 7 Water District.

She earned a Bachelor's degree in Psychology with a minor in Sociology-Organizational Studies from the University of California, Davis, and a Ph.D. in Organizational Psychology from Alliant International University.

Together with Katie, Alyssa will serve as the Co-Project Director for this project; she will help coordinate all of K&A's efforts, will attend all meetings with Zone 7, and will be responsible for work products and deliverables, as well as provide consultant support throughout the effort, including compensation analysis, internal job analysis, development of recommendations, and implementation strategies.

**Susan Vang, B.S.
Consultant**

Susan has over four (4) 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 twenty-seven (27) California County Departments of Social Services and Child Support Services.

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



- **Cities:** Morgan Hill, Oakland, Piedmont, Santa Barbara, Santa Cruz, Santa Rosa, Vallejo, and the City of Los Altos Police Officers Association.
- **Special Districts:** Calaveras County Water District, California Association of Sanitation Agencies (CASA), Dublin San Ramon Services District, Eastern Municipal Water District, Foothill-DeAnza Community College District, Hartnell Community College, Long Beach Transit, Marin County Transit District, MTC (Metropolitan Transportation Commission), Riverside Community College District, Santa Clara Valley Water District, Southwestern Community College District, Vallejo Flood and Wastewater District, and 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 consultant support for this project, including compensation analysis, internal job analysis, development of recommendations, and implementation strategies.

Brenna Huntley, M.S.
Consultant

Prior to joining the K&A team in early 2017, Brenna worked in human services and education to connect people with the services and information most important to them. Her transition into human resources consulting allows her to continue this trend, focusing on classification and compensation studies to deliver sound market data and recommendations to clients. In addition to her professional pursuits, Brenna has spent several years conducting research studies in academic laboratories, investigating questions surrounding leadership effectiveness, organizational culture, and employee selection.

Since joining K&A, Brenna has worked on classification and/or compensation studies for the following agencies:

- **Cities:** Belmont, Los Altos Hills, Palm Desert, Pleasant Hill, Redlands, Redwood City, San Bruno, Santa Cruz, and Vallejo.
- **Special Districts:** Alameda Housing Authority, Costa Mesa Sanitary District, Dublin San Ramon Services District, Encina Wastewater Authority, Foothill-DeAnza Community College District, Habeas Corpus Resources Center, Las Gallinas Valley Sanitary District, Leucadia Wastewater Authority, Marina Coast Water District, Midpeninsula Regional Open Space District, Mid-Peninsula Water District, Rancho Murieta Community Services District, Riverside County Transportation Commission, SACOG (Sacramento Area Council of Governments), Santa Clara County Housing Authority, and Santa Clarita Valley Water Agency.

Brenna earned her B.A. degree in Psychology from San Diego State University, and her M.S. degree in Industrial/Organizational Psychology from San Francisco State University.



She will provide consultant support throughout this effort for Zone 7, including compensation analysis, internal job analysis, development of recommendations, and implementation strategies.

**Renate Tiner, B.Sc.
Consultant**

Renate's professional qualifications include four (4) 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/or Compensation Studies for the following agencies:

- **Cities/Towns:** El Monte, Los Altos, and West Sacramento.
- **Special Districts:** Eastern Municipal Water District, Foothill DeAnza Community College District, Groveland Community Services District, Metropolitan Transportation Commission, 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 consultant support throughout this effort, including compensation analysis, internal job analysis, development of recommendations, and implementation strategies.



EXECUTIVE SUMMARY, APPROACH, METHODOLOGY

Zone 7 Water Agency (“Zone 7”) desires human resources consulting assistance to conduct an objective analysis of its compensation practices which will include the collection of data for both salaries as well as premium pays offered; evaluate the current compensation plan and premium pays against local and regional markets, and comparable employers; provide recommendations for adjustments. Zone 7 currently has thirty (30) benchmarks that will be surveyed at this time.

The purpose of the Compensation Study will be to review Zone 7’s compensation structure for the studied classifications and to conduct a compensation market survey using a set of appropriate comparator agencies. The confirmation of the list of previously surveyed nine (9) comparator agencies and benchmark classifications 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 Zone 7’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 Zone 7’s compensation preferences into consideration as well as the appropriate placement of each classification on Zone 7’s salary schedule.

