



**Regular Board Meeting of The Placer County Resource Conservation
District Board of Directors**

**January 28, 2025
11641 Blocker Drive
Auburn, CA 95603
Second floor conference room
4:00pm**

The public may attend the meeting at the address listed above.

- 1) CALL TO ORDER
- 2) MEMBERS & GUESTS PRESENT
- 3) OATH OF OFFICE
Administration of the Oath of Office for Incoming Director
Incoming Director holding seat #4 & will take their Oath of Office
- 4) APPROVAL OF AGENDA
- 5) PUBLIC COMMENT

This time is provided so that people may speak to the board on any item not on this agenda. Public comments are limited to 5 minutes. The board cannot act on items not included on this agenda.

- 6) APPROVAL OF PREVIOUS MINUTES
 - Special Board Meeting – November 14, 2024
 - Special Board Meeting – December 4, 2024
 - Special Board Meeting – January 8, 2025

The board will review and act to accept/deny previous meeting minutes listed

- 7) FINANCIAL REPORTS
 - December 2024 Financial Report

The board will be given an update by the Administration and Finance Director on recent financial management activities and will review and

may act to accept/deny the Placer County Resource Conservation District (Placer RCD, District) December 2024 financials

8) AGENCY REPORT

9) BUSINESS:

New Business:

- a. Election of Board Officers
The board will nominate and elect Officers of the Board for calendar year 2025
 - *Chair*
 - *Vice Chair*
 - *Secretary/Treasurer*
- b. Brown Act Training
Brown Act Training will be provided by Eric Brumfield, District Counsel
- c. Friends Aiding Wildlife in Nature (FAWN) Presentation
A presentation will be given to the board by FAWN
- d. Employee Acknowledgement
The board will recognize employee anniversaries
 - *Liliana Santellano – 3 years*
- e. Special District Nomination of Representative to the Placer County Local Agency Formation Commission (LAFCO)
The board will review and may act to nominate a District representative to LACFO board
- f. Surplus Goods Disposal
The board may act to approve the disposal of surplus goods
- g. Financial Committee
The board will nominate and elect members of the Financial Committee
- h. Request for Proposal (RFP) Award – Total Compensation Study
The board may act to award the Total Compensation Study Contract
- i. Recommendation of Board Candidate(s) for Seat #5
The board will review and may vote to recommend candidate(s) to the Placer County Board of Supervisors for seat #5

- j. Appointment of Associate Directors
The board may act to appoint up to five (5) Associate Directors
 - k. Emergency Contract for Mt. Howell Project
The board will review and may act to approve an emergency contract for the Mt. Howell Project
 - l. Allocation of Funds for Plant Sale Fundraiser
The board may act to allocate funds for a plant sale fundraiser
 - m. Executive Director Salary Adjustment
The board will discuss and may act to approve a salary adjustment for the Executive Director
- 10) **CLOSED SESSION:** Pursuant to the cited authority (all references are to the Government Code), the Board of Directors will hold a closed session to discuss the following listed item. A report of any action taken will be presented prior to adjournment.
- 1. GOVERNMENT CODE §54957 (b)(1) – Public Employee Performance Evaluation
Evaluation of performance for the Executive Director
- 11) DIRECTORS REPORTS/COMMENTS
- 12) FUTURE AGENDA ITEMS
- 13) ADJOURNMENT

**PLACER COUNTY RESOURCE CONSERVATION DISTRICT
MINUTES OF THE BOARD OF DIRECTORS
SPECIAL MEETING
November 14, 2024**

CALL TO ORDER

The special meeting of the Placer County Resource Conservation District (District /RCD) Board was called to order by RCD Board Chair, Claudia Smith, at 4:00 pm at 11641 Blocker Drive, Ste. 120 in Auburn, CA.

MEMBERS AND OTHERS PRESENT

Directors Present: Claudia Smith
Stephen (Steve) Jones
Patricia (Patti) Beard
Kristin Lantz
Jonathan (Jon) Jue
Thomas (Tom) Wehri

Others Present: Sarah Jones, RCD Executive Director
Donna Thomassen, RCD Employee
Kate Espinola, RCD Employee
Cordi Craig, RCD Employee
Chris Robbins, NRCS
Supervisor Jim Holmes

APPROVAL OF AGENDA

It was requested to move items i, j, and k after public comment. Jon Jue moved to approve the amended agenda. Steve Jones seconded, and the motion passed unanimously.

PUBLIC COMMENT

No comments.

APPROVAL OF MEETING MINUTES

Kristin Lantz moved to approve the meeting minutes from the regular meeting held on September 24, 2024. Jon Jue seconded, and the motion passed unanimously.

FINANCIAL REPORTS

Donna Thomassen presented the September financial reports. It was disclosed that these reports are subject to change due to any adjusting journal entries. Patti Beard moved to accept the financial reports as presented. Steve Jones seconded, and the motion passed unanimously.

AGENCY REPORT

Chris Robbins, District Conservationist for the NRCS Auburn Area Office, reported the RCPP application deadline was last week and the IRA deadline is 11/15/24. There might be a second deadline for applications in March/April. Chris also announced that he will be on a Local Working Group panel at the CARCD Conference.

BUSINESS

New Business:

- a) **Recommendation of Placer County Resource Conservation District Board of Directors applicant, Jim Holmes, to the Placer County Board of Supervisors**
Tom Wehri moved to recommend Board of Directors applicant, Jim Holmes, to the Placer County Board of Supervisors. Steve Jones seconded, and the motion passed unanimously.
- b) **Recommendation for Reappointment of Board Terms for Seat 3, Seat 4 and Seat 7**
Jon Jue moved to recommend the reappointment of Seat 3, Seat 4, and Seat 7. Tom Wehri seconded, and the motion passed unanimously.
- c) **Employee Acknowledgements**
The board recognized Sarah Jones, Andrew Fritz and Jason Graydon for their work anniversary and accomplishments. Discussion only.
- d) **Cost of Living Increase (COLA)**
Kristin Lantz moved to approve a 3% COLA increase for all staff, effective December 30th. Jon Jue seconded, and the motion passed unanimously.
- e) **CARCD Representative for the 2024 Annual Conference Business Meeting**
Claudia Smith was designated to be the board representative at the CARCD Conference business meeting. Discussion only.
- f) **Surplus Good Disposal**
Jon Jue moved to surplus 2 tracked chippers. Kristin Lantz seconded, and the motion passed unanimously. Funds from sales will be used to purchase equipment for the Forestry department.
- g) **Request for Proposal (RFP) – Total Compensation Study**
Kristin Lantz moved to approve the amended Total Compensation Study Request for Proposal. Jon Jue seconded, and the motion passed unanimously.
- h) **Request for Destruction of Obsolete Records**
Tom Wehri moved to approve the amended Destruction of Obsolete Records as indicated on the Obsolete Records list. Kristin Lantz seconded, and the motion passed unanimously.

- i) **California Environmental Quality Act (CEQA) Notice of Exemption (NOE) for Prescribed Burning on Private Lands (PBPL) – Applegate, Blackberry**
Cordi Craig provided details for the CEQA NOE for the Blackberry property prescribed burn. Tom Wehri moved to approve the CEQA NOE for the Blackberry property prescribed burn. Patti Beard seconded, and the motion passed unanimously.
- j) **California Environmental Quality Act (CEQA) Notice of Exemption (NOE) for Prescribed Burning on Private Lands (PBPL) – Meadow Vista, Hofheinz**
Cordi Craig provided details for the CEQA NOE for the Hofheinz property prescribed burn. Tom Wehri moved to approve the CEQA NOE for the Hofheinz property prescribed burn. Jon Jue seconded, and the motion passed unanimously.
- k) **California Environmental Quality Act (CEQA) Notice of Exemption (NOE) for Prescribed Burning on Private Lands (PBPL) – Colfax, Julie Ferrando**
Cordi Craig provided details for the CEQA NOE for the Ferrando property prescribed burn. Steve Jones moved to approve the CEQA NOE for the Ferrando property prescribed burn. Kristin Lantz seconded, and the motion passed unanimously.
- l) **Emergency Contracting for North Fork American River Shaded Fuel Break, Phase 1B**
Tom Wehri moved to approve emergency contracting due to timing and critical nature of the project. Patti Beard seconded, and the motion passed unanimously.

BOARD REPORTS COMMENTS

The board recognized Tom Wehri at his last meeting. Tom served on the RCD Board for 21 years.

Claudia Smith suggested directors go to their local community meetings.

FUTURE AGENDA ITEMS

Future agenda items: None

ADJOURNMENT

The special meeting was adjourned at 5:30 pm. Tom Wehri moved to adjourn the special meeting. Steve Jones seconded, and the motion passed unanimously. The next regular meeting is scheduled for November 26, 2024, from 4:00 pm to 6:00 pm at 11641 Blocker Drive, Ste. 120, Auburn.

**PLACER COUNTY RESOURCE CONSERVATION DISTRICT
MINUTES OF THE BOARD OF DIRECTORS
SPECIAL MEETING
December 4, 2024**

CALL TO ORDER

The special meeting of the Placer County Resource Conservation District (District /RCD) Board was called to order by RCD Board Chair, Claudia Smith, at 4:00 pm at 11641 Blocker Drive, Ste. 120 in Auburn, CA.

MEMBERS AND OTHERS PRESENT

Directors Present: Claudia Smith
Stephen (Steve) Jones
Patricia (Patti) Beard
Kristin Lantz
Jonathan (Jon) Jue

Others Present: Sarah Jones, RCD Executive Director
Donna Thomassen, RCD Employee
Kate Espinola, RCD Employee

APPROVAL OF AGENDA

Patti Beard moved to approve the agenda. Jon Jue seconded, and the motion passed unanimously.

PUBLIC COMMENT

No comments.

BUSINESS

New Business:

a) Mechanics Bank Account Update

Claudia Smith gave an update regarding the Mechanics Bank account. Discussion only.

The regular meeting ended to enter closed session at 4:15 pm.

CLOSED SESSION: Pursuant to the cited authority (all references are to the Government Code), the Board of Directors will hold a closed session to discuss the following listed item. A report of any action taken will be presented prior to adjournment.

1. GOVERNMENT CODE 54957 (§ (b)(1)) – PERSONNEL DISCUSSION
Discussion of performance and pay rate of the Forestry Project Manager

Closed session ended and regular meeting opened at 4:23 pm.

REPORT OUT FROM CLOSED SESSION:

With a unanimous vote an increase was approved for the Forestry Project Manager, effective pay period 13, starting November 30th.

BOARD REPORTS COMMENTS

Claudia Smith reported she will go to the CARCD Conference.

Tom Wehri was given a Commendation by the Board of Supervisors.

ADJOURNMENT

The special meeting was adjourned at 4:26 pm. Kristin Lantz moved to adjourn the special meeting. Jon Jue seconded, and the motion passed unanimously. The next regular meeting is scheduled for January 28, 2025, from 4:00 pm to 6:00 pm at 11641 Blocker Drive, Ste. 120, Auburn.

**PLACER COUNTY RESOURCE CONSERVATION DISTRICT
MINUTES OF THE BOARD OF DIRECTORS
SPECIAL MEETING
January 8, 2025**

CALL TO ORDER

The special meeting of the Placer County Resource Conservation District (District /RCD) Board was called to order by RCD Board Chair, Claudia Smith, at 4:00 pm at 11641 Blocker Drive, Ste. 120 in Auburn, CA.

MEMBERS AND OTHERS PRESENT

Directors Present: Claudia Smith
Kristin Lantz
Jonathan (Jon) Jue
Jim Holmes

Others Present: Sarah Jones, RCD Executive Director
Donna Thomassen, RCD Employee
Kate Espinola, RCD Employee
Eric Brumfield, Placer County Counsel

a) Administration of the Oath of Office for Incoming Directors

Eric Brumfield, Placer County Counsel, administered the Oath of Office to seats 3, 6, and 7.

APPROVAL OF AGENDA

The oath of office for incoming directors was moved before approval of agenda. Jim Holmes moved to approve the amended agenda. Jon Jue seconded, and the motion passed unanimously.

PUBLIC COMMENT

No comments.

BUSINESS

New Business:

b) Resolution 25-01 Resolution of the Board of Directors of the Placer County Resource Conservation District, State of California for funding from the Forest Health Grant Program as Provided through the Greenhouse Gas Reduction Funds

Jim Holmes moved to approve Resolution 25-01. Jon Jue seconded, and the motion passed unanimously.

BOARD REPORTS COMMENTS

Claudia Smith reported she went to the business meeting at the CARCD Conference and said it was good to hear what other RCD's are working on. The resolution from the business meeting was tabled.

ADJOURNMENT

The special meeting was adjourned at 4:15 pm. Jim Holmes moved to adjourn the special meeting. Jon Jue seconded, and the motion passed unanimously. The next regular meeting is scheduled for January 28, 2025, from 4:00 pm to 6:00 pm at 11641 Blocker Drive, Ste. 120, Auburn.

DRAFT

Placer County Treasury

Balance Sheet

As of December 31, 2024

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
Mechanics Bank	2,121.06
Placer County Checking	3,482,372.91
Total Bank Accounts	\$3,484,493.97
Accounts Receivable	
Accounts Receivable	94,582.37
Accounts Receivable - Unbilled	558.09
Total Accounts Receivable	\$95,140.46
Other Current Assets	
Def Outflows - OPEB	62,920.00
Def Outflows - Pension	262,754.00
Security Deposit	6,476.80
Undeposited Funds	4,066.35
Total Other Current Assets	\$336,217.15
Total Current Assets	\$3,915,851.58
Fixed Assets	
Leased Assets	
Leased Asset - Accumulated Depreciation	-17,975.00
Leased Assets - Original	172,557.00
Total Leased Assets	154,582.00
Machinery and Equipment	
Machinery & Equipment - Depreciation	-239,676.00
Machinery & Equipment - Original Cost	761,253.06
Total Machinery and Equipment	521,577.06
Total Fixed Assets	\$676,159.06
Other Assets	
Grant Retention	643.74
Total Other Assets	\$643.74
TOTAL ASSETS	\$4,592,654.38

Placer County Treasury

Balance Sheet

As of December 31, 2024

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	726,512.49
Total Accounts Payable	\$726,512.49
Credit Cards	
Cal Card Credit Card	6,198.65
Total Credit Cards	\$6,198.65
Other Current Liabilities	
Accrued Leaves Payable	60,533.98
Def Inflows - OPEB	24,470.00
Def Inflows - Pension	43,793.00
Lease Payable	121,399.00
Lease Payable - Current	37,534.00
Unearned Revenues	0.00
Due to Placer Sierra Fire Safe Council	8,273.08
Unearned Revenue - CALFire Mosquito 2 HTM#2	225,044.28
Unearned Revenue - CALFire Mosquito 3 Rec & Ref	1,204,017.83
Unearned Revenue - CALFire NF Phase II 5GA20108	1,114,884.50
Unearned Revenue - Forestry Mentorship Program	6,101.40
Unearned Revenue - NACD	20,071.99
Unearned Revenue - PBPL #8GG19100	1,500.00
Unearned Revenue - Red Sesbania Eradication Collaborative Effort	49,619.10
Unearned Revenue - Resource Legacy Fund (WRTC)	5,000.00
Unearned Revenue - Urban & Community Support	650.40
Total Unearned Revenues	2,635,162.58
Total Other Current Liabilities	\$2,922,892.56
Total Current Liabilities	\$3,655,603.70
Long-Term Liabilities	
Net OPEB Liability	203,148.00
Net Pension Liability	389,722.00
Total Long-Term Liabilities	\$592,870.00
Total Liabilities	\$4,248,473.70
Equity	
Assigned Funds	442,281.36
Net Assets	949,233.15
Net Investment in Capital Assets	517,226.00
Net Income	-1,564,559.83
Total Equity	\$344,180.68
TOTAL LIABILITIES AND EQUITY	\$4,592,654.38