The study includes a significant number of meetings with the Study Project Team, Human Resources, employees, and the 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 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.

Compensation Study Objectives

- To review and understand all current documentation, rules, regulations, policies, procedures, budgets, class descriptions, organizational charts, memoranda of understanding (“MOU”), 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 Study Project Team 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 employee 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 make recommendations regarding a list of appropriate comparator agencies, benchmark classifications, and premium pays to be collected prior to beginning the Compensation Study;
- To collect accurate salary and premium pay 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 Study Project Team, Human Resources, management, the Board of Directors, and employees;
- 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 Zone 7's compensation structure and practices and develop compensation recommendations that will assist Zone 7 in recruiting, motivating, and retaining competent staff;
- To develop a compensation structure that meets all legal requirements, is totally non-discriminatory, and easily accommodates organizational change, growth, and operational needs;
- 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 Zone 7's goals, objectives, and budget considerations;
- To evaluate premium pays in the labor market and make recommendations for better alignment and/or different premium pays 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;
- To work collaboratively and effectively with Zone 7 and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study;
- To document all steps in the process and provide documentation and training for Human Resources and other staff, as appropriate, in compensation analysis methodologies so that Zone 7 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.

Compensation Study Methodology / Work Plan / Deliverables

Deliverable A: Meetings with the Study Project Team and Management Staff for Review of Process, Products and Documents Required

During the initial meeting with the Study Project Team, we will discuss the compensation study factors that need to be agreed upon. This task includes identifying Zone 7's Study Project Team (Human Resources, etc.), contract administrator, and reporting relationships. Our team will conduct an orientation and briefing session with the Study Project Team 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, managers, and stakeholders; 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, employment contracts, personnel policies, previous compensation studies, and any other relevant documentation to gain a general understanding of Zone 7 operations.

Zone 7 terminology and methods of current compensation procedures will be reviewed and agreed to. We will discuss methodology, agree to formats for compensation results, confirm appropriate comparator agencies, benchmark classifications, and premium pays 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 Premium Pays to be Collected

During the initial meeting with the Study Project Team, we will discuss and agree to the compensation study factors. We will confirm appropriate comparator agencies that will be included in the external market survey, which will be the foundation of ensuring that the agencies' salaries for the studied classifications are competitively aligned with the external labor market. We will also identify 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 premium pays that Zone 7 wishes to include in the 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 this compensation survey. Our recommended methodology is that we involve the Board of Directors, management, Human Resources, and employee representation 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, Zone 7's current/previous list of comparators and the advantages/disadvantages of including them or others will be discussed.
- **Similarity of population served, Zone 7 demographics, Zone 7 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.
- **Labor market** – The reality of today’s labor market is that many agencies are in competition for the same pool of qualified employees. Individuals often do not live in the community they serve. Therefore, the geographic labor market area (where Zone 7 may be recruiting from or losing employees to) will be taken into consideration when selecting potential comparator organizations.
- **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 will 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 will use the previous list of nine (9) agencies that we used in the 2016 Salary Survey which we conducted for Zone 7:

- i. Alameda County Water District
- ii. Contra Costa Water District
- iii. Dublin San Ramon Water District
- iv. East Bay Municipal Utility District
- v. Marin Municipal Water District
- vi. San Francisco Public Utilities Commission
- vii. Santa Clara Valley Water District
- viii. City of Livermore
- ix. City of Pleasanton

2. Determination of Benchmark Classifications

In the same collaborative manner as described in Step 1 above, we will work with Zone 7’s stakeholders to select those classifications that will be surveyed.

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

3. Determination of Salary and Premium Pay Data to Be Collected

In addition to base salaries, premium pay data elements will include, but may not be limited to the following (which are generally specific to staff in specific job classifications):

- Certification Differential;
- On-Call Pay;
- Incentive Pay related to specific position Certifications;



- Call-Back Pay;
- Short Notice Coverage;
- Night Shift Pay;
- Boot Allowance;
- Meal Reimbursement;
- In-Lieu Time;
- Certificate Pay;
- California Bar Association Membership;
- Combination Shifts;
- Heavy Equipment Operator;
- Temporary Assignment to Higher Level Vacancy;
- Engineer Trainee Compensation;
- Professional Engineer License Fee;
- PHR Certification Fee;
- Educational Stipend;
- Incentive Compensation;
- Cell Phone;
- Operation License Fee;
- Technology Reimbursement; etc.

Deliverable C. Data from Comparators

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



Our analysis will include written documentation of our assessment methodology and assessment for each position surveyed.

We typically collect classification descriptions, organization charts, salary schedules, personnel policies, MOUs, 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 professional staff makes preliminary “matches” and then schedules appointments by telephone, or sometimes in person, with knowledgeable individuals to answer specific questions. We find that the information collected using these methods has a very high validity rate and allows us to substantiate the data for employees, management, and governing bodies.

Deliverable D. Analysis and Preliminary Review of Data

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 Zone 7 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 Zone 7’s salary range that is above/below the market values.

In addition, we will include any type of statistical representation and analysis that Zone 7 desires such as 60th, 70th, or any other percentiles.

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 E. Draft Compensation Findings/Additional Analysis/Study Project Team 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 Study Project Team. After their preliminary review, K&A will meet with the Study Project Team and other stakeholders (including management, employees, and Human Resources) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for the Study Project Team 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 F. 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 above in Deliverable C. 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 Zone 7'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 Zone 7's classification structure.

Deliverable G. 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, premium pays, and/or alternative compensation plans) within which the classes are allocated, based upon Zone 7's preferred compensation model. 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. 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 Zone 7's goals, objectives, and budget considerations. We will develop recommendations covering special compensation issues such as pay for performance, skill pay, special assignment pay, certification pay, and acting assignment pay (and all other premium pays); as well as salaries above the maximum; seniority; promotions; maintenance of the salary schedules; etc.

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

Deliverable H. Final Report and Guidelines for Implementation

A Draft Interim Report of the Compensation Study will be completed and submitted to the Study Project Team 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 and results;
- A set of all market data spreadsheets, including data on premium pays relevant to each position being surveyed;
- 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 Zone 7 in implementing, managing and maintaining the compensation system, as appropriate.

Once all of Zone 7's questions/concerns are addressed and discussed, a Final Compensation Report will be created and submitted in Zone 7's preferred format. The Final Report will incorporate any appropriate revisions identified and submitted during the review of the draft report.

Deliverable I. Formal Appeals Support

Should Zone 7 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 Study Project Team. Regarding the involvement of the Board of Directors, we recommend at least one initial meeting to confirm 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 Zone 7's preferences.



TIME REQUIREMENTS

Our professional experience is that compensation studies of this scope and for this size organization take approximately three to four (3 - 4) months to complete, allowing for adequate, compensation data collection and analysis, including collection of data for premium pays, review steps by Zone 7, the development of final reports, any appeals, and presentations.

The following is a suggested timeline (which can be modified based on Zone 7's needs):

Deliverable	Compensation Study	Week #
A.	Meetings with the Study Project Team and Management Staff for Review of Process, Products and Documents Required	Week 1
B.	List of Comparator Agencies and Benchmark Classifications	Week 1
C.	Data from Comparators, Including Data Collection on Premium Pays	Week 11
D.	Analysis and Preliminary Review of Data	Week 12
E.	Draft Compensation Findings/Additional Analysis/Study Project Team Meetings	Week 14
F.	Analysis of Internal Relationships and Alignment	Week 15
G.	Compensation Structure and Implementation Plan	Week 15
H.	Final Report and Guidelines for Implementation	Week 16
I.	Formal Appeals Support *	As Needed
J.	Final Presentation	As Scheduled



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 management, governing body, and staff. The time we commit to working with the employees (orientations and briefings, meetings with employees via personal interviews, 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 never had a formal appeal to any of our studies in our nearly 35 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/employee representation 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 close to 35 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 and were available for discussion, as required. Although time consuming, we also drive the process to ensure that timelines are met and schedules are maintained.