Placer County Treasury

Profit and Loss

October - December, 2024

	OCT 2024	NOV 2024	DEC 2024	TOTAL
Income				
CONTRIBUTED SUPPORT				\$0.00
Chipping Service Contributions	3,880.00	4,530.00	4,235.00	\$12,645.00
Federal Grants/Contracts			2,169.63	\$2,169.63
Foundation/Trust Grants			35,358.60	\$35,358.60
Total CONTRIBUTED SUPPORT	3,880.00	4,530.00	41,763.23	\$50,173.23
EARNED REVENUES				
Administrative Fees (Indirect Cost)			11,509.06	\$11,509.06
Interest Income - Operations	7,972.53	11,574.84	11,670.17	\$31,217.54
Property Tax Revenues		1,351.07	297,614.83	\$298,965.90
Special District - Income		229.16	59,370.51	\$59,599.67
Total EARNED REVENUES	7,972.53	13,155.07	380,164.57	\$401,292.17
Uncategorized Income	173.07			\$173.07
Total Income	\$12,025.60	\$17,685.07	\$421,927.80	\$451,638.47
GROSS PROFIT	\$12,025.60	\$17,685.07	\$421,927.80	\$451,638.47
Expenses				
EXPENSES				\$0.00
Bank Charges & C/C Fees	102.15	113.83	98.47	\$314.45
Contractual Services				\$0.00
Grants/Agreements/Projects	272,771.84	177,449.72	892,865.43	\$1,343,086.99
Operations	1,192.01	1,129.21	1,020.00	\$3,341.22
Total Contractual Services	273,963.85	178,578.93	893,885.43	\$1,346,428.21
Copier Lease	128.70	128.70	128.70	\$386.10
Education & Training Fees	150.00	35.00		\$185.00
Indirect and Administrative Fees			0.00	\$0.00
Insurance - Health Active	18,529.75	15,472.86	18,825.15	\$52,827.76
Insurance Liability	2,566.52			\$2,566.52
Insurance-Health Retirees	2,793.00	2,793.00	4,570.60	\$10,156.60
Legal Fees	388.50	647.50	453.25	\$1,489.25
Materials & Supplies				\$0.00
Field Supplies inc. Forestry Truck Exp	998.78	364.52	-2,158.25	\$ -794.95
Fuel	3,008.71	1,628.79	1,015.77	\$5,653.27
Grants/Agreements/Programs	12,124.89	5,362.04	13,908.54	\$31,395.47
Office Supplies	695.84	86.00	1,980.20	\$2,762.04
Shop Supplies & Equipment < \$500	399.52	22.68	306.52	\$728.72
Uniforms/Safety	118.83		208.58	\$327.41
Total Materials & Supplies	17,346.57	7,464.03	15,261.36	\$40,071.96
Meals and Entertainment	75.07	221.25	483.07	\$779.39
Membership Dues	2,312.00			\$2,312.00
Other Grant/Program Costs	453.18			\$453.18

Placer County Treasury

Profit and Loss

October - December, 2024

	OCT 2024	NOV 2024	DEC 2024	TOTAL
Payroll Expenses				\$0.00
Fringe Benefit Allocation			0.00	\$0.00
Leave Wages; Holiday/Vacation/Sick/Comp	11,862.72	24,688.75	19,042.33	\$55,593.80
Payroll Tax Expense	6,719.22	10,157.83	6,725.03	\$23,602.08
PERS	7,980.89	11,999.63	8,026.53	\$28,007.05
Professional Development Leave	79.24	146.11	2,284.00	\$2,509.35
Wages	80,435.59	114,666.89	70,632.97	\$265,735.45
Total Payroll Expenses	107,077.66	161,659.21	106,710.86	\$375,447.73
Postage & Mail Delivery	17.20			\$17.20
Printing & Copying	2,950.45			\$2,950.45
Rent Expense	6,672.40	6,762.50	6,762.50	\$20,197.40
Repair & Maintenance	2,855.84		584.08	\$3,439.92
Subscriptions	3,361.90	529.10	3,067.90	\$6,958.90
Telephone (Cell) Stipends	645.45	425.00	1,025.00	\$2,095.45
Travel & Mileage	2,397.31	538.21	3,886.55	\$6,822.07
Utilities				\$0.00
PG&E	1,003.69	479.81	371.05	\$1,854.55
Phone/Internet	1,418.57	512.91	453.35	\$2,384.83
Total Utilities	2,422.26	992.72	824.40	\$4,239.38
Total EXPENSES	447,209.76	376,361.84	1,056,567.32	\$1,880,138.92
Uncategorized Expense	-281.42			\$ -281.42
Total Expenses	\$446,928.34	\$376,361.84	\$1,056,567.32	\$1,879,857.50
NET OPERATING INCOME	\$ -434,902.74	\$ -358,676.77	\$ -634,639.52	\$ -1,428,219.03
NET INCOME	\$ -434,902.74	\$ -358,676.77	\$ -634,639.52	\$ -1,428,219.03

Placer County Treasury

A/R Aging Detail

As of December 31, 2024

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Date	Transaction Type	Num	Donor	Department	Due Date	Amount	Open Balance		
91 or more days past due									
09/07/2023	Credit Memo	23-982	Jackie Sterk	30 - Board Designated Funds:Chipper Cost Share	09/07/2023	-80.00	-80.00		
06/14/2024	Payment	7142	Ann Bowler		06/14/2024	-80.00	-80.00		
06/30/2024	Journal Entry	CAPGAP AR TO 6.30.24	Yolo County RCD		06/30/2024	558.09	558.09		
06/30/2024	Invoice	24-2109	Placer County Parks and Open Spaces	40- Temporarily Restricted Funds:PC - Parks Agreement	06/30/2024	3,829.66	3,829.66	PAID	
06/30/2024	Invoice	24-2110	NRCS	40- Temporarily Restricted Funds:NRCS Landowner Tech. Assistance	06/30/2024	11,470.73	11,470.73	PAID	
09/30/2024	Invoice	25-2271	NRCS	40- Temporarily Restricted Funds:NRCS - RCPP #2871(FY24)	09/30/2024	919.57	919.57		
09/30/2024	Invoice	25-2270	CA Association of Resource Conservation Districts	40- Temporarily Restricted Funds:CARCD/NRCS Forestry TA	09/30/2024	7,941.28	7,941.28		
09/30/2024	Invoice	25-2389	CA Dept of Food and Agriculture	40- Temporarily Restricted Funds:Central Sierra HSP Block Grant	09/30/2024	26,446.37	8,293.23	PAID	
Total for 91 or more days past due						\$ 64,387.92	\$ 46,234.78		
31 - 60 days past due									
10/22/2024	Invoice	25-2292	Joe Warlow	30 - Board Designated Funds:Chipper Cost Share	11/21/2024	80.00	80.00	DO NOT SERVE LIST	
Total for 31 - 60 days past due						\$ 80.00	\$ 80.00		
1 - 30 days past due									
12/16/2024	Invoice	25-2398	CA Association of Resource Conservation Districts	40- Temporarily Restricted Funds:WCB Pollinator Habitat	12/16/2024	808.39	808.39		
12/16/2024	Invoice	25-2399	Watershed Research & Training Center	40- Temporarily Restricted Funds:FACNet	12/16/2024	5,913.70	5,913.70		
11/20/2024	Invoice	25-2357	Kyle Mudd	30 - Board Designated Funds:Chipper Cost Share	12/20/2024	80.00	80.00	DO NOT SERVE LIST	
Total for 1 - 30 days past due						\$ 6,802.09	\$ 6,802.09		
Current									
12/31/2024	Invoice	25-2453	CA Association of Resource Conservation Districts	40- Temporarily Restricted Funds:CARCD Equity Grant	12/31/2024	881.10	881.10	SENT 1/15/2025	
12/31/2024	Invoice	25-2455	NRCS	40- Temporarily Restricted Funds:NRCS - RCPP #2871(FY24)	12/31/2024	2,712.10	2,712.10	SENT 1/15/2025	
12/31/2024	Invoice	25-2452	CA Association of Resource Conservation Districts	40- Temporarily Restricted Funds:CARCD/NRCS Forestry TA	12/31/2024	10,017.16	10,017.16	SENT 1/15/2025	
12/31/2024	Invoice	25-2454	CA Association of Resource Conservation Districts	40- Temporarily Restricted Funds:CARCD Workforce Development	12/31/2024	27,013.23	27,013.23	SENT 1/15/2025	
12/02/2024	Invoice	25-2372	Diane Ruhkala Bell	30 - Board Designated Funds:Chipper Cost Share	01/01/2025	80.00	80.00	PAID	
12/12/2024	Invoice	25-2393	Nancy Stowell	30 - Board Designated Funds:Chipper Cost Share	01/11/2025	80.00	80.00		
12/12/2024	Invoice	25-2396	Rick Gohl	30 - Board Designated Funds:Chipper Cost Share	01/11/2025	80.00	80.00	PAID	
12/18/2024	Invoice	25-2401	Greg Lichtman	30 - Board Designated Funds:Chipper Cost Share	01/17/2025	80.00	80.00	PAID	
12/18/2024	Invoice	25-2402	Darryl Mitani	30 - Board Designated Funds:Chipper Cost Share	01/17/2025	80.00	80.00	PAID	
12/30/2024	Invoice	25-2405	Jan Keller	30 - Board Designated Funds:Chipper Cost Share	01/29/2025	80.00	80.00		
12/30/2024	Invoice	25-2408	Darek Borba	30 - Board Designated Funds:Chipper Cost Share	01/29/2025	80.00	80.00	PAID	
12/30/2024	Invoice	25-2409	Richard Tannahill	30 - Board Designated Funds:Chipper Cost Share	01/29/2025	80.00	80.00	PAID	
12/30/2024	Invoice	25-2410	Kathy Dunann	30 - Board Designated Funds:Chipper Cost Share	01/29/2025	80.00	80.00	PAID	
12/31/2024	Invoice	25-2412	Thomas Backer	30 - Board Designated Funds:Chipper Cost Share	01/30/2025	80.00	80.00	PAID	
12/31/2024	Invoice	25-2417	Wendy Steinebrunner	30 - Board Designated Funds:Chipper Cost Share	01/30/2025	80.00	80.00		
12/31/2024	Invoice	25-2418	Frank Tofanelli	30 - Board Designated Funds:Chipper Cost Share	01/30/2025	80.00	80.00	PAID	
12/31/2024	Invoice	25-2419	Terri Maginnis	30 - Board Designated Funds:Chipper Cost Share	01/30/2025	80.00	80.00	PAID	
12/31/2024	Invoice	25-2420	Dustin Patterson	30 - Board Designated Funds:Chipper Cost Share	01/30/2025	80.00	80.00	PAID	
12/31/2024	Invoice	25-2416	Brian Bergfalk	30 - Board Designated Funds:Chipper Cost Share	01/30/2025	80.00	80.00		
12/31/2024	Invoice	25-2422	Bob Haydon	30 - Board Designated Funds:Chipper Cost Share	01/30/2025	80.00	80.00	PAID	
12/31/2024	Invoice	25-2414	Derek Clary	30 - Board Designated Funds:Chipper Cost Share	01/30/2025	120.00	120.00	PAID	
Total for Current						\$ 42,023.59	\$ 42,023.59	31,382.47	AMT PAID 1/22/25
TOTAL						\$ 113,293.60	\$ 95,140.46	40,623.59	1/15/25 INV
							\$ 23,134.40	PAST DUE 1/22/25	

Placer County Treasury

Profit and Loss
July - December, 2024

	TOTAL
Income	
CONTRIBUTED SUPPORT	
Chipping Service Contributions	29,955.00
Federal Grants/Contracts	8,658.36
Foundation/Trust Grants	53,434.11
State Grants	779,680.98
Total CONTRIBUTED SUPPORT	871,728.45
EARNED REVENUES	
Administrative Fees (Indirect Cost)	126,268.63
County Contracts/Fees	104,446.67
Interest Income - Operations	43,501.04
Property Tax Revenues	308,947.72
Special District - Income	63,160.11
Total EARNED REVENUES	646,324.17
Uncategorized Income	173.07
Total Income	\$1,518,225.69
GROSS PROFIT	\$1,518,225.69
Expenses	
EXPENSES	
Bank Charges & C/C Fees	759.08
Contractual Services	
Grants/Agreements/Projects	2,024,656.52
Operations	9,265.31
Total Contractual Services	2,033,921.83
Copier Lease	772.20
Education & Training Fees	4,117.20
Equipment	
Equipment for Shop > \$500	3,217.48
Office Equipment	1,105.48
Total Equipment	4,322.96
Insurance - Health Active	127,992.08
Insurance - Workmen's Compensation	32,265.04
Insurance Liability	42,641.88
Insurance-Health Retirees	19,485.60
Legal Fees	2,580.25

Placer County Treasury

Profit and Loss
July - December, 2024

	TOTAL
Materials & Supplies	
Field Supplies inc. Forestry Truck Exp	-2,001.78
Fuel	10,194.29
Grants/Agreements/Programs	34,580.33
Office Supplies	3,234.29
Shop Supplies & Equipment < \$500	1,096.32
Uniforms/Safety	627.41
Total Materials & Supplies	47,730.86
Meals and Entertainment	2,139.54
Membership Dues	9,812.00
Other Grant/Program Costs	563.18
Payroll Expenses	
Leave Wages; Holiday/Vacation/Sick/Comp	89,970.27
Payroll Tax Expense	39,907.78
PERS	47,239.05
Professional Development Leave	2,578.69
Wages	455,020.99
Total Payroll Expenses	634,716.78
Postage & Mail Delivery	238.40
Printing & Copying	3,450.45
Rent Expense	46,887.00
Repair & Maintenance	4,173.67
Subscriptions	12,690.37
Telephone (Cell) Stipends	3,145.45
Travel & Mileage	9,464.58
Unfunded Retirement Plan Expenses	30,892.00
Utilities	
PG&E	3,199.22
Phone/Internet	4,823.90
Total Utilities	8,023.12
Total EXPENSES	3,082,785.52
Total Expenses	\$3,082,785.52
NET OPERATING INCOME	\$ -1,564,559.83
NET INCOME	\$ -1,564,559.83

**Placer County Treasury
Transaction Report**

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October 1-December 31, 2024

Placer County Checking							
Date	Transaction type	Num	Name	Memo/Description	Account	Amount	Balance
Beginning Balance							1,698,234.40
10/01/2024	Journal Entry	Sept '24 Fleet Focus		Chipper and Forestry truck fuel and the Clean Truck Check Compliance Fee		-2,119.32	1,696,115.08
10/01/2024	Journal Entry	10.1.24 Stale Dtd Ck		Liana Vitousek; ck 11294197 stale dated check from 3/15/24; to be reissued		50.00	1,696,165.08
10/01/2024	Journal Entry	10.1.24 Stale Dtd Ck		Ariana Hinojosa stale dated ck from 3/14/2024		119.84	1,696,284.92
10/01/2024	Journal Entry	10.1.24 Stale Dtd Ck		Christopher Chance stale dated ck from 3/28/24		53.23	1,696,338.15
10/01/2024	Journal Entry	Void Ck to MB CC		Void Ck to MC CC; replaced w/ handwritten check		281.42	1,696,619.57
10/03/2024	Bill Payment (Check)	11324088	Cascade Fire Equipment		Accounts Payable	-1,756.73	1,694,862.84
10/03/2024	Bill Payment (Check)	11324089	Dudek LLC		Accounts Payable	-2,079.36	1,692,783.48
10/03/2024	Bill Payment (Check)	11324090	Maloney, Kathryn L.		Accounts Payable	-950.00	1,691,833.48
10/03/2024	Bill Payment (Check)	11324091	Kenneth Myatt		Accounts Payable	-18,400.00	1,673,433.48
10/03/2024	Check	11324092	Cal Card US Bank		Cal Card Credit Card	-7,595.81	1,665,837.67
10/04/2024	Journal Entry	Pay Period 07		RCD Payroll PP#07 period ending, September 20, 2024		-54,178.33	1,611,659.34
10/04/2024	Deposit					450.00	1,612,109.34
10/04/2024	Deposit		CA Association of Resource Conservation Districts		Undeposited Funds	5,079.34	1,617,188.68
10/04/2024	Deposit		CA Dept of Food and Agriculture		Undeposited Funds	4,329.77	1,621,518.45
10/04/2024	Deposit		CA Association of Resource Conservation Districts		Undeposited Funds	7,715.77	1,629,234.22
10/04/2024	Deposit		California Department of Forestry & Fire			293,702.00	1,922,936.22
10/08/2024	Bill Payment (Check)	11325059	Red Mountain Resource LLC		Accounts Payable	-63,420.17	1,859,516.05
10/08/2024	Bill Payment (Check)	11328053	Sierra Pacific Industries, Inc.		Accounts Payable	-21,126.00	1,838,390.05
10/11/2024	Deposit		Placer County Treasury		Undeposited Funds	3,000.00	1,841,390.05
10/11/2024	Deposit		CA Association of Resource Conservation Districts			6,324.90	1,847,714.95
10/15/2024	Bill Payment (Check)	11325050	Auburn Creekside LLC		Accounts Payable	-4,222.40	1,843,492.55
10/15/2024	Bill Payment (Check)	11325051	Lewis Campbell		Accounts Payable	-502.49	1,842,990.06
10/15/2024	Bill Payment (Check)	11325052	Cordi Craig		Accounts Payable	-476.60	1,842,513.46
10/15/2024	Bill Payment (Check)	11325053	Espinola, Katie P.		Accounts Payable	-124.72	1,842,388.74
10/15/2024	Bill Payment (Check)	11325054	Gwinn Construction		Accounts Payable	-2,450.00	1,839,938.74
10/15/2024	Bill Payment (Check)	11325055	HubSpot, Inc.		Accounts Payable	-7,980.00	1,831,958.74
10/15/2024	Bill Payment (Check)	11325056	Sarah Jones		Accounts Payable	-50.00	1,831,908.74
10/15/2024	Bill Payment (Check)	11325057	Ellen Murphy		Accounts Payable	-112.94	1,831,795.80
10/15/2024	Bill Payment (Check)	11325058	Brian Pimentel		Accounts Payable	-108.96	1,831,686.84
10/15/2024	Bill Payment (Check)	11325060	Reioux, Jerry		Accounts Payable	-25.00	1,831,661.84
10/15/2024	Bill Payment (Check)	11325061	NAPA Auto Parts		Accounts Payable	-56.27	1,831,605.57
10/15/2024	Bill Payment (Check)	11325062	Special District Risk Management Authority		Accounts Payable	-22,594.36	1,809,011.21
10/15/2024	Bill Payment (Check)	11325063	Scott Stephenson		Accounts Payable	-303.44	1,808,707.77
10/15/2024	Bill Payment (Check)	11325064	Donna Thomassen		Accounts Payable	-81.65	1,808,626.12
10/15/2024	Bill Payment (Check)	11325065	TUV SUD America, Inc.		Accounts Payable	-6,132.41	1,802,493.71
10/15/2024	Bill Payment (Check)	11325066	Elan Card Services, US Bank		Accounts Payable	-656.00	1,801,837.71
10/15/2024	Bill Payment (Check)	11325067	Liana Vitousek		Accounts Payable	-50.00	1,801,787.71
10/16/2024	Journal Entry	Sept Legal Fees		September legal services		-388.50	1,801,399.21
10/16/2024	Journal Entry	PR HEALTH PREM TO PC		Employee w/holding for health insurance transferred held in PR withholding acct October 2024		4,064.61	1,805,463.82