Deliverables	Compensation Study	Hours: Option 1	Hours: Option 2
A.	Meetings with the Study Project Team and Management Staff for Review of Process, Products and Documents Required	10	10
B.	Finalize list of Comparator Agencies and Benchmark Classifications <i>Option 1: Same list as used in 2016</i> <i>Option 2: Revisions to 2016 list</i>	0	4
C.	Data from Comparators <i>Option 1: up to 30 benchmarks, up to 9 comparators base pay only</i> <i>Option 2: up to 30 benchmarks, up to 9 comparators, and includes data collection for approx. 45 different premium pays</i>	30	70



D.	Analysis and Preliminary Review of Data Option 1: up to 30 benchmarks, up to 9 comparators, base pay only Option 2: up to 30 benchmarks, up to 9 comparators, and includes data collection for approx. 45 different premium pays	15	40
E.	Draft Compensation Findings/Additional Analysis/Study Project Team Meetings	16	24
F.	Analysis of Internal Relationships and Alignment	4	4
G.	Compensation Structure and Implementation Plan	4	4
H.	Final Report and Guidelines for Implementation	12	20
I.	Formal Appeals Support *	0	0
J.	Final Presentation	8	8
	<i>Anticipated hours for additional unscheduled meetings and phone calls</i>	8	8
	Total Professional Hours	107	192
	Combined professional and clerical composite rate: \$134/Hour	\$14,338	\$25,728
	Expenses are included in our combined composite rate: <i>Expenses include but are not limited to duplicating documents, binding reports, phone, fax, supplies, postage, travel expenses, per diem, etc.</i>	N/A	N/A
	TOTAL NOT-TO-EXCEED COST FOR PROJECT:	\$14,338	\$25,728
	*Additional consulting will be honored at composite rate (\$134/Hour)		

INSURANCE ACKNOWLEDGEMENT

We will submit and support the levels of coverage and endorse Zone 7 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/Commercial Lines, Integro 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 ninety (90) days.

Respectfully submitted,

By: **KOFF & ASSOCIATES**
State of California

A handwritten signature in purple ink, appearing to read 'Katie Kaneko', written over a horizontal line.

Catherine "Katie" Kaneko
President

November 8, 2018





Submittal date: November 31, 2018

Proposal for Human Resource Consulting Services

Zone 7 Water Agency

Submitted by:

Koff & Associates

KATIE KANEKO

President

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

EIN: 61-1493064

kkaneko@koffassociates.com

Tel: 510.658.5633

Fax: 510.652.5633

November 31, 2018

Mr. Osborn Solitei
Assistant General Manager
Zone 7 Water Agency
100 North Canyons Parkway
Livermore, CA 94551

Dear Osborn:

Thank you for the opportunity to respond to your request for “Human Resource Services” information and pricing for **Zone 7 Water Agency** (“Zone 7”). We are most interested in assisting Zone 7 with its critical Human Resources needs.

Koff & Associates (“K&A”) is an experienced human resources consulting firm that has been providing similar services to special districts, courts, cities, counties, and other public agencies for nearly thirty-five (35) years. Founded in 1984, our firm has achieved a reputation for working successfully with management, employees, and union representatives.

As President of the firm, I would again be responsible for the successful completion of all services and projects and accountable for all deliverables. I can be reached at our Berkeley address and phone number as listed on our cover page. My email address is kkaneko@koffassociates.com.

Please call us if you have any questions or wish additional information.

Sincerely yours,



Katie Kaneko
President



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FIRM PROFILE

Koff & Associates (“K&A”), a California corporation founded in 1984 by Gail Koff, is a highly experienced full-spectrum, public-sector Human Resources consulting firm. We have achieved a reputation for working successfully with management, employees and union representatives. We believe in a high level of dialogue and input from employees and management and our proposal speaks to that level of effort. That extra effort has resulted in close to *100% implementation* of all of our studies and other projects.

We have developed K&A’s collaborative, transparent, and inclusive methodology over the course of our nearly 35-year history to ensure optimal outcomes and success rates with all of our projects, particularly when various stakeholders with potentially divergent or conflicting priorities are involved. Our consensus-driven approach has always avoided formal appeals at the end of our studies and other projects, ensuring that clients are not left with a divided organization or negative employee morale. We are familiar with the various organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments (including serving as the management representative in negotiation meetings), working with Boards of Directors, Boards of Supervisors, Boards of Trustees, Boards of Commissioners, Merit Boards, City Councils, and Joint Power Authorities.

The firm’s areas of focus are performance management; development of strategic management tools; organizational studies and industry/market surveys; training and development; best practices policy/procedure development and employee handbooks; human resources audits; public agency mergers and separations; executive search; classification studies and compensation analysis; and serving as off-site Human Resources Director for our smaller public agencies that need the expertise of a Human Resources Director but do not need a full-time, on-site professional.

Without exception, our studies, recruitments, and other Human Resources services 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 projects were brought to completion within stipulated time limits and proposed budgets. The firm’s long list of clients is indicative of its 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 both the ability and the expertise to implement its ideas and recommendations through completion in both union and non-union environments.

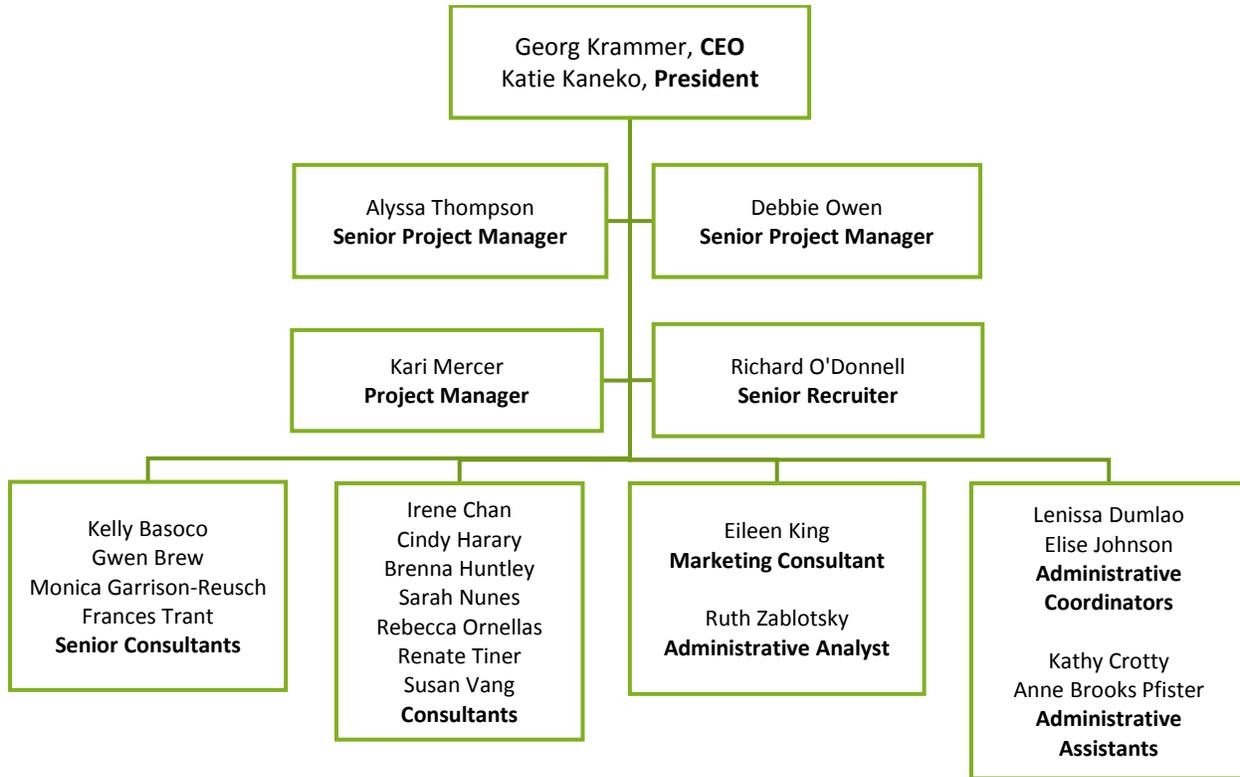
K&A relies on our stellar reputation and on the recommendations and referrals of current clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty, and a commitment to excellence.

We are incorporated as **Kaneko & Krammer Corp. dba Koff & Associates, Inc., California Corporation #2785458**, and our headquarters are in Berkeley, CA; we also have satellite offices in Southern California, the Central Valley, and the Sacramento Region.



Consultants

Our entire team consists of twenty-three (23) employees as shown below in our organizational chart.



No sub-contractors will be assigned to our projects for Zone 7.