10/18/2024	Journal Entry	Pay Period 08		RCD Payroll PP#08 period ending, October 4, 2024		-53,055.33	19	1,752,408.49
10/21/2024	Deposit		CA Association of Resource Conservation Districts		Undeposited Funds	1,095.14		1,753,503.63
10/21/2024	Deposit		California Department of Forestry & Fire			2,110,135.09		3,863,638.72
10/21/2024	Payment	1841-CS134790	Travis Claxton		Accounts Receivable	80.00		3,863,718.72
10/24/2024	Bill Payment (Check)	11326437	White, Mark		Accounts Payable	-950.00		3,862,768.72
10/24/2024	Bill Payment (Check)	11326430	Darca Morgan		Accounts Payable	-460.00		3,862,308.72
10/24/2024	Bill Payment (Check)	11326431	NACD		Accounts Payable	-775.00		3,861,533.72
10/24/2024	Bill Payment (Check)	11326432	TeamLogic IT		Accounts Payable	-1,020.00		3,860,513.72
10/24/2024	Bill Payment (Check)	11326433	Scott Stephenson		Accounts Payable	-50.00		3,860,463.72
10/24/2024	Check	11326434	Cal Card US Bank		Cal Card Credit Card	-5,503.20		3,854,960.52
10/24/2024	Bill Payment (Check)	11326435	Verizon Wireless		Accounts Payable	-453.35		3,854,507.17
10/24/2024	Bill Payment (Check)	11326436	Wave Broadband		Accounts Payable	-511.91		3,853,995.26
10/29/2024	Payment		US Forest Service		Accounts Receivable	1,727.88		3,855,723.14
10/31/2024	Deposit		James Carlisle		Undeposited Funds	80.00		3,855,803.14
10/31/2024	Deposit		Placer County Water Agency - Donor		Undeposited Funds	2,222.44		3,858,025.58
10/31/2024	Deposit		Auburn Recreation District		Undeposited Funds	1,304.83		3,859,330.41
10/31/2024	Deposit		Placer County Treasury		Undeposited Funds	2,000.00		3,861,330.41
10/31/2024	Bill Payment (Check)	11328048	CARCD		Accounts Payable	-1,176.00		3,860,154.41
10/31/2024	Bill Payment (Check)	11328051	Placer Land Trust		Accounts Payable	-4,480.87		3,855,673.54
10/31/2024	Bill Payment (Check)	11328052	Red Mountain Resource LLC		Accounts Payable	-63,600.00		3,792,073.54
10/31/2024	Bill Payment (Check)	11328049	Far Western Anthropological Research Group, Inc		Accounts Payable	-5,387.06		3,786,686.48
10/31/2024	Bill Payment (Check)	11328055	Timbersmith Corporation		Accounts Payable	-62,845.90		3,723,840.58
10/31/2024	Bill Payment (Check)	11328050	Gresham, Richard		Accounts Payable	-962.00		3,722,878.58
10/31/2024	Bill Payment (Check)	11328056	TUV SUD America, Inc.		Accounts Payable	-8,921.77		3,713,956.81
10/31/2024	Bill Payment (Check)	11328054	Special District Risk Management Authority		Accounts Payable	-2,616.52		3,711,340.29
10/31/2024	Journal Entry	County Exp		Defensible space assessment pamphlet; 15,000 copies		-2,950.45		3,708,389.84
10/31/2024	Journal Entry	PC Fuel Chargers		Fuel Charges October 2024 less \$34.50 credit		-1,888.17		3,706,501.67
10/31/2024	Journal Entry	Oct Interest Earned		October 2024 Interest earned pending split to grant advances		7,972.53		3,714,474.20
11/01/2024	Journal Entry	Pay Period 09		RCD Payroll PP#09 period ending, October 18, 2024		-53,665.60		3,660,808.60
11/08/2024	Deposit		Placer County CEO		Undeposited Funds	116,980.27		3,777,788.87
11/08/2024	Deposit		Watershed Research & Training Center		Undeposited Funds	5,485.16		3,783,274.03
11/08/2024	Deposit		California Department of Forestry & Fire		Undeposited Funds	6,308.12		3,789,582.15
11/08/2024	Deposit		SDRMA		Special District - Income	135.00		3,789,717.15
11/15/2024	Journal Entry	Pay Period 10		RCD Payroll PP#10 period ending, November 1, 2024		-53,877.50		3,735,839.65
11/18/2024	Journal Entry	October Legal Fees		October legal fees		-647.50		3,735,192.15
11/18/2024	Bill Payment (Check)	11330139	Lewis Campbell		Accounts Payable	-179.78		3,735,012.37
11/18/2024	Bill Payment (Check)	11330141	David Curry		Accounts Payable	-150.00		3,734,862.37
11/18/2024	Bill Payment (Check)	11220142	Espinola, Katie P.		Accounts Payable	-50.00		3,734,812.37
11/18/2024	Bill Payment (Check)	11330143	Far Western Anthropological Research Group, Inc		Accounts Payable	-503.42		3,734,308.95
11/18/2024	Bill Payment (Check)	11330145	Georgetown Divide RCD		Accounts Payable	-513.84		3,733,795.11
11/18/2024	Bill Payment (Check)	11330146	Gresham, Richard		Accounts Payable	-893.00		3,732,902.11
11/18/2024	Bill Payment (Check)	11330147	Maloney, Kathryn L.		Accounts Payable	-950.00		3,731,952.11
11/18/2024	Bill Payment (Check)	11330150	Reioux, Jerry		Accounts Payable	-25.00		3,731,927.11
11/18/2024	Bill Payment (Check)	11330151	Scott Thorne Environ Consult,		Accounts Payable	-400.00		3,731,527.11
11/18/2024	Bill Payment (Check)	11330152	Staples		Accounts Payable	-89.00		3,731,438.11
11/18/2024	Bill Payment (Check)	11330153	Scott Stephenson		Accounts Payable	-87.58		3,731,350.53

11/18/2024	Bill Payment (Check)	11330156	White, Mark		Accounts Payable	-981.57	20	3,730,368.96
11/18/2024	Bill Payment (Check)	11330155	Liana Vitousek		Accounts Payable	-227.15		3,730,141.81
11/18/2024	Bill Payment (Check)	11330149	Brian Pimentel		Accounts Payable	-133.62		3,730,008.19
11/18/2024	Bill Payment (Check)	11330144	Andrew Fritz		Accounts Payable	-391.30		3,729,616.89
11/18/2024	Bill Payment (Check)	11330148	Ellen Murphy		Accounts Payable	-134.97		3,729,481.92
11/18/2024	Bill Payment (Check)	11330140	Cordi Craig		Accounts Payable	-434.91		3,729,047.01
11/19/2024	Deposit		Placer County Treasury		Undeposited Funds	2,000.00		3,731,047.01
11/19/2024	Deposit		California Department of Forestry & Fire			44,132.14		3,775,179.15
11/19/2024	Deposit		AT&T	Very old credit on account refunded	Special District - Income	94.16		3,775,273.31
11/20/2024	Bill Payment (Check)	11330430	Amador County RCD		Accounts Payable	-2,876.77		3,772,396.54
11/20/2024	Bill Payment (Check)	11330436	Gwinn Construction		Accounts Payable	-2,540.10		3,769,856.44
11/20/2024	Bill Payment (Check)	11330437	TeamLogic IT		Accounts Payable	-1,020.00		3,768,836.44
11/20/2024	Bill Payment (Check)	11330431	Auburn Creekside LLC		Accounts Payable	-4,222.40		3,764,614.04
11/20/2024	Bill Payment (Check)	11330434	Far Western Anthropological Research Group, Inc		Accounts Payable	-20,016.64		3,744,597.40
11/20/2024	Bill Payment (Check)	11330433	Commerce Printing		Accounts Payable	-3,157.36		3,741,440.04
11/20/2024	Bill Payment (Check)	11330435	Georgetown Divide RCD		Accounts Payable	-3,405.48		3,738,034.56
11/20/2024	Bill Payment (Check)	11330438	Special District Risk Management Authority		Accounts Payable	-20,254.20		3,717,780.36
11/20/2024	Bill Payment (Check)	11330154	Donna Thomassen		Accounts Payable	-70.09		3,717,710.27
11/20/2024	Bill Payment (Check)	11330432	Cascade Fire Equipment		Accounts Payable	-4,976.40		3,712,733.87
11/20/2024	Bill Payment (Check)	11330440	Western Placer Unified School District		Accounts Payable	-5,197.06		3,707,536.81
11/20/2024	Check	11330439			Mechanics Bank Credit Card (7708)	-2,303.72		3,705,233.09
11/27/2024	Journal Entry	Pay Period 11		RCD Payroll PP#11 period ending, November 15, 2024		-54,116.11		3,651,116.98
11/30/2024	Journal Entry	November Fuel Charges		November fuel purchases through county - pending report details from county		-1,993.31		3,649,123.67
11/30/2024	Journal Entry	Xfr Ins w/h to Treas		Employee w/holding for health insurance transferred held in PR withholding acct Nov 2024		4,781.34		3,653,905.01
11/30/2024	Journal Entry	Nov '24 Int earned		November 2024 Interest income; Placer Checking pending advance reconciliation		11,574.84		3,665,479.85
11/30/2024	Journal Entry	Nov '25 Int earned		To apportion the 15% HOPTR monies received and deposited 11/27/24 vis CS137095		399.28		3,665,879.13
11/30/2024	Journal Entry	Nov '25 Int earned		2024/25 Current Unsec Apmt #2 9/10/24-11/26/24		838.74		3,666,717.87
11/30/2024	Journal Entry	Nov '25 Int earned		2024/25 Delinquent Unsecured Apmt #1 7/1/24-11/26/24		113.05		3,666,830.92
12/06/2024	Deposit		PG&E		Due to Placer Sierra Fire Safe Council	25,000.00		3,691,830.92
12/06/2024	Deposit		California Department of Forestry & Fire			7,128.80		3,698,959.72
12/06/2024	Deposit					410.00		3,699,369.72
12/06/2024	Journal Entry	Nov Legal Fees		November Legal Fees to PC		-453.25		3,698,916.47
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		To distribute the 2024/25 SB2557 Property Tax Admin Fees changed for the 2022/23 costs to the Auditor, Tax Collector, Assessor and Assessment Appeals Board		-8,970.72		3,689,945.75
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		To apportion the 2024/25 Teeter 55% Allocation		287,125.71		3,977,071.46
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		2024/25 Reverse Apportionment #1		-9.38		3,977,062.08
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		County is now spreading R&T 5151 refund interest to the current year AB8 factors. Current year 5151 Interest distribution		-2.46		3,977,059.62
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		2024/25 Supplemental Apmt #1 07/01/24-12/19/24		5,637.76		3,982,697.38
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		To allocate the RPTFF (Redevelopment Property Tax Trust Fund) by 01/02/2025, pursuant to ABX1-26, Statutes of 2011 and AB1484, Statutes of 2012 for the Former City of Auburn RDA.		493.34		3,983,190.72

12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		To allocate the RPTFF (Redevelopment Property Tax Trust Fund) by 01/02/2025, pursuant to ABX1-26, Statutes of 2011 and AB1484, Statutes of 2012 for the Former City of Lincoln RDA.		2,532.67	3,985,723.39
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		To allocate the RPTFF (Redevelopment Property Tax Trust Fund) by 01/02/2025, pursuant to ABX1-26, Statutes of 2011 and AB1484, Statutes of 2012 for the Former Placer County RDA.		3,666.23	3,989,389.62
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		To allocate the RPTFF (Redevelopment Property Tax Trust Fund) by 01/02/2025, pursuant to ABX1-26, Statutes of 2011 and AB1484, Statutes of 2012 for the Former City of Rocklin RDA.		5,639.65	3,995,029.27
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		To allocate the RPTFF (Redevelopment Property Tax Trust Fund) by 01/02/2025, pursuant to ABX1-26, Statutes of 2011 and AB1484, Statutes of 2012 for the Former City of Roseville RDA.		559.91	3,995,589.18
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		To correct 2023/24 RDA Residual RPTTF Allocation		10.46	3,995,599.64
12/10/2024	Journal Entry	Prop Tax Alloc Dec 24		To apportion the 35% HOPTR monies received and deposited 12/31/24 via CS138927		931.66	3,996,531.30
12/12/2024	Bill Payment (Check)	11333985	CSDA		Accounts Payable	-1,537.00	3,994,994.30
12/12/2024	Bill Payment (Check)	11334004	Red Mountain Resource LLC		Accounts Payable	-63,189.00	3,931,805.30
12/12/2024	Bill Payment (Check)	11333984	Auburn Creekside LLC		Accounts Payable	-4,222.40	3,927,582.90
12/12/2024	Bill Payment (Check)	11334003	TeamLogic IT		Accounts Payable	-1,020.00	3,926,562.90
12/12/2024	Bill Payment (Check)	11333987	ParcelQuest CD Data		Accounts Payable	-2,399.00	3,924,163.90
12/12/2024	Bill Payment (Check)	11333995	Gwinn Construction		Accounts Payable	-2,540.10	3,921,623.80
12/12/2024	Bill Payment (Check)	11333991	Espinola, Katie P.		Accounts Payable	-65.28	3,921,558.52
12/12/2024	Bill Payment (Check)	11333994	Gresham, Richard		Accounts Payable	-893.00	3,920,665.52
12/12/2024	Bill Payment (Check)	11333998	Maloney, Kathryn L.		Accounts Payable	-950.00	3,919,715.52
12/12/2024	Bill Payment (Check)	11334011	White, Mark		Accounts Payable	-950.00	3,918,765.52
12/12/2024	Bill Payment (Check)	11334008	Donna Thomassen		Accounts Payable	-50.00	3,918,715.52
12/12/2024	Bill Payment (Check)	11334007	Scott Stephenson		Accounts Payable	-133.62	3,918,581.90
12/12/2024	Bill Payment (Check)	11333997	Sarah Jones		Accounts Payable	-113.40	3,918,468.50
12/12/2024	Bill Payment (Check)	11334001	Brian Pimentel		Accounts Payable	-65.94	3,918,402.56
12/12/2024	Bill Payment (Check)	11333990	Dudek LLC		Accounts Payable	-710.00	3,917,692.56
12/12/2024	Bill Payment (Check)	11333988	Chad Chaney		Accounts Payable	-52.00	3,917,640.56
12/12/2024	Bill Payment (Check)	11334006	Liliana E. Santellano		Accounts Payable	-52.00	3,917,588.56
12/12/2024	Bill Payment (Check)	11333996	Brandi Hankins		Accounts Payable	-143.36	3,917,445.20
12/12/2024	Bill Payment (Check)	11333993	Jason Graydon		Accounts Payable	-61.56	3,917,383.64
12/12/2024	Bill Payment (Check)	11334009	TUV SUD America, Inc.		Accounts Payable	-5,619.04	3,911,764.60
12/12/2024	Bill Payment (Check)	11334000	Nevada County Resource Conservation Dis		Accounts Payable	-2,950.00	3,908,814.60
12/12/2024	Bill Payment (Check)	11334002	Placer Land Trust		Accounts Payable	-54,743.17	3,854,071.43
12/12/2024	Bill Payment (Check)	11333992	Andrew Fritz		Accounts Payable	-237.27	3,853,834.16
12/12/2024	Bill Payment (Check)	11334005	NAPA Auto Parts		Accounts Payable	-206.18	3,853,627.98
12/12/2024	Bill Payment (Check)	11333986	Lewis Campbell		Accounts Payable	-842.42	3,852,785.56
12/12/2024	Bill Payment (Check)	11333989	Cordi Craig		Accounts Payable	-524.45	3,852,261.11
12/12/2024	Bill Payment (Check)	11333999	Ellen Murphy		Accounts Payable	-166.79	3,852,094.32
12/12/2024	Check	11334010	Cal Card US Bank		Cal Card Credit Card	-4,282.41	3,847,811.91
12/13/2024	Journal Entry	Pay Period 12		RCD Payroll PP#12 period ending, November 29, 2024		-53,129.72	3,794,682.19
12/13/2024	Deposit		Placer County Treasury		Undeposited Funds	4,500.00	3,799,182.19
12/13/2024	Deposit					275.00	3,799,457.19
12/19/2024	Deposit		California Department of Forestry & Fire		Undeposited Funds	8,300.54	3,807,757.73
12/19/2024	Deposit		Grant Macomber		Undeposited Funds	120.00	3,807,877.73

12/19/2024	Bill Payment (Check)	11334807	Dept. Forestry & Fire Protectn		Accounts Payable	-541.25	22	3,807,336.48
12/20/2024	Payment		One Tree Planted, Inc.		Accounts Receivable	11,900.00		3,819,236.48
12/23/2024	Bill Payment (Check)	11335164	Cascade Fire Equipment		Accounts Payable	-6,837.48		3,812,399.00
12/23/2024	Bill Payment (Check)	11335165	Dario Davidson		Accounts Payable	-300.00		3,812,099.00
12/23/2024	Bill Payment (Check)	11335166	Gill Gurjant		Accounts Payable	-29,638.49		3,782,460.51
12/23/2024	Bill Payment (Check)	11335167	Red Mountain Resource LLC		Accounts Payable	-98,652.00		3,683,808.51
12/23/2024	Bill Payment (Check)	11335168	Reioux, Jerry		Accounts Payable	-44.16		3,683,764.35
12/23/2024	Bill Payment (Check)	11335169	Liliana E. Santellano		Accounts Payable	-19.87		3,683,744.48
12/23/2024	Bill Payment (Check)	11335170	Sierra Pacific Industries, Inc.		Accounts Payable	-45,962.24		3,637,782.24
12/23/2024	Bill Payment (Check)	11335171	Special District Risk Management Authority		Accounts Payable	-22,306.38		3,615,475.86
12/23/2024	Bill Payment (Check)	11335172	Timbersmith Corporation		Accounts Payable	-44,999.96		3,570,475.90
12/23/2024	Bill Payment (Check)	11335173	Elan Card Services, US Bank		Accounts Payable	-224.00		3,570,251.90
12/23/2024	Bill Payment (Check)	11335174	Liana Vitousek		Accounts Payable	-80.82		3,570,171.08
12/23/2024	Bill Payment (Check)	11335175	Volcano Creek Enterprises, Inc.		Accounts Payable	-47,500.00		3,522,671.08
12/23/2024	Bill Payment (Check)	11335176	White, Mark		Accounts Payable	-31.43		3,522,639.65
12/27/2024	Journal Entry	Pay Period 13		PP#13 period ending, December 13, 2024		-53,581.14		3,469,058.51
12/31/2024	Journal Entry	Interest Inc Dec 2024		December 2024 Interest income; Placer Checking pending advance reconciliation		11,670.17		3,480,728.68
12/31/2024	Journal Entry	Dec '24 Fleet Focus		Dec '24 Fleet Focus		-1,837.00		3,478,891.68
12/31/2024	Journal Entry	Dec '24 INS PR JE		Employee w/holding for health insurance transferred held in PR withholding acct December 2024		3,481.23		3,482,372.91
						\$1,784,138.51		
						\$1,784,138.51		
Accrual Basis Wednesday, January 22, 2025 06:58 PM GMTZ								

PLACER COUNTY RESOURCE CONSERVATION DISTRICT
PARS OPEB Trust Program

Account Report for the Period
12/1/2024 to 12/31/2024

Sarah Jones
Executive Director
Placer County Resource Conservation District
11641 Blocker Drive, Ste 120
Auburn, CA 95603

Account Summary

Source	Beginning Balance as of 12/1/2024	Contributions	Earnings	Expenses	Distributions	Transfers	Ending Balance as of 12/31/2024
OPEB	\$245,209.31	\$0.00	-\$6,455.81	\$118.76	\$0.00	\$0.00	\$238,634.74
Totals	\$245,209.31	\$0.00	-\$6,455.81	\$118.76	\$0.00	\$0.00	\$238,634.74

Investment Selection

Source	
OPEB	Balanced - Strategic Blend

Investment Objective

Source	
OPEB	The dual goals of the Balanced Strategy are growth of principal and income. While dividend and interest income are an important component of the objective's total return, it is expected that capital appreciation will comprise a larger portion of the total return. The portfolio will be allocated between equity and fixed income investments.

Investment Return

Source	1-Month	3-Months	1-Year	Annualized Return			Plan's Inception Date
				3-Years	5-Years	10-Years	
OPEB	-2.63%	-1.26%	11.09%	2.99%	6.73%	6.26%	4/3/2014

Information as provided by US Bank, Trustee for PARS; Not FDIC Insured; No Bank Guarantee; May Lose Value
Past performance does not guarantee future results. Performance returns may not reflect the deduction of applicable fees, which could reduce returns. Information is deemed reliable but may be subject to change.
Investment Return: Annualized rate of return is the return on an investment over a period other than one year multiplied or divided to give a comparable one-year return.
Account balances are inclusive of Trust Administration, Trustee and Investment Management fees

OFFICERS

3.1 Officers

The officers of the District shall be members of the Board and duly elected. The officers shall include a Chair, Vice-Chair, Secretary/Treasurer. The Chair, Vice-Chair and additional officers, as may be designated by the Board, shall be elected by the Board at the first regular meeting in January of each year, or in the case of a year in which there has been an election of one (1) or more members of the Board, at the first regular meeting following certification of the results of said appointment. Each officer so elected shall serve a term of one (1) year, provided, however, that an officer may resign at any time or be removed by majority vote of the other members of the Board then in office at any regular or special meeting of the Board, so long as such item is placed on the agenda in a manner consistent with Government Code Sections 54950, et seq., otherwise known and referred to herein as the Ralph M. Brown Act ("Brown Act"). In the event of a resignation or removal of an officer, the Board shall elect a successor to serve for the remainder of that officer's unexpired term.

3.2 Chair

The Board shall elect one (1) of its members to act as Chair and, if at any time the Chair shall be unable to act, the Vice-Chair shall assume the role and perform all duties of the Chair. The duties of the Chair, or acting officer, include:

- (a) Presiding over all meetings of the Board;
- (b) Signing contracts, conveyances and other instruments in writing as the Board shall authorize or direct the Chair to sign;
- (c) Being responsible for coordination and liaison with District legal counsel, auditors and other consultants who report directly to the Board, unless delegated to the Executive Director;
- (d) Designating members of the Board to undertake special responsibilities and to report to the Board on those activities;
- (e) Representing the Board at official functions when necessary, serve as the spokesperson for the Board regarding Board actions, and keep the Board informed of such occasions; and
- (f) Performing other duties as they pertain to the office, as prescribed by the Board.

3.3 Vice-Chair

In the absence or inability of the Chair to serve, the Vice-Chair shall perform the duties of the Chair, and shall perform other duties pertaining to the office as are prescribed by the Board.

3.4 Secretary/Treasurer

The Secretary/Treasurer to the Board shall be appointed by the Board. The Secretary to the Board, or his or her designee, shall be present at all regular, special and adjourned meetings of the Board and be responsible for:

- (a) Keeping records of all actions, proceedings, and minutes of meetings of the Board and maintaining such records in the office of the District;
- (b) Seeing that all ordinances and resolutions of the Board are properly recorded and are maintained in the office of the District;
- (c) Posting all notices required either by applicable law or these Bylaws;
- (d) Administering oaths and affirmations.

3.5 Additional Officers

The Board may create additional offices as the business of the District may require. The elected officer shall hold office for a specified period of time, have authority, and perform such duties as are provided in these Bylaws, or as the Board determines from time to time. Additional offices may be filled either by members or non-members of the Board.



Placer County Local Agency Formation Commission
110 Maple Street Auburn, CA 95603 | (530) 889-4097

January 17, 2025

COMMISSIONERS

Cindy Gustafson
Chair
(County)

Joshua Alpine
Vice Chair
(Special District)

Trinity Burruss
(City)

Whitney Eklund
(City)

Shanti Landon
(County)

Susan Rohan
(Public)

Vacant
(Special District)

ALTERNATE COMMISSIONERS

David Bass
(City)

Anthony DeMattei
(County)

Judy Friedman
(Special District)

Cherri Spriggs
(Public)

Stephanie Youngblood
(City)

COUNSEL

Michael Walker
General Counsel

STAFF

Michelle McIntyre
Executive Officer

Amanda Ross
Acting Assistant
Executive Officer

Amy Engle
Commission Clerk

Presiding Officer
Independent Special Districts of Placer County

Subject: Call for Nominations to Fill Vacant Seat on LAFCO

Dear Presiding Officer,

I hope this letter finds you well. I am writing to inform you that the Placer County Local Agency Formation Commission (LAFCO) currently has one vacant voting member seat representing independent special districts. I am pleased to invite each board presiding officer (Board Chair) to nominate a candidate to fill this vacancy. You may nominate any director —yourself included— currently serving on an independent special district board. The selected candidate will serve the remaining term of the vacant seat, which ends in May 2026.

To ensure the validity of your nomination, please adhere to the guidelines outlined below:

➤ **Presiding Officer Signature:** You, the presiding officer of your special district, must sign the nomination form. (The nomination does not require action by the full board at a district meeting.)

➤ **Delegation of Authority:** *If* the presiding officer has delegated the authority to nominate a candidate to another director on the District Board, a copy of the relevant meeting minutes or minute order documenting this delegation must be included.

➤ **Nomination Period:** begins today, January 17, 2025, and will close on **Thursday, February 27, 2025, at 4:00 PM.**

Nominations must be submitted via email using the attached nomination form. Each nominee should also include a one-page statement of qualifications and the nomination form. Please be aware that nominations received after the deadline will not be accepted.

Call for Nominations to Fill Vacant Seat on LAFCO
January 17, 2025

Once the nomination period concludes, LAFCO staff will email ballots, statements of qualifications, and voting instructions to each district.

If you have any questions or need further assistance, please do not hesitate to contact LAFCO staff at (530) 889-4097 or lafco@placer.ca.gov. Thank you for your attention to this important matter, and I look forward to your participation.

Sincerely,

Michelle McIntyre

Michelle McIntyre, Executive Officer
Placer LAFCO



Placer County Independent Special District Selection Committee
Nomination Form
Regular Voting Member

Please use this form to nominate a director on a Placer County Independent Special District board to run for the upcoming vacant regular voting member seat on the LAFCO Commission.

Nominee's Name	Position of Nominee	Originating District

Name of Nominating District: _____

Printed Name of Presiding Officer: _____

Signature of Presiding Officer: _____

(Signature Required)¹

- Minutes Attached (Optional)
- Statement of Qualifications Attached

Please email completed nomination forms to lafco@placer.ca.gov
by **Thursday, February 27, 2025, at 4 PM**

¹ The nominating district's presiding officer must sign this form unless the district's board has delegated authority to another person to nominate a director on behalf of the district. If this form is signed by such a delegee, please include the district's meeting minutes or minute order evidencing the delegation.

Total Compensation Study Proposal Review and Staff Recommendation

	Bryce Consulting	Cascade Emp Ass	CPS HR Cons	Gallager/formerly Koff
Proposed Cost	14,440.00	10,920.00	43,160.00	39,270.00
Project Schedule	12 wks	May/June 2025	24 weeks	15-16 weeks
		need to join an assoc or 1x1.5		

- District staff recommend the Total Compensation Study be awarded to Bryce Consulting. They were given a glowing reference from a local special district and from our Auditor, whose client highly recommends them. They are within our budget and are based in Folsom.
- CPS HR Consulting and Gallager are over our allocated budget.
- Cascade Employers Association has a low bid, however that price is contingent on Placer RCD joining their association. They are based in Oregon and did not indicate they have experience working with California special districts.

BRYCE
CONSULTING

PROPOSAL TO CONDUCT A COMPENSATION
STUDY FOR
PLACER RESOURCE CONSERVATION
DISTRICT- 2025



BRYCE CONSULTING

1024 Iron Point Road, Ste. 100

Folsom, CA 95630

(916) 974-0199

www.bryceconsulting.com



January 17, 2025

Ms. Donna Thomassen
Administration and Finance Director
Placer Resource Conservation District

Re: Compensation Study

Dear Ms. Thomassen:

Thank you very much for the opportunity to submit a proposal to conduct a compensation study for the Placer Resource Conservation District. Bryce Consulting is located in Folsom, California and was formed in July 1995 to provide management consulting services to local government clients including classification and compensation, recruitment and selection, organizational development, and training. We have broad experience providing consulting services to cities, counties, and special districts. While our consulting team is small, it has extensive experience dealing with local government service delivery, restructuring, and personnel management efforts and allows for each consultant to be intimately involved in all aspects of the study. The corporation includes two Principals with a wealth of knowledge regarding compensation practices in California.

We recognize the importance of maintaining a meaningful and competitive compensation plan reflective of today's organization. The firm will devote all necessary resources to undertake a successful study of District classifications. We will work with the organization at every step during the project to maintain open communication, provide regular status up-dates, and ensure the successful accomplishment of the study's objectives. Bryce Consulting prides itself on client responsiveness. As such, all clients are provided contact information for the Principals of the firm including cell phone numbers so that questions and issues can be resolved as soon as possible.

Again, thank you for the opportunity to be considered for this project. Shellie Anderson is authorized to represent the firm on matters related to the RFP. If you need additional information, please contact Ms. Anderson at:

Shellie Anderson, Principal
Bryce Consulting, Inc.
sanderson@bryceconsulting.com
916-974-0199
1024 Iron Point Road, Ste. 100
Folsom, CA 95630

Sincerely,

Shellie Anderson, Principal

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I. PROJECT WORKPLAN

This section of the proposal is intended to place the overall assignment in perspective.

STUDY OBJECTIVES

The Placer Resource Conservation District is seeking highly qualified consulting assistance to conduct a comprehensive compensation study including 14 survey classifications.

INVOLVEMENT OF STUDY PARTICIPANTS

While there is no one way to approach participation, the following outlines an approach which has been successful, with various modifications, for other organizations.

Board of Directors: The Board of Directors, and/or committee of the Board of Directors, typically has a role in the study process that includes providing policy level direction regarding accepting survey findings for the organization.

Executive Director: The Executive Director is typically consulted on the initial study process and discussion of project goals as well as a review of findings and recommendations prior to finalizing the study.

Administration and Finance Director: The Administration and Finance Director, or designee, would normally provide the consultant with day-to-day guidance and administrative direction and be intimately involved in the review of findings and recommendations.

The study process presented on the following pages is designed to achieve the specific objectives. Each task has been carefully tailored to meet the District's needs and is intended to ensure:

Client Involvement – Study results will be thoroughly reviewed with the District prior to finalization.

Quality - Study results are based on sound technical methods and provide the District with quality compensation recommendations that are acceptable and can be implemented.

Service And Value - The assignment is completed on time and in the most efficient and effective manner possible to ensure that the District receives the greatest value for its consulting dollar.

COMPENSATION STUDY METHODOLOGY

The following is the methodology Bryce Consulting utilizes for conducting market studies.

Task 1 - Project Initiation

This task involves all steps required to initiate the project and includes a review and finalization of the study objectives, study process, project deliverables, and discussion of general questions and concerns with the Administration and Finance Director. Additionally, the consultant will meet with the District's Committee to finalize goals, process, and schedule.

Task 2 – Research and Confirm Compensation Survey Parameters with Committee

This task will result in researching, recommending, and confirming the compensation survey parameters with the Committee. These parameters will be consistent with the District’s overall salary plan and will include the following:

Labor Market – The overall objective in selecting survey employers is to define as accurately as possible the District’s "Labor Market" based on size, services, and geographic location. A labor market consists of those employers with whom the District would compete with for employees. Bryce will research and recommend agencies based on population served, full-time employees and budget (size), services, and geographic location. Typically, 10 agencies are surveyed.