TEAM QUALIFICATIONS

Catherine “Katie” Kaneko, C.P.A., P.H.R.
President

Katie is one of the two principals of Koff & Associates. She brings 25 years of management-level human resources and consulting experience to K&A. She has extensive experience in classification analysis and evaluation techniques, compensation, performance incentive programs, recruitment, and organizational studies.

Armed with her Bachelor of Business Administration degree, and as a CPA (Certified Public Accountant), Katie began her career in an international accounting/consulting firm. She transitioned into Human Resources within the firm to become the Human Resources Director of the San Francisco office. She next moved into the high-tech industry where she served in leadership positions for high-growth companies, startup firms, and organizations in transition. Katie then moved to the public sector, joining K&A in 2003 and has been the firm’s President since 2005; over the last fifteen (15) years, she has overseen hundreds



of compensation, classification, organizational and other studies for cities, counties, and special districts throughout California.

Agencies for whom HR Services (such as organizational assessments, executive performance evaluations, succession planning, etc.), organizational studies, or classification and/or compensation studies, were led by Katie, as Project Director, during the last three (3) years, include, but are not limited to, the following:

- **Cities/Towns:** Albany, Calistoga, Carmel, Coachella, Crescent City, Cupertino, Danville, Dinuba, Fairfield, Galt, Hayward, Los Gatos, Madera, Morgan Hill, Newman, Palo Alto, Piedmont, Redwood City, Sacramento, San Pablo, Santa Rosa, Seaside, Sonoma, Tracy, Vallejo.
- **Counties:** El Dorado, Mendocino, and Merced.
- **State:** California State Compensation Insurance Fund; California State Auditor's Office.
- **Special Districts:** Bay Area Air Quality Management District, California State Auditor's Office, Castro Valley Sanitary District, Central Fire District of Santa Cruz County, Coastside County Water District, Contra Costa County Employees' Retirement Association, Cosumnes Community Services District, Discovery Bay Community Services District, Dublin San Ramon Services District, East Palo Alto Sanitary District, Fairfield Suisun Sewer District, First 5 Santa Clara, Hartnell College, Indian Wells Valley Water District, Mendocino Coast Recreation & Park District, Midpeninsula Regional Open Space District, Monterey Regional Water Pollution Control Agency, Mt. View Sanitary District, Municipal Pooling Authority, North Coast County Water District, Northern California Power Agency, Oakland Housing Authority, Public Agency Risk Sharing Authority of California, Rancho Murieta Community Services District, Retirement Office of City of San José, Salinas Valley Solid Waste Authority, San Francisco County Transportation Authority, Santa Clara Valley Open Space Authority, Santa Clara Valley Water District, Solano Transportation Authority, Sonoma County Open Space District, Southwestern Community College District, Superior Court of San Joaquin County, Travis Unified School District, Vallejo Flood and Wastewater District, West Valley Sanitation District of Santa Clara County, and Zone 7 Water Agency.

Katie will be key personnel and serve as the Project Director for all H.R. Services at Zone 7; she will coordinate all of K&A's efforts, will attend all meetings with Zone 7, and will be responsible for all work products and deliverables.

**Frances "Fran" Trant, SPHR, SHRM-SCP
Senior Consultant**

Frances Trant has over thirty (30) years of Human Resources experience, with over seventeen (17) years' experience in public sector HR leadership positions in California and other North American locations, where she was responsible for the delivery of complete HR services including Compensation and Benefit program management, Labor/Employee Relations, Recruitment, and leading nationwide affirmative action programs. Most recently she spent over a year as interim Executive HR Director and Special HR Advisor to the Chancellor of UC Hastings College of the Law, based in downtown San Francisco, where her employee and labor relations expertise facilitated labor negotiations and the implementation of a new electronic timekeeping system, as well as directing a comprehensive HR program. Fran's previous public-



sector HR leadership includes almost seven (7) years as HR Director for the Housing Authority of Contra Costa, and five (5) years as a Personnel Analyst II for Contra Costa Health Services.