Survey Classes – The survey classes would be representative of all levels of classifications and job series. Typically benchmark classifications are selected for data collection and the recommendations for non-benchmark classes are based on internal alignment. For example, where a series exists, it is standard practice to survey the journey level in the series with the entry and advanced journey levels set a certain percentage below and above the journey level. Given the relatively small size of the District, it is anticipated that all or nearly all of the classifications will be surveyed.

Survey Methodology - The third key survey parameter is the clear definition of what data will be collected, how it will be analyzed, and in what form it will be presented. Typically, the following data is collected:

- Title of comparable class
- Minimum and maximum annual salary
- Employer pick-up of the employee contribution for retirement (new “Classic” members)
- Employer contribution towards deferred compensation
- Employer contribution towards cafeteria plan, health, dental, vision insurance
- Education/certification incentive pay
- Employer paid life insurance
- Employer paid long term disability insurance
- Retiree Health Savings Account contribution
- Social Security
- Employee pick-up of employer contribution for retirement
- Date and amount of next cost of living increase
- Retiree health benefits
- Leave benefits

Task 3 - Contact Survey Employers and Prepare Information Packet

Once the above task is completed, the consultant will do a thorough review of each agency’s websites for budget documents, salary schedules, job descriptions, and Memorandum of Understanding. The

consultant will then contact each survey employer to elicit cooperation, explain the scope of the survey, and who the study is being conducted for and what information is needed.

Task 4 - Collect and Analyze Survey Data

The consultant will review all available documents to determine comparability of classifications based on organizational level, duties, and requirements, and to document salary and benefit information. Once the data is collected it will be thoroughly analyzed utilizing an electronic spreadsheet. It is anticipated that this analysis would include a detailed presentation of base salary information for each survey class including the name of the comparable class, the entry and top salary, the median, mean, or other percentile of top salary paid by the labor market, and a comparison between the labor market and the District's maximum salary for each survey classification. The spreadsheet will also show the total cash and total compensation calculations and the comparison between the District and the labor market.

Task 5 - Review Preliminary Survey Results with the District

Following the preliminary analysis of the survey data, the consultant will conduct an in-depth review of the survey results with the Administration and Finance Director. The purpose of this review is to identify any additional information needed or areas that require further analysis.

Task 6 – Follow Up Data Collection

During the review phase of the study the consultant will collect any additional information needed or requested.

Task 7 – Prepare Preliminary Salary Plan and Internal Relationship Analysis

The consultant will prepare salary range recommendations for all classifications based on relevant labor market data and internal relationship guidelines recommended by the consultant. The internal alignment analysis will link classifications that were not surveyed or where insufficient market data resulted, based on organizational level, scope of work, and requirements. The internal alignment analysis also validates the market data to ensure that the results of the compensation study do not result in compaction between classifications.

Task 8 - Review and Revise Salary Plan with the District

Following the completion of the above, the consultant will review the draft salary plan and internal relationship analysis with the Administration and Finance Director.

Task 9 - Prepare and Review Compensation Survey Report and Recommendations

The consultant will prepare a comprehensive compensation survey report for District review. The report will include methodology, results, recommendations, and guidance for administering the compensation plan including employee progression methodology, compensation plan maintenance (i.e. market studies, cost of living adjustments, internal equity) and updates to compensation-related policies.

Task 10 – Presentation to Committee

The consultant will present the findings and recommendations to the Committee and receive, research, and respond to any questions. At the conclusion of the presentation, any modifications to the report will be made.

Task 11 – Presentation to Board of Directors

The final report will be presented to the Board of Directors.

The following provides a detailed schedule, and the cost associated with the project.

PLACER RESOURCE CONSERVATION DISTRICT				
PROJECT SCHEDULE AND COSTS				
TASK		HOURS	COST	WEEK
1.	Project Initiation	4	\$760	1
2.	Research and Confirm Survey Parameters with Committee	8	\$1,520	2 - 3
3.	Contact Survey Employers and Prepare Information Packet	2	\$380	4
4.	Collect and Analyze Survey Data	34	\$6,460	4 - 6
5.	Review Preliminary Survey Results with the District	2	\$380	7
6.	Conduct Follow-up Data Collection	2	\$380	8
7.	Prepare Preliminary Salary Plan and Internal Relationship Analysis	4	\$760	9
8.	Review and Revise Salary Plan with District	2	\$380	10
9.	Prepare and Review Compensation Study Report and Recommendations	8	\$1,520	11
10.	Presentation to Committee	6	\$1,140	12
11.	Presentation to Board of Directors	4	\$760	TBD
	Compensation Study Hours and Cost	76	\$14,440	

We are prepared to begin immediately upon the execution of a contract and can complete all tasks associated with the compensation study in approximately 12 weeks as displayed in the proposed project work schedule. The professional services fees for the compensation study would amount to \$14,440. This cost includes 76 hours for professional services at an hourly rate of \$190. Professional service costs will be billed and paid monthly. It is anticipated that the majority of work will be conducted remotely.

II. REFERENCES

Central Contra Costa Sanitary District

Teji O'Malley, Human Resources Manager
(925) 335-7744

tomalley@centralsan.org

Central Contra Costa Sanitary District is a past client. Bryce has conducted four compensation studies for the District since 2017, with the most recently completed in 2024 consisting of 18 survey agencies and 54 survey classifications.

Citrus Heights Water District

Brittney Moore, Administrative Services Manager
(916) 735-7711

Bmoore@chwd.org

6230 Sylvan Road, Citrus Heights, CA. 95610

Citrus Heights Water District is a current client. Bryce has conducted seven compensation and/or benefit studies for the District since 2016 and is the process of completing a compensation study involving 17 agencies and 19 water related and administrative classifications.

City of Napa

MJ Tueros, Human Resources Manager
(707) 257-9505

mtueros@citynapa.org

1541 Second Street, Napa, Ca 94559

The City of Napa is a current client. Bryce Consulting completed a compensation study for management classifications that included 10 survey agencies and 53 survey classifications. In addition, Bryce Consulting has conducted classification studies for the City as well as reviewed and recommended organizational changes for select City departments. Bryce has also completed a compensation study for non-management classifications that included 12 survey agencies and 35 classifications.

City of Roseville

Stacey Peterson, Human Resources Director
(916) 774-5475

Speterson@roseville.ca.us

311 Vernon Street, Roseville, CA 95768

The City of Roseville is a long-term and current client. Bryce conducted a City-wide classification study of over 1,200 positions and has conducted multiple City-wide total compensation studies over the years with the most recent including approximately 16 survey agencies and 105 benchmark classifications. Bryce continues to support the City with classification and compensation studies as needed.

Placer County Water Agency

Nicole Skarda, Director of Administrative Services

(530) 823-4958

nskarda@pcwa.net

144 Ferguson Road, Auburn, CA 95603

Bryce Consulting provides ongoing assistance to the Agency, conducting compensation studies, reviewing positions for classification purposes, and developing job descriptions.

San Juan Water District

Donna Silva, Director of Finance

(916) 791-6907

dsilva@sjwd.org

9935 Auburn Folsom Road, Granite Bay, CA 95746

San Juan Water District is a long-term and current client. Bryce Consulting has assisted the District with multiple recruitments, conducted an organizational/succession planning study and concluded a District-wide compensation study that included 29 survey classifications and 14 agencies in 2019 and 2022.

III. CORPORATE QUALIFICATIONS AND RESUMES

Bryce Consulting, Inc. was formed in July 1995 to provide the full range of human resource consulting services to governmental clients. We offer comprehensive and integrated advisory services in the areas of human resources management, recruitment and selection, organizational development, and training. Our scope and approach to consulting is based on a solid foundation of professional experience in providing consulting services to local governments.

SERVICES

Bryce Consulting offers a comprehensive range of human resource consulting services including:

Classification and Compensation - This area of the practice includes the development, installation, and modification of all or part of an agency's classification plan and compensation program. Typical study results include compensation policy development; the preparation of class specifications and career ladders that comply with the ADA; internal salary relationship analysis; external compensation surveys; and the development of a revised compensation plan.

Organizational and Management Review and Analysis - This practice area includes the review, analysis and development of organizational structure, staffing, levels, reporting relationships, workflow, and management control systems. Specific tasks include detailed operational and organizational data collection, analysis of current systems and processes, and development of new or modified organizational and operational structures to create operational efficiencies, workload balance and appropriate staffing levels. Implementation includes facilitated processes with management, individual staff, and entire work groups to ensure the broadest understanding and success of the study recommendations.

Human Resources Systems - Typical assignments in this area result in the development or modification of the basic policy and administrative framework for the agency's human resource management system. Study results include the preparation of personnel rules, policies, and procedures, and employee handbooks.

Performance Appraisal - This service area involves the development and installation of comprehensive performance appraisal systems for both management and non-management staff. These systems are complete and include the necessary forms, procedure manuals, and the training of management and supervisory staff.

RESUMES

Our consulting team has extensive experience dealing with local government service delivery, restructuring, and personnel management efforts. Shellie Anderson will serve as project manager for this study and will assume responsibility for on-going client contact, survey design, data analysis, and

preparation and presentation of reports. Stacy James will serve as lead for data collection.

SHELLIE ANDERSON

Shellie Anderson is a principal with the firm who brings 25 years of human resource consulting experience within the State of California, specifically within the public sector. Her background includes managing and participating in compensation and classification studies of varying sizes, organizational analyses, recruitment and selection, development of performance evaluation systems, and succession planning. Ms. Anderson has personally completed hundreds of compensation studies and has worked with a variety of public agencies including the State of California, cities, counties, and electric, water, wastewater, and irrigation districts. Ms. Anderson has successfully worked with labor-management groups on multiple studies, to ensure successful accomplishment of study objectives. Ms. Anderson received a Bachelor's degree in Psychology and a Master's degree in Industrial and Organizational Psychology from the California State University, Sacramento. In addition, Ms. Anderson is a Certified Senior Professional in Human Resources. Ms. Anderson served on the Board for the IPMA – HR Sacramento Mother Lode Chapter for nearly a decade.

STACY JAMES

Stacy James is a principal with the firms who brings 18 years of professional human resources experience within the State of California including classification and compensation, recruitment and selection, development of work policies and procedures, and performance appraisal design. Ms. James previously oversaw the personnel practices in nine California Counties for social services and child support services departments which included serving as a business partner, conducting recruitments, determining and developing a variety of assessment processes, conducting job analyses, conducting classification studies, and providing training on rules and regulations governing the departments' merit system. Ms. James has extensive experience with compensation data collection and analysis. In addition, Ms. James has served as consultant to a variety of State agencies, counties, cities, non-profits, and special districts in the State of California. Ms. James earned her Bachelor's degree in Psychology from California State University, Sacramento.



Subject: Placer Resource Conservation District Total Compensation Study RFP

Cascade Employers Association

Lindsay Hill

Director of Compensation Services

4068 Hudson Avenue N.E.

Salem, Oregon 97301

503.585.4320

lhill@cascadeemployers.com



Dear Placer Resource Conservation District,

November 22, 2024

As per your request for proposal, Placer Resource Conservation District is seeking proposals from qualified consultants to provide compensation consulting services. Cascade Employers Association appreciates the opportunity to submit a proposal.

Since 1947, Cascade Employers Association has been a trusted source and vital partner for employment knowledge and support in the areas of human resource management, market pay and benefit data, total compensation plan design, pay equity assessments, performance management, supervisory/management training and development, employment law, occupational safety and employee benefits. Cascade Employers Association offers professional services and programs that are aimed at helping employers recruit, manage and retain an outstanding workforce that will contribute to business success. Providing compensation services to over 2,000 members in Oregon, California, Washington and Nevada, reflecting over 100 industries, Cascade is viewed as a valued asset and partner to many area employers. With the wide variety of industries reflected by our members, Cascade has developed the capacity to learn what makes each industry unique in a very short period of time. Our mission is "Building better workplaces through compliance, culture, connection" and we do this with each member we partner with.

California Employers Association has a mutual agreement with Cascade Employers Association to provide exceptional Compensation Support Services. California Employers Association was founded in 1937. California Employers Association is a not-for-profit employers association that serves over 10,000 businesses throughout California. Our three primary offerings are: membership, consulting, and training. Membership provides valuable support, tools, and resources to owners, managers and HR professionals to assist in the day-to-day human resources functions, including web access with labor law database with information for all 50 states. CEA's consulting and training services help California employers on a wide range of HR and management issues including expertise in wage and hour compliance, employee handbooks, recruitment, union negotiations and organizational development. We have strong values of integrity, making a difference, providing the highest quality professional support, being responsive and utilizing teamwork to support businesses in achieving successful results. Our mission is to provide employers peace of mind with exceptional HR compliance solutions, training, and recruiting.

As an organization, Cascade has a reputation for customized service in areas such as pay and benefits analysis, total compensation plan design and alignment, pay equity analysis, job description work, performance management, training and development, employment program audits and assessments, diversity equity and inclusion, and employee recruitment and selection. Cascade's professional staff emphasizes alignment of all HR related programs and practices (including the allocation of compensation elements) with the unique goals and culture of each employer served.

Our compensation project team has within its shared resources, many years of compensation and consulting experience. Each year our project team completes numerous large consulting projects and has grown significantly in recent years both in revenue and staff level. Last year we completed over 30 large base pay studies, in addition to single position market assessments, pay equity studies, hourly compensation consulting, etc. We worked with approximately 140 different members on compensation projects last year. Cascade Employers Association's Compensation Team is committed to excellent results and ensuring that the client is completely satisfied at project completion.

Thank you for considering us for this wonderful opportunity and we look forward to the potential partnership. Please call or e-mail us if you have any questions or if you would like to discuss changes to our proposal. We look forward to hearing from you regarding the opportunity to work with Placer Resource Conservation District of on this important project.

Sincerely,

Cascade Employers Association

Lindsay Hill, Director of Compensation Services
4068 Hudson Avenue N.E.
Salem, Oregon 97301
503.585.4320
lhill@cascadeemployers.com



Cascade Employers Association

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compliance, culture, connection

Approach to Scope of Work

Below is a preliminary approach to scope of work that can be adjusted depending on needs and preferences.

Cascade Employers Association understands that the goal of this study is to create an equitable, reliable, and competitive compensation system that aligns with Placer Resource Conservation District's mission, promotes equity and transparency, attract and retains qualified individuals, and supports employee growth and development.

This study will result in a comprehensive analysis of wages and benefits, a revised salary schedule, and recommendations for implementing the recommendation of the study. This will include salary determination, benefits analysis, employee progression methods, and related compensation policies. Cascade understands that the plan must ensure internal equity, competitive pay with comparable agencies, and alignment with the missions, structures, and financial constraints of the Placer RCD.

Cascade Employers Association will begin the project with virtual meetings including key representatives to get a complete understanding of the project scope, current compensation program, data necessary for the analysis, and how best to proceed with the project. As part of this work, data methodology will be discussed to ensure all parties are on the same page before data analysis begins. Cascade will look to Placer RCD to help determine which agencies they would like to be compared with and any available contact information for those agencies to be able to access their data if not readily available online.

Next, Cascade will compile pay and benefits data from the determined agencies. As part of this process, Cascade assumes that current job descriptions are available to be able to determine what roles are comparable at other agencies. If current job descriptions are not available, Cascade can support this work with an additional add to the scope of the project.

Once data is compiled, Cascade will compare current compensation practices to this data to provide recommended adjustments to current practices. Cascade will also provide strategies and options for reconciling differences in current total compensation and where desired total compensation is based on the study. Cascade will also provide resources for determining how pay is set going forward and increased, based on factors that are in compliance with pay equity. Cascade will also support with development of a compensation philosophy and strategy and/or policy for detailing out the updated compensation program to ensure consistent use and transparency for employees.

We value the Placer RCD's input and internal knowledge and will check in during each of these steps and make any adjustments as appropriate.



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Cost Estimate

Project Deliverable	Estimated Time In Hours	Estimated Cost	Estimated Timeline
Introductory meeting and information gathering	2	\$560	February 2025
Compiling data from multiple comparable agencies for 14 roles. <i>(It is recommended to utilize 3-5 data sources. If more sources are utilized, the timeline and cost may increase)</i>	20	\$5,600	February - April 2025
Finalize data recommendations and provide report to Placer RCD	5	\$1,400	End of April 2025
Adjust based on any recommendations	5	\$1,400	May 2025
Implementation Support	5	\$1,400	May 2025
Provide Final Report	2	\$560	May/June 2025
Total Estimate	39	\$10,920	

Project will be billed hourly at member rate of \$280 per hour. In order to utilize member rates, Placer RCD must be a member with California Employers Association. Otherwise nonmember rates apply at 1.5x.