Following two (2) years of recruitment, labor and employee relations responsibilities in the hospital/health clinic environment, she was asked to initiate and run organizational development activities for the 4,000-employee strong department which she did for almost three (3) years. During the winter of 2018 she was invited back to support Health Services by providing special coaching and advice to teams that asked for her “updated support” from what she had provided nine (9) years earlier. Her first California public sector HR engagement was with the Mt. Diablo Unified School District, which covers fifty-eight (58) campuses based out of Concord. Prior experience includes fifteen (15) years in private and public-sector organizations throughout North America in companies ranging from 100 to 17,000 employees. Private sector consulting clients include the World Bank, the American Red Cross, Canadian Blood Services and numerous private sector organizations.

Fran received her university education in Canada and passed her American professional HR certifications at the senior level so she could continue to provide high quality HR expertise when she moved to the U.S. She has taught the Human Resources Certification Institute (HRCI) certification exam preparation course for the past fifteen (15) years throughout the San Francisco Bay region, ensuring a wide variety of HR professionals receive their national HR certification and are able to practice as credible professionals in their workplaces.

Some of the projects she has worked on since joining K&A in April, 2018, include:

- **Cities/Towns:** Albany (Police Department non-sworn staff), Colfax, Discovery Bay, Los Altos, Marysville, and Redlands (Organizational Review for the Water and Wastewater Department).
- **Special Districts:** Alameda County Transportation Commission, East Palo Alto Sanitary District, Metropolitan Water District.

Note: Fran served as the interim H.R. Director for K&A in the Cities of Colfax and Marysville, as well as for the Alameda County Transportation Commission (“ACTC”).

Fran will provide consultant support for H.R. Services for Zone 7, including day to day employee and labor relations, evaluations, performance improvement, development of recommendations, and implementation strategies.



METHODOLOGY

On-Call Human Resources Services

We are accustomed to being in a “stand-by” and/or “as-needed” mode for our clients’ miscellaneous needs and are always available and responsive. Whether it is an employee/labor relations issue, assistance with various labor laws (Title VII, Leave Laws, FLSA, ADA, EEOC), wage and hour issues for exempt and non-exempt employees, personnel files and record keeping, HR forms, new-hire orientation, performance evaluation programs, job classification, developing individual job descriptions, reclassifications, reorganizations, compensation and salary surveys, compensation plan development, discipline and grievances, difficult terminations, investigations, documentation, policy interpretation and implementation, training, and other employee and labor relations issues and general professional HR advice – our staff is more than happy to assist with any situation that Zone 7 may encounter.

While we are not attorneys and cannot give legal advice, we are very well-versed with labor laws and regulations, how to interpret them, and how to put them into practice within an organization. We are also accustomed to looking at the big picture and overall HR infrastructure, especially when working for a new client. By bringing a global approach and best practices to each organization, we may make suggestions and recommendations regarding areas that need to be addressed, even if they are not directly related to what we’re currently working on.

There are many different aspects and facets to Human Resources and the valued-added we strive to bring to each organization is to not only focus on the specific task at hand but to also ensure we bring shortfalls in other areas to the organization’s attention if we observe any. We believe it is our responsibility to at least bring those to the client’s attention and offer recommendations as to how to address and resolve a situation, or at a minimum (depending on the client’s wishes) to assess the criticality of the situation (legal compliance and imminent liability vs. “it might be a good idea to look at this situation”).

FEE SCHEDULE

H.R. Services:

- President/CEO: \$174/hour
- Senior Project Manager: \$150/hour
- Project Manager: \$150/hour
- Senior Consultant/Consultant: \$134/hour
- Technical/Admin. Support: \$ 70/hour

Other Services:

Should Zone 7 determine it desires Classification and/or Compensation studies, or executive search services, we will provide separate, highly detailed (or shorter bullet-point) proposals with individualized timelines and cost proposals for each.

Let us know if you are interested in any additional services and we will provide our detailed methodology, timelines, staff bios, and rates for those services as well.



INSURANCE ACKNOWLEDGEMENT

We will submit and support the levels of coverage shown upon award of a contract for any 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/Commercial Lines, Integro Insurance Brokers, 2300 Contra Costa Blvd., Suite 375, Pleasant Hill, CA 94523.



Proposal Signature Page

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

This proposal is valid at least for ninety (90) days.

Respectfully submitted,

By: **KOFF & ASSOCIATES**
State of California

Katie Kaneko
President

November 31, 2018