Billing will take place at the end of each month for the work performed in that month.

Timeline and scope can be adjusted as needed.

This pricing is valid for 90 days from the date listed above. The rates above reflect member rates and membership must be maintained throughout the project or nonmember rates will apply at 1.5x. If additional services are requested, the payment schedule may be altered to reflect the revised costs. The estimates included reflect the typical work associated with these projects (e.g., project meetings, number of benchmark jobs, and number of hours). While we welcome the opportunity to provide greater support, additional fees may be necessary. We will seek your approval of any such costs before starting any additional work. Expenses related to this project will be additional.

Current [membership pricing](#) and options can be found on California Employers Association's website.



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Client References – Similar Compensation Projects

Coos Watershed Association

Haley Lutz
PO Box 388
Coos Bay, OR 97420
541-888-5922

hlutz@cooswatershed.org

Analyzed employee compensation compared to comparable sources, created a salary structure, developed a tool to slot employees within the pay structure based on experience and education, developed a compensation philosophy and strategy and helped maintain the system for the past few years.

Salem-Keizer School District

Catherine Johnson
PO Box 12024
Salem, OR 97309
503-399-3061

johnston_catherine@salkeiz.k12.or.us

Performed a large compensation study for over 200 roles with 8 comparable public school districts and provided updated recommended ranges and a comparison to current practices.

California Municipal Utilities Association

Barry Moline
915 L Street Suite 1210
Sacramento, CA 95814
916-827-7027

bmoline@cmua.org

Performed two total compensation assessments for their staff including base pay, variable pay and benefits.



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Consultant Profiles

Lindsay Hill

Director of Compensation Services

lhill@cascadeemployers.com

As the Director of Compensation Services, Lindsay provides professional level compensation support with a focus on understanding business needs to develop and implement comprehensive compensation solutions. Her experience with compensation in a variety of industries enables her to effectively tailor compensation strategies to specific employer needs. Lindsay earned her Bachelor's degree in Business - Human Resources Management from Portland State University. She holds a Certified Compensation Professional (CCP) certification and a Global Remuneration Professional (GRP) certification from WorldatWork.

Margaret Oglesby

Compensation Consultant

moglesby@cascadeemployers.com

With nearly a decade providing HR services in performance management, employee relations, recruitment, and organizational development, Margaret has found a true passion delivering impactful compensation solutions and strategies for large and small clients in various stages of their business cycle. Margaret cultivates authentic relationships with our member employers to deliver optimal strategies that drive business results. Margaret holds a Bachelor of Science in Psychology and Master's degree in Conflict Analysis and Resolution from George Mason University. She is a member of the Society for Human Resources Management and currently working towards SHRM-CP certification.

Olivia Steelman

Compensation Consultant

osteelman@cascadeemployers.com

A warm and collaborative professional, Olivia brings experience in HR with a strong focus on recruitment best practices, developing equitable and inclusive hiring practices, and more. She is passionate about bringing an equity mindset to compensation practices while helping members be competitive employers in ever-changing markets. Olivia holds a Bachelor of Arts degree from Oregon State University in Sociology and double-minored in French and Business & Entrepreneurship.

CALIFORNIA
TEXAS
COLORADO



PROPOSAL

Placer Resource Conservation District

RFP for Total Compensation Study

January 17, 2025

Submitted by:

Vicki Quintero Brashear

Chief of Client Services

CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA 95834

P: (916) 471-3481, vbrashear@cpshr.us

Tax ID: 68-0067209

www.cpshr.us

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Cover Letter

January 17, 2025

Donna Thomassen
Admin & Finance Director
Placer Resource Conservation District
281 Nevada St.
Auburn, CA 95603

Submitted via e-mail to: donna@plcerrcd.org

Dear Ms. Thomassen:

CPS HR Consulting (CPS HR) is pleased to submit this proposal to Placer Resource Conservation District (District) to provide compensation consulting services. We are excited to deliver these services as your potential partner in achieving organizational excellence. With our comprehensive range of HR services, we combine our unmatched government sector knowledge with a shared perspective to drive impactful results.

We are committed to delivering services that are nothing short of exceptional, and we are eager to discuss how we can tailor our solutions to best serve you. In business since 1985, we pride ourselves in establishing and nurturing long-term relationships with the agencies we serve as we live out our mission of bringing excellence in Human Resources to the public sector.

I am duly authorized to negotiate and execute contracts on behalf of CPS HR. This proposal is valid for a period of 90 days past the submittal deadline of January 17, 2025. Please contact me at 916-471-3481 or vbrashear@cpshr.us with any questions, and we thank you for considering our proposal.

Sincerely,



Vicki Quintero Brashear
Chief of Client Services

Experience and Qualifications

ORGANIZATION IDENTIFICATION INFORMATION	
Legal Name and DBA	Cooperative Personnel Services dba CPS HR Consulting
Headquarters	Physical: 2450 Del Paso Road, Suite 220, Sacramento, CA 95834 Mailing: 2450 Del Paso Road, Suite 160, Sacramento, CA 95834
Main Phone	(800) 822-4277
Regional Offices	20211 Guadalupe Street, Suite 260, Austin, TX 78705 9233 Park Meadows Dr #139, Lone Tree, CO 80124 1968 S. Coast Hwy # 961, Laguna Beach, CA 92651
Year Established	1985
# of FTEs	107
Type of Organization	Joint Powers Authority
Website	www.cpshr.us

CPS HR Consulting (CPS HR) is an innovative, client-centered human resources and management consulting firm specializing in solving the unique problems and challenges faced by government and non-profit agencies. ***As a self-supporting public agency, we understand the needs of public sector clients and have served as a trusted advisor to our clients since 1985.*** CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities.

With more than 108 full-time employees, as well as 100+ project consultants and technical experts nationwide, CPS HR delivers solutions that help public sector organizations to positively impact their communities. CPS HR is headquartered in Sacramento, California with regional offices located in Texas, Colorado, and Southern California.

Core Services

CPS HR believes in an integrated, systems-based approach to talent management and provides consulting in all the key areas listed below.



CORE SERVICES

Comprehensive HR solutions for advanced organizational performance.



TALENT MANAGEMENT

- Classification & Compensation
- HR Consultation / Outsourcing
- HR Membership Subscription
- Recruitment Solutions
- Organizational Assessment
- Succession Planning



TESTING & SELECTION

- Assessment Center Services
- Employment Testing/Test Rental
- Job Analysis
- Selection Tools Development
- Test Administration



HR COMPLIANCE

- Audits
- Policies & Procedures
- Complaint Investigation



ORGANIZATIONAL CULTURE

- Diversity Equity Inclusion (DEI)
- Employee Engagement



LEARNING & DEVELOPMENT

- Training
- Executive Coaching
- Performance Management
- 360° Feedback



LICENSING & CERTIFICATION

- Accreditation
- Applicant/Candidate Management
- Credential Program Management
- Testing Services

Joint Powers Authority

Cooperative Personnel Services, doing business as CPS HR Consulting, is a national firm and is a governmental Joint Powers Authority (JPA) of the State of California. A JPA is a public agency created pursuant to the Joint Exercise of Powers Act (Government Code 6500 et seq). This Act allows two or more government agencies to establish a new public entity authorized to exercise those powers jointly held. A JPA is an instrumentality of a state or a political subdivision of a state and is not a registered corporation of any state. Cooperative Personnel Services was established under a “Joint Powers Agreement” by the State Personnel Board of the State of California, the counties of Sacramento and Sonoma, the Hayward Unified School District, the City of Anaheim, and the East Bay Municipal Utility District, and its purpose is to provide the opportunity for the joint powers “to discuss, study and solve common or similar problems with respect to modern human resource and related management processes.”

Our Chief Executive Officer (CEO) reports to a Board of Directors representing diverse public sector agencies across the nation. The Board members are listed next.



BOARD OF DIRECTORS

Our board members represent a diverse group of public agencies and provides leadership, stewardship and guidance in helping CPS HR to achieve its mission and goals.



Linda Andal
HR Director,
City of Anaheim (CA)



Fernando Yañez
Exec Director of Classified HR, Hayward
Unified School District (CA)



Vincent Zamora
HR Director,
City of Las Vegas (NV)



Joanette Freeman
Deputy HR Director
County of Mecklenburg (NC)



Wade Childress
Chief HR Officer
Pinellas County (FL)



LaShon Ross
Deputy City Manager,
City of Plano (TX)



Joseph Hsieh
Personnel Services Manager,
County of Sacramento (CA)

Similar Work

We have conducted hundreds of classification and compensation studies for cities, counties, special districts, and higher education. Due to the significant number of projects, we provided a partial list of agencies for which we have provided classification and compensation services below.

Classification and Compensation Partial Five-Year Listing	
California Department of Food and Agriculture	Fresno Unified School District (CA)
California Department of Industrial Relations	Imperial Irrigation District (CA)
California High-Speed Rail Authority	Inland Empire Utilities Agency (CA)
California Infrastructure and Economic Development Bank	Jefferson Union High School District (CA)
California Office of the State Public Defender	Long Beach Water Department (CA)
California State Controller's Office	McKinleyville Community Services District (CA)
California State Lands Commission	Mendocino County (CA)
CalOptima	Montgomery County (MD)
Chaffey College (CA)	Morgan County (CO)
City of Carlsbad (CA)	North County Transit District (CA)
City of Carpinteria (CA)	Northern California Power Agency (CA)
City of Chicago (IL)	Ojai Valley Sanitary District (CA)
City of Glendora (CA)	Orange County Fire Authority (CA)
City of Long Beach (CA)	Otero County (CO)
City of Menlo Park (CA)	Paradise Irrigation District (CA)
City of Newport Beach (CA)	Paratransit (CA)
City of Palm Desert (CA)	Port of Long Beach (CA)
City of Rancho Cucamonga (CA)	Redlands Unified School District (CA)
City of San Luis (AZ)	Reef-Sunset Unified School District (CA)
City of San Mateo (CA)	San Diego Association of Governments (CA)
City of Santa Cruz (CA)	Santa Clarita Valley Water District (CA)
City of Santa Monica (CA)	Schools Excess Liability Fund (CA)
City of Temecula (CA)	Sequoia Union High School District (CA)
Colorado River Fire Rescue	Southwestern Power Administration (GA)
County of Calaveras (CA)	Superior Court of California - Tulare County (CA)
County of Park (CO)	Town of Eaton (CO)
County of Sonoma (CA)	Tulare County (CA)
Covered California	Vail Recreation District (CO)
Cucamonga Valley Water District (CA)	Ventura County Transportation Commission (CA)
Eagle River Water & Sanitation District (CO)	WAPA (CSO) US DOE/Western Area Power (CO)
El Dorado County Office of Education (CA)	West Valley Water District (CA)
Folsom Cordova Unified School District (CA)	Williams S. Hart Union High School District (CA)

Project Team

We have a uniquely qualified team of professionals who will maintain open communication with the client’s designated staff to ensure that the project preserves its scope, the client’s objectives are met, and all deliverables adhere to the confirmed timeline and budget. The Project Manager for this engagement will be Ellen Fishel and the project team will be selected upon project award.

Classification and Compensation Division Staff List

Manager & Technical Lead:

Ellen Fishel
Manager

Igor Shegolev
Technical Specialist

Consulting Team:

Amanda Kellam
Senior Consultant

Michelle Garbato
Principal Consultant

Suzanne Ansari
Senior Consultant

Operations Team:

Sheila McAuliff
Principal Prog. Coord.

Denise Moran
Program Coordinator

Joseph Lopez
Assoc. HR Consultant

Chase Sivret
Assoc. HR Consultant

Manpreet Kaur
Administrative Technician

Staff/Role	Experience/Education
Ellen Fishel, Division Manager <i>Location: Ohio</i>	Human Resources professional with over 13 years of progressive experience in public sector HR at the state and local levels. Ms. Fishel has substantial experience partnering with business units to design, deliver, and implement policy driven, innovative solutions to daily HR issues as well as large scale strategic initiatives. <ul style="list-style-type: none"> • Masters of Labor and Human Resources, Ohio State University • B.S., Business Administration, Ohio State University Certifications/Memberships: Professional in Human Resources (PHR), Certified Labor Relations Professional (CLRP). Member of NPELRA and WorldatWork (U.S. Total Rewards Association)
Igor Shegolev, Technical Specialist <i>Location: Arizona</i>	Compensation and HR practitioner with over 25 years of experience in managing HR activities and teaching graduate business courses. <ul style="list-style-type: none"> • M.S., Business Science of HR Management, Troy University, Troy, AL

Staff/Role	Experience/Education
	<p>Certifications/Memberships: Senior Professional of Human Resources (SPHR). Member of: SHRM, WorldatWork (U.S. Total Rewards Association)</p>
<p>Michelle Garbato, Principal Consultant <i>Location: California</i></p>	<p>Michelle brings over 13 years of progressive experience in public sector human resources at the state and local levels. She has extensive experience partnering with clients and creating and implementing innovative solutions to attract and retain highly qualified employees.</p> <ul style="list-style-type: none"> • M.A., Industrial/Organizational Psychology, California State University, Sacramento, CA • B.S., Psychology, Rochester Institute of Technology, Rochester, NY <p>Certifications: Sr. Professional of Human Resources (SPHR), Certified Professional (IPMA-CP), CALPELRA Labor Relations Master (CLRM), and various HR-related certifications from the California Department of Human Resources and State Personnel Board (Selection Analyst, Recruitment & Selection, Class & Compensation, and Workforce and Succession Planning)</p>
<p>Amanda Kellam, Senior HR Consultant <i>Location: Tennessee</i></p>	<p>Human Resources professional with 19 years of progressive experience in various functions of Human Resources in both public and private sector. Experienced in partnering with organizational leaders to identify needs and develop solutions to achieve organizational success. Experienced in employee relations, organizational training, recruiting and most recently, classification and compensation.</p> <ul style="list-style-type: none"> • Master's in management, Austin Peay State University • Bachelor of Business Administration, concentration in Human Resources Management, Colorado Technical University <p>Certifications/Memberships: SHRM-SCP, Society of Human Resources Management (2017), IPMA-CP (2019), Senior Professional Human Resources, HRCI (2021)</p>
<p>Suzanne Ansari, Senior HR Consultant <i>Location: California</i></p>	<p>Senior-level human resources professional with over 15 years of experience in public, private, and non-profit sectors. Ms. Ansari is highly skilled in classification, compensation, job analysis, and organizational studies. She has prepared over 1,000+ job descriptions for multiple agencies, served as a guest speaker on classification &</p>

Staff/Role	Experience/Education
	<p>compensation topics at various conferences and has published several articles for local Orange County based newspapers.</p> <ul style="list-style-type: none"> • B.S., Speech Communication, Cum Laude, minor in Education, University of Alaska, Fairbanks, AK <p>Certifications/Memberships: Merit Academy graduate-California Personnel School Commission (CSPCA), Orange County Sheriff Department Citizen’s Police Academy graduate. Member of: Society for Human Resource Management (SHRM), Western Region Intergovernmental Personnel Assessment Council (WRIPAC), and California Public Employers Labor Relations Association (CALPELRA)</p>
<p>Sheila McAuliff, Principal Program Coordinator <i>Location: California</i></p>	<p>Ms. McAuliff has more than 20 years of HR experience with focus in the areas of recruitment and selection, licensure and certification, and classification and compensation. She has been the project manager for a variety of employment testing and certification programs at the state and local levels. She currently manages the operations team in the classification and compensation division with a focus on quality control, technology solutions, and data management.</p> <ul style="list-style-type: none"> • B.S., Business – Human Resources Management
<p>Denise Moran, Program Coordinator <i>Location: South Carolina</i></p>	<p>Ms. Moran has over 25 years of administrative experience, 14 of which have been in the Human Resources environment including the administration of benefits for CPS HR.</p> <ul style="list-style-type: none"> • Distinction, COBOL Computer Programming and Design, Bolton St. College, Ireland • Grade A, Employee Benefits, UC Davis Extension
<p>Joseph Lopez, Associate HR Consultant <i>Location: California</i></p>	<p>Mr. Lopez has over 20 years of public sector experience with technology, delivery service, operations management, logistics, and data analysis. His focus in the human resources environment has been process optimization and implementation.</p>
<p>Chase Sivret, Associate HR Consultant <i>Location: California</i></p>	<p>Over five years of experience with data analytics, data collection, and quality control, with two years of experience in the human resources environment.</p> <ul style="list-style-type: none"> • B.S. Business Administration Finance, University of Arizona

Staff/Role	Experience/Education
<p>Manpreet Kaur, Administrative Technician <i>Location: California</i></p>	<p>Healthcare, public sector, and business management experience at the city and state level. Extensive experience in research, data analysis and interpretation, and business compliance.</p> <ul style="list-style-type: none"> • B.A. Biochemistry, California State University, Sacramento • B.S. Healthcare Administration w/ conc. in Health Information Management, Southern New Hampshire University <p>Certifications/Memberships: Certified Pharmacy Technician, Member of SHRM.</p>

References

County of Sacramento (Ongoing Services Contract, 2014-present)

Address: 700 H St Rm 4667, Sacramento, CA 95814

Contact: Rebecca Stuckert, HR Manager; (916) 874-5073; StuckertR@saccounty.net

Services: Ongoing services contract providing classification and compensation studies for single class or department wide projects.

Port of Long Beach (2023-2024)

Address: 925 Harbor Plaza, Long Beach, CA 90802

Contact: Khristina Jason, Director of Human Resources, (562)283-7505, khristina.jason@polb.com

Services: Provided compensation study and wage progression tool for (50) management positions and (10) comparable labor market agencies.

City of Santa Cruz (2023 – Present)

Address: 809 Center St, Rm 6, Santa Cruz, CA 95060

Contact: Sara De Leon, Human Resources Director, City of Santa Cruz, sdeleon@santacruzca.gov; (831) 420-5042

Services: The City is a repeat client for CPS HR. Classification study and analysis for its customer service section, meter operations section, customer assistance / outreach, and assessment of the need for a more specialized Division Manager.

Understanding and Methodology

Understanding of the Scope of Work

We understand District is seeking compensation consulting services within the following parameters:

■ Total Compensation Study

- Base salary¹ + benefits collection, analysis, and comparison
- Up to **14 benchmark classifications** (as requested)
- Labor market pool of up to **8 agencies** (CPS HR will conduct research and provide recommendations to District) **plus** the use of aggregated private sector salary data from Economic Research Institute
- Internal equity analysis at the classification level
- Delivery of data sheets and benefits tables showing market results and job matches
- Updated salary recommendations, compensation structure, and compensation policy
- Discussion of implementation considerations
- Development of wage progression tool
- Provision of project report and up to two (**2**) formal presentations at the conclusion of the study

Work Plan

Review District's Background Materials. Upon contract execution, CPS HR will request background information from the client to ensure our Project Manager and the CPS HR Project Team are prepared for initial meetings. The CPS HR Project Manager will coordinate activities through and report to the client's Internal Project Manager and other designated key stakeholders.

Initial Project Meeting. The primary objective of this task is to conduct an initial meeting between the CPS HR Project Manager and District's Internal Project Manager along with other designated stakeholders. This meeting will aim to align all parties on the study methodology, deliverables, timelines, communication strategies, and data collection methods. Additionally, the meeting will serve as an opportunity to delve into the specifics of District's current compensation philosophy and its market positioning goals.

¹ CPS HR collects the minimum and maximum of the salary range; not actual, individual salaries.

The following key elements will be discussed:

- Overall scope of the study
- Benefit elements to be collected
- Data gathering methodology and the job matching process
- Review whether District aims to lag, meet, or lead the market
- Use of median, mean, or other percentiles for market positioning
- Labor market agency selection and use of private sector data
- Benchmark classifications, considering skills, competencies, and responsibilities; how benchmark classifications compare to similar roles in competitor agencies or organizations
- Various phases of the study and review of general timelines
- Channels for ongoing communication between CPS HR and District
- How to engage with other stakeholders
- Deliverables and first immediate steps

Client Responsibilities and/or Pricing Assumptions Associated with Task:

- It is assumed that no more than **14** benchmark classifications will be surveyed.
 - CPS HR will complete a benchmark summary matrix describing various components of each job, such as primary duties, minimum qualifications, distinguishing characteristics, etc.
- It is assumed that no more than **8** total labor market agencies will be selected for salary + benefits comparison and private sector salary data will be obtained from one (1) data source.
 - CPS HR will research up to **13** comparable labor market agencies and provide recommendations for final selection by District.
 - Private sector salary data will be obtained from the Economic Research Institute (ERI) to which CPS HR has a current subscription.
- After the kick-off meeting, CPS HR will provide a project parameters memo for the client's review and approval, ensuring mutual alignment before progressing with the project.
 - CPS HR will furnish an estimated timeline, including key milestones, shortly following the approval of the project parameters document.

Design, Develop, and Distribute the Survey Instrument. The CPS HR Project Team will develop a comprehensive survey instrument to ensure the effective collection of compensation data from each of the survey agencies. The online survey will include a brief description of each of the survey classifications with a request for the minimum and maximum monthly salary for each.

For a *base salary* study, the survey instrument will include a brief description of each of the survey classifications with a request for the minimum and maximum monthly salary for each. Salaries are retrieved from published salary schedules effective on an agreed upon date.

For a *total compensation* study, the following elements of total compensation are added to the base salary survey:

- Retirement Contributions - Money paid by the employer on behalf of employees (members). The data are collected for reporting and are included in total compensation calculations.
 - Employer Retirement Contribution - CPS HR reports and analyzes a stated percentage of salary paid by the employer or the employee at the current point in time. The normal cost rate is collected, which excludes unfunded accrued liability.
 - Medicare – Contribution rate of 1.45% times the base salary median is used to calculate total compensation, there is no maximum compensation limit.
 - Social Security (if agency participates) - Contribution rate is 6.20% of the median compensation and is included in the total compensation calculation.
- Health benefits data are collected for reporting and are included in total compensation calculations.
 - Medical, Dental, and Vision benefits, based on the maximum contribution for family coverage (employee + 2 or more dependents)
 - Cafeteria Plans (Flex Credit & Health Savings Account)
- These data are collected for reporting purposes only and are not included in total compensation calculations.
 - Sick Leave
 - Holiday Leave
 - Vacation Leave
 - Paid Time Off
 - Administrative/Management Leave
- Cash Add-Ons are defined as “supplemental pay and benefit components that are equivalent to cash for the employee” and are typically found in a benefit summary document or bargaining agreement. The data are collected for reporting and are included in total compensation calculations.
 - Retirement Pick-up (i.e., Employer Paid Member Contribution (EPMC))
 - Deferred Compensation (i.e., 457b, 401k, 403b)
 - Incentives (only education/certifications, performance)

- Longevity
- Allowances (only vehicle, cell phone, and uniform, as applicable)

Client Responsibilities and/or Pricing Assumptions Associated with Task:

- The client may add other benefits elements, should it desire, at an additional cost.
- The client shall complete a spreadsheet (template provided by CPS HR) detailing the client's benefits elements and their costs/details.
- Please note that only employer costs are collected; not employee costs.

Review, Analyze, and Validate Labor Market Survey Data. CPS HR begins labor market data collection by researching available information online to make preliminary classification matches and obtain data. The CPS HR Project Team will reach out to labor market agencies to confirm and/or complete survey data after completing as much pre-work as possible. We find that this initial collection effort results in greater participation from the labor market agencies. Once CPS HR has completed their survey analysis tasks, the CPS HR Project Manager will audit the final data as part of our quality review process.

Classification matching includes reviewing agency background materials such as copies of classification specifications, organization charts, staffing information, and other useful materials to substantiate the accuracy of the comparability of the matches. To determine whether a match from a labor market agency is comparable to District's benchmark, CPS HR utilizes a whole job analysis methodology; this commonly used methodology analyzes the job as a whole, rather than by individual factors, by evaluating the core duties and responsibilities, the nature and level of work performed, and the minimum qualifications to determine whether the classification is comparable enough to be utilized as a match. The methodology recognizes slight differences in duties assigned to matches from other labor market agencies which do not impact the type, nature, and level of work performed. Matches should not be so broad that they include classifications performing dissimilar work, or work done at a higher or lower level, but they also should not be so narrow that they exclude matches doing comparable work, with slight differences in work that do not change the level and nature of work.

Client Responsibilities and/or Pricing Assumptions Associated with Task:

- Should any labor market agencies be non-responsive to requests for information, we will provide the client with contact information and request that they use their professional contacts to follow up on CPS HR's behalf. We have found this approach to be beneficial.
- Additional labor market agencies may be added by the client should any in the initial selection be non-responsive or not provide sufficient matches at an additional cost.
- **Responsiveness of labor market agencies is absolutely critical to maintaining the agreed timeline.** An amended timeline will be provided by the CPS HR Project Manager if the data collection period is pushed out. Any contract amendment needed due to timeline shift will be discussed with the client at the appropriate point.

- The client shall review the job matches made for each of the comparable labor market agencies. An opportunity for two rounds of feedback/updates to the job matches will be provided to the client. The client will provide any changes/edits, if needed, within two (2) weeks of initial receipt of the job matches, if not sooner.

Design and Develop Data Spreadsheets. Once the matches are finalized and approved, CPS HR will develop an individual data sheet for each survey classification that presents the comparable classification used in each agency with the relevant data associated with that classification, such as the position ranking within the labor market and salary range minimum and maximum.

The labor market data analyses will be conducted based upon the labor market position affirmed within the client's compensation philosophy (e.g., median, mean, or other percentile).

Conduct Benefits Analysis. The benefit data submitted from the labor market agencies will be analyzed quantitatively and qualitatively.

In the quantitative analysis, specific benefits will be incorporated into the base salary data sheets to provide a total compensation analysis. This analysis of program costs will provide the client with an understanding of how the study classes compare against their market when the costs of benefits programs are taken into consideration. Within these data sheets, four different analyses can be conducted based on how our clients wish to view the data:

- An analysis of the survey classification's position within the labor market for base salary
- An analysis of the survey classification's position within the labor market when the cost of cash add-ons is taken into consideration (total cash)
- An analysis of the survey classification's position within the labor market when the cost of cash add-ons and health programs are taken into consideration
- An analysis of the survey classification's position within the labor market when the cost of cash add-ons, health program costs, and retirement contributions are taken into consideration (total compensation)

The qualitative analysis will include the general trends and practices of benefits offered across the agencies summarized in tables and provided in an Excel file.

Conduct Internal Equity Analysis/Prepare Salary Range Recommendations/Update Compensation Structure. A well-rounded compensation program encompasses an evaluation of external labor market data as well as a careful assessment of internal job relationships aligned with the client's pay values. The internal equity analysis for non-benchmark classifications involves a series of essential steps to establish fair and consistent relationships. These steps include:

- **Analysis of Pay Relationships:** This involves evaluating pay relationships based on the hierarchy of jobs and historical pay practices.
- **Development of Guidelines:** These guidelines encompass factors like span of control and the nature and level of work performed.

- **Recommendation of Differentials:** Based on the above analysis, we will recommend equitable and appropriate internal relationship differentials between classifications/pay grades.

Our methodology for setting salary range levels for both benchmark and non-benchmark classifications follows these steps, ensuring consistency across all agency study classifications:

- **Benchmark Classifications:** We identify benchmark classifications that serve as reference points for salary setting based on market data.
- **Salary Recommendations:** Salary levels for benchmark classifications are established in line with market data.
- **Internal Alignment Review:** We conduct a comprehensive review of the agency's existing internal alignment differentials to assess where adjustments are needed.
- **Internal Differentials:** Recommended internal differentials are applied within job families to determine salaries for classifications with significant relationships due to shared job series or family.
- **Remaining Classifications:** For non-benchmark classifications or those with limited comparable data, we evaluate their alignment with other classifications based on factors such as job nature, level, and minimum qualifications.

The salary recommendations for each study classification will include:

- Classification Title
- Current Monthly Range Maximum
- Recommended Monthly Range Maximum
- Percentage or Dollar Amount Differences between Current and Recommended Ranges, including steps within a range if desired.

This detailed information enables the agency to assess the percentage and dollar amount of any increase on a classification-by-classification basis. Our approach ensures a thorough and equitable compensation structure that aligns with both external market data and internal relationships within the organization.

Finally, updating the compensation structure itself is a complex process that involves a thorough evaluation of an organization's pay practices. The first step is to conduct a comprehensive analysis of market data, internal equity, and the organization's strategic goals. This analysis helps in identifying areas that require adjustment within the compensation structure. Some key technical aspects include:

- **Range Type Decision:** Whether to use an open range or a step system for salary scales, considering factors like flexibility and performance-based incentives.

- **Bandwidth Analysis:** Analyzing the width between the minimum and maximum salaries within each pay grade to determine the balance between cost control and talent attraction and retention.
- **Separation Between Pay Grades:** Reviewing the separation between pay grades to ensure clear distinctions in job value and responsibilities, aligning them with market standards, internal equity, and the organization's compensation philosophy. This will help easily spot situations where there is minimal pay difference between employees at different levels.

Client Responsibilities and/or Pricing Assumptions Associated with Task:

- Determination of exact cost to implement any salary range changes will be the responsibility of the client. Implementation considerations will be discussed by CPS HR.
- The compensation structure will also be updated. For example, changes will be made to the *bandwidth* of each pay grade or the *separation* between grades. CPS HR will also discuss potential compression or compaction issues with the client.

Prepare and Present the Compensation Report. CPS HR will develop a report detailing the results of the methodology and results of the labor market survey. This report will be comprised of the following:

- Scope of the study, list of benchmark classifications and labor market agencies
- Results of the base salary and total compensation survey (job matches to be provided under separate cover in MS Excel)
- Labor market data analysis (data sheets and benefit tables provided under separate cover in MS Excel)
- Actions taken to develop salary recommendations and update the compensation structure

Client Responsibilities and/or Pricing Assumptions Associated with Task:

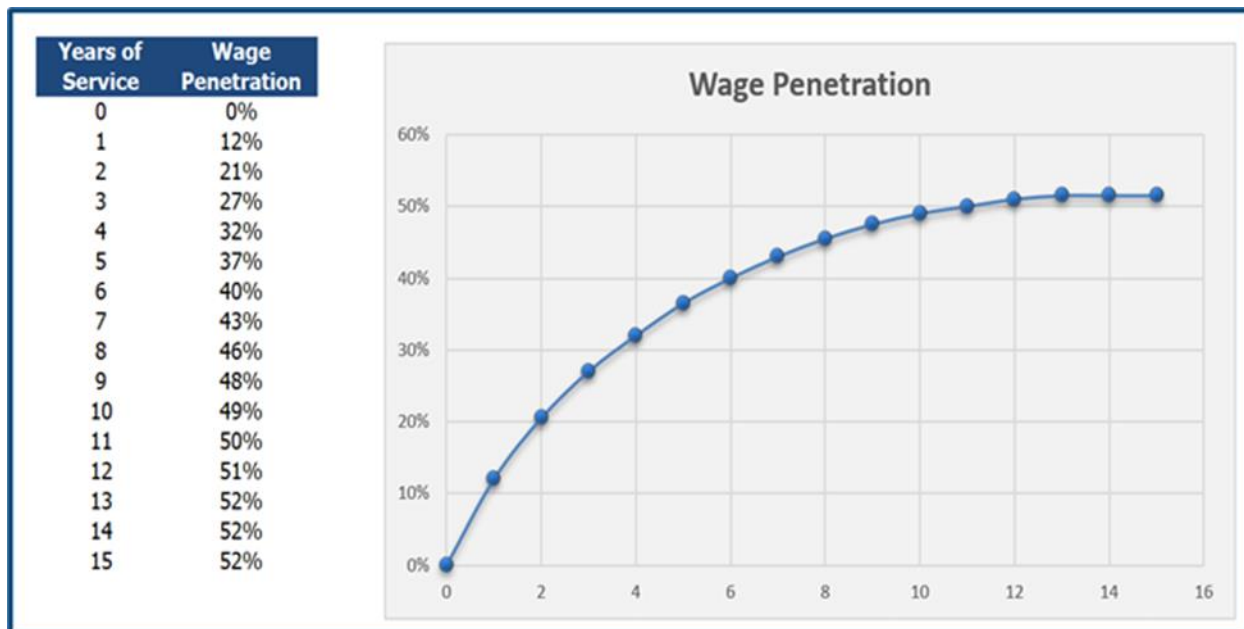
- Costs assume one (1) meeting, for up to 1 hour to informally discuss the report with the client's primary project team.
 - We have also budgeted for two (2) formal presentations for stakeholder groups of the client's choosing.
 - The client may add other formal presentations, should it desire, at an additional cost.
- The client will have one opportunity to provide feedback and request updates to the report. These change requests will be submitted within a mutually agreed timeframe following the initial receipt of the report. If feedback is not received by this date, CPS HR will consider the report finalized.

Development of Wage Progression Tool. CPS HR will develop a Wage Progression (WP) tool for the District. WP is a pay metric that compares an employee's current salary with the total pay range for the position. It can also be used to track the progression of an employee's salary within the pay range. WP illustrates the extent to which an employee's pay has advanced within the range and can help determine the speed of that progression. By reviewing WP, employers can assess whether their pay ranges are appropriately sized to support recruitment, reward, and retention functions effectively.

The methods of advancing employee wages within the assigned pay range vary across the labor market and are influenced by organizational pay philosophy and policies. Wage progression can be linear, accelerated, or regressive. Based on our observations of labor market dynamics, we recommend that WP should not follow a linear approach but rather reflect a regression curve. This approach may better align employees' wages with those of their counterparts in the relevant labor market and provide more effective control of labor costs.

Exhibit 1 displays the model of the regressive WP curve. Calibration of each step of the model can be tailored to specific organizations and adjusted based on the employer's policies, pay structure, and range bandwidth. Although the model shown below is based on years of service, other criteria can also be employed to set the WP curve.

Exhibit 1: Wage Progression Model



Client Responsibilities and/or Pricing Assumptions Associated with Task:

- Up to two (2) variables will be selected by the client as the wage determinant, and it will be the same for all classifications/pay grades.
- CPS HR will develop an interactive tool in Excel that allows the client to capture and analyze the data.

- CPS HR will train client staff on the use and maintenance of the wage progression tool in one, 1.5-hour session that can be recorded by CPS HR and provided to the client.

Value Proposition

Our value lies in delivering an unparalleled client experience to public sector organizations. We understand that every organization is unique. We are led by our commitment to understanding and addressing the specific needs of your organization. Our methodologies are designed to assist you in attracting, retaining, and motivating top talent, essential for driving organizational excellence that aligns with your vision.

How we demonstrate our value:

1. **Tailored Solutions:** Your organization's uniqueness is our blueprint. We analyze your specific needs to craft strategies that are not just effective but also resonate with your organizational culture.
2. **Data-Driven Insights:** We believe in the power of informed decision-making. Our recommendations are anchored in transparent data analysis and seasoned expertise, ensuring every strategy is both sound and effective.
3. **Agile and Responsive Collaboration:** Our team is dedicated to working hand-in-hand with you. We adapt our methods to fit your organization's needs, ensuring our solutions are as dynamic and versatile as the challenges you face.
4. **Partnership for Success:** We see ourselves as an extension of your team. By integrating our comprehensive knowledge with your insights, we co-create solutions that not only address your immediate needs but also propel you towards long-term success.
5. **Commitment to Your Excellence:** Your goals are our mission. Our dedication goes beyond consultancy; we are allies in the journey towards organizational excellence, constantly innovating to elevate performance.

Project Timeline

The CPS HR Project Manager and the client will customize a timeline after the kick-off meeting. CPS HR suggests a structured yet flexible timeline to achieve milestones.

Our timeline is based upon the assumption that

- selected labor market agencies will provide the information required within the specified timeframe
- the client will be able to review, comment on, and approve study products within agreed upon deadlines
- CPS HR is available to begin the work upon full contract execution after March 15, 2025

We expect this project to be conducted in up to 24 weeks. The asterisks indicate the areas where District staff time is needed. If the project begins on March 17, the approximate conclusion date is September 1, 2025.

Total Compensation Study Estimated Timeline	Week Number(s)
Project Manager introduction Meeting and Request for Client Materials*	1
Review District's Background Materials	2
Formal Client Kick-off Meeting/Labor Market Agency and Benchmark Discussion*	3
Labor Market Agency Pool Research	4 to 5
Finalize Labor Market Agency Pool/Obtain Client's Benefits Information/Data*	6
Design, Develop, and Distribute the Survey Instrument	7
Collect, Analyze, and Validate Labor Market Survey Data	8 to 9
Conduct Job Matching/QC Check	10 to 11
Client Meeting to Discuss Draft Job Matches*	12
Client Review Period/Provision of Client Feedback on Draft Matches*	13
Finalize Matches and Data Collection/Prepare Datasheets	14 to 15
Meeting with Client to Review Datasheets and Start Discussion on Salary Recommendations*	16
Obtain Client Direction of Salary Recommendations*	17
Conduct Internal Equity Analysis/Prepare Draft Salary Recommendations	18

Total Compensation Study Estimated Timeline	Week Number(s)
Provide and Discuss Updated Salary Recommendations/Provision of Client Feedback*	19
Finalize Salary Recommendations/Create Draft Wage Determination Tool; Provision Client Feedback on the Tool*	20
Prepare and Present Compensation Report*	21 to 22
Present Final Compensation Report/Finalize Wage Determination Tool*	23 to 24

Cost

A **time and materials cost structure** has been developed as requested in the RFP. Hours may be adjusted between team members and tasks so long as totals do not go above the total not-to-exceed value. CPS HR will bill for time expended monthly with an itemized invoice of the number of hours per staff member.

Labor Category	Hourly Rate	Estimated # of Hours	Cost
Technical Specialist	\$145	59.00	\$8,555.00
Project Manager	\$145	26.00	\$3,770.00
Principal Consultant/ Principal Program Coordinator	\$140	88.25	\$12,355.00
Program Coordinator	\$115	39.00	\$4,485.00
Associate HR Consultant	\$110	104.50	\$11,495.00
Administrative Technician	\$100	25.00	\$2,500.00
Not-to-exceed Contract Amount:			\$43,160.00

Pricing Assumptions

Not included in the fixed fee:	
Materials Production	CPS HR provides all documents electronically. Hard copy printing of documents for this engagement will be the responsibility of the client.
Consultant Travel Time and Expenses	We have not included travel costs since all work will be conducted virtually through the use of tele- and web-conferences and the sharing of documents through an online portal provided by CPS HR.

It is assumed that the client will be responsive to the delivery of all draft deliverables and all subsequent revisions as defined in the agreed upon project timeline. **Unanticipated revisions or delays to the project timeline could result in a need for an addendum to the contract related to contract end date, staff assignments, and/or pricing. Any addenda will be discussed in a timely manner with the client.**

Pricing Philosophy

CPS HR is flexible with the proposed work plan; alternate approaches may be discussed with the client which may in turn change the proposed cost of the project. As described in this proposal, the methods, approach, timelines, as well as the proposed fee, have been prepared as accurately as possible based upon the services requested and study objectives described in the information provided to CPS HR.

The proposed professional fees reflect the steps and time necessary to conduct the study in a sound, thorough, and sustainable manner, including important input and review by the client's Internal Project Manager and designated stakeholders to accomplish the study objectives. If changes or additional services are required, we will be happy to discuss changes to the project activities, schedule, and/or fee proposal.

Client Staff Expectations

We look forward to collaborating closely with the District staff, who will play a vital role in key components of the study. Active participation by the District will ensure the success of the project and help us deliver the most accurate and tailored results for your organization. Typical examples of such participation include the following:

■ Decision-Making/Communication/Liaison

- Designate decision-makers to provide project input and establish policy directions.
- Participate in strategic meetings to shape the methodology and outcomes of the compensation study, while assessing and mitigating project risks.
- Act as a liaison between the consulting team and the organization's staff to facilitate smooth information flow.
- Communicate regularly with all stakeholders to maintain transparency and manage expectations regarding updates and changes.
- Outreach to non-responsive comparable labor market agencies.

■ Document Preparation

- Provide accurate, current compensation and benchmark data, benefits information, and any relevant historical compensation data.

■ Review of Draft Documents

- Review initial market findings and reports on compensation analysis.
- Provide timely feedback on job matches with the external labor market.

■ Implementation Support/Internal Communication

- Support the transition plans and help manage the change process within the organization.
- Educate managers and staff on the results of the study.
- Address any questions or concerns from employees or management regarding the compensation study.

To follow is a table highlighting the typical meeting opportunities we coordinate with our clients for these types of projects.

#	Meeting Description	Involved Stakeholders
1	Kick off meeting at the outset of the study: Client provides all relevant background material and explains goals/definition of project success.	HR/primary client project group
2	Check in to review labor market agency research and benchmark classification selections.	HR/primary client project group
3	Discuss client's benefits costs and what should be collected in the comparable agencies: Client provides detailed benefits cost and descriptions.	HR/payroll or benefits analyst
4	Review of preliminary job matches and finalize: Client reviews all job matches and justifications and gives feedback.	HR/primary client project group
5	Discussion of study findings and data sheets.	HR/primary client project group
6	Present compensation report.	HR/primary client project group

Placer Resource Conservation District

TOTAL COMPENSATION STUDY PROPOSAL

January 17, 2025

Gallagher, formerly known as Koff & Associates

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

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Walnut Creek, CA 94596

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January 17, 2025

Ms. Donna Thomassen
Administration and Finance Director
11641 Blocker Dr. Suite 120
Auburn, CA 95603

Dear Ms. Thomassen:

Thank you for the opportunity to respond to your Request for Proposals for a Total Compensation Study for the Placer Resource Conservation District ("District"). We are most interested in assisting the District with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other special districts, cities, counties, joint-powers associations, and other public agencies.

Gallagher, formerly known as Koff & Associates, ("Gallagher/K&A") 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 over 40 years. Our team has achieved a reputation for working successfully with management, employees, employee representation, 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 team's extra effort has resulted in close to *100% acceptance* of all our classification and compensation studies.

Gallagher/K&A 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 a Managing Director of Gallagher/K&A, I would assume the role of Project Director and be responsible for the successful completion of project. I can be reached at our Berkeley address at 2835 Seventh Street, Berkeley CA 94710 and my phone number (510) 658-5633.. My email is georg_krammer@ajg.com.

This proposal will remain valid for at least 90 days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to provide professional services to the Placer Resource Conservation District.

Sincerely,

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting



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Firm Qualifications

Gallagher, formerly known as Koff & Associates, (“Gallagher/K&A”) is a full-spectrum, public-sector human resources and recruitment services firm; Gallagher/K&A has been assisting cities, counties, special districts, joint powers associations, courts, educational institutions, and other public agencies with their human resources needs for over 40 years and we have offices all throughout California, the Western Region, as well as across the nation.

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, working with City Councils, County Commissions, Boards of Directors, Boards of Supervisors, Boards of Trustees, Boards of Education, Merit Boards, and Joint Power Authorities.

The firm’s areas of focus are classification and compensation studies (approximately 70% of our workload); executive search and staff recruitments; and organizational development/assessment studies.

Without exception, all our classification and compensation studies have successfully met all 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. Gallagher/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.

Gallagher/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.

Especially when it comes to compensation, we know we are dealing with people’s livelihoods and we take that very seriously. We are human resources professionals by trade and at heart and always keep the human aspect at the forefront of our problem solving methodologies. Our guiding principle of assisting public agencies for the greater good of their people and the communities they serve has been the backbone of our culture of integrity and ethics. Our values of being public-spirited, resourceful, curious, and courageous help us succeed in being very client- centric, fully invested in our work and finding the best solutions for our clients, and in applying a synergistic approach to all of our projects.



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About the Larger Gallagher

Value Proposition: The ability to deliver comprehensively structured human capital solutions to clients is Gallagher's signature in the marketplace. At Gallagher, we want to know what makes your organization unique. We listen intently to learn about your culture and priorities and delve deeply into all the details that matter when balancing human capital needs with financial sustainability. This single-minded focus on excellence — characterized by innovation and creativity — is the driving force behind every Gallagher engagement.

Company History: Arthur J. Gallagher & Co. opened its doors for business in 1927 and is still "growing strong" because of a practiced ability to help clients think ahead. Founded by its namesake who was previously the leading producer for Chicago's largest insurance brokerage, Gallagher is now one of the world's largest human capital, insurance brokerage and risk management services firms. Headquartered in Rolling Meadows, IL, we have operations in 33 countries, and extend our client-service capabilities to more than 90 countries through a global network of correspondent brokers and consultants.

Since 1961, we've been helping clients overcome business barriers and create new opportunities to cost-effectively attract, retain and productively engage the best performers in their field. Gallagher started trading on the NYSE under the symbol AJG in 1984.

Company Culture and Philosophy: The ideals, principles and values embodied by the founder whose name still appears on our door are part of our corporate DNA.

Gallagher's approach to business, cultivated through three generations of family leadership, has always centered on creating relationship value as true partners to our clients.

Gallagher's interactions with you will be straightforward and candid. By earning the trust of our clients, we've sustained a reputation for ethics and a commitment to transparency that continue to contribute to our growth. In fact, Gallagher was the first insurance broker named to the Ethisphere® Institute's annual list of the World's Most Ethical Companies in 2012 — and has earned this recognition for twelve consecutive years, through 2023. This is a tremendous achievement: annually, less than 150 companies based in 24 countries and





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representing 57 industry categories received this honor. Gallagher is the only insurance broker to have ever been recognized (World's Most Ethical Release).

The high standards of conduct we've set for our external professional relationships are the same rules we follow internally. The Gallagher Way, a one-page document that outlines our 25 shared values, was written in 1984 but is just as culturally relevant today. It speaks to the value of relationships and several tenets set guidelines for ethical behavior. Gallagher combines innovative solutions, thoughtful advice, and honest business practices to minimize risk and help fuel your success.

Human Resource and Compensation Consulting Practice: Gallagher's Human Resources & Compensation Consulting practice, of which the former K&A team is now a part, empowers clients to attract talent, manage staff, develop leaders, and reward success—leveraging the power of Gallagher and wisdom of experience to produce an engaged and productive workforce. Tapping into expertise that spans the spectrum of human resources at every level, we can assemble flexible compensation and consulting solutions that improve efficiency and fiscal sustainability.

Our practice is a combination of some of the most respected names in human resources and compensation consulting. Bringing together experts from compensation, performance, search, survey, and leadership fields, Gallagher empowers clients with tools for the entire lifecycle of employment management.

With an experienced team of 205 consultants located in 14 offices across the United States and Canada, our services include:

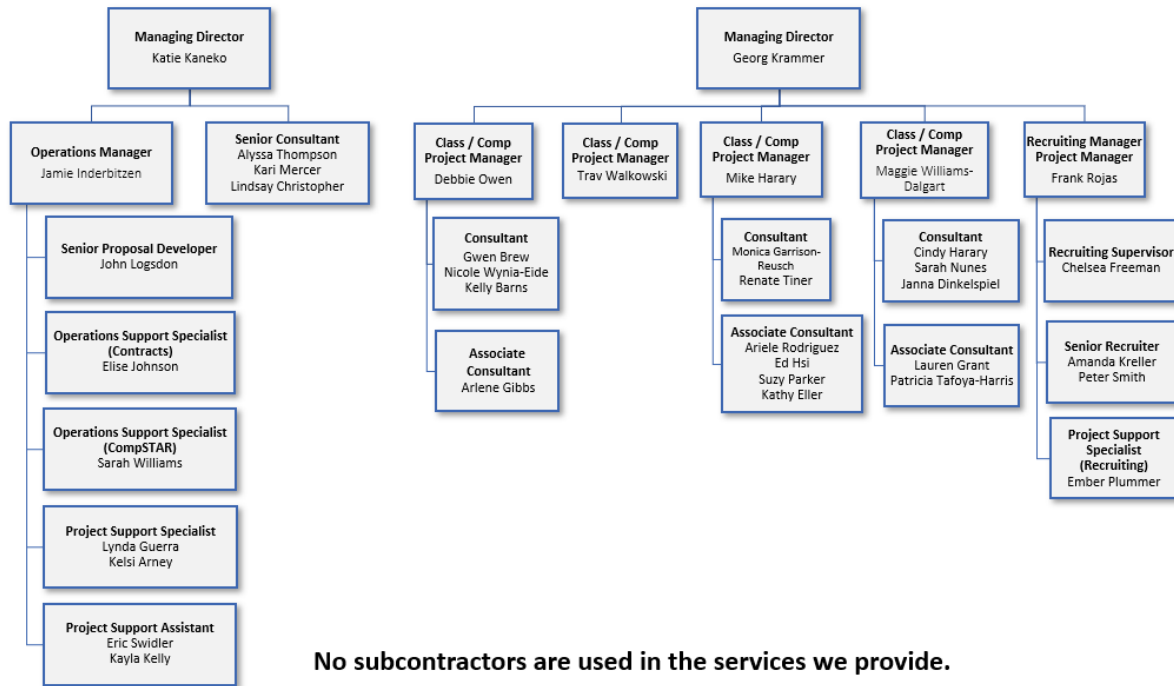
- Classification and Compensation
- Employee Engagement
- Executive Compensation
- Organizational Development
- HR Management
- Search and Interim Placement
- Custom Salary and Benefit Surveys
- Governance Consulting



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Team Member Qualifications

Our team consists of 37 employees as shown below in our organizational chart.



No subcontractors are used in the services we provide.

All members of our team have worked on multiple comprehensive 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. We do not use a subcontractor for any of the services we provide.

KEY PERSONNEL

Our project team will be led by Co-Project Directors Georg Krammer (Managing Director) and Debbie Owen (Senior Project Manager). They will coordinate all of Gallagher/K&A’s efforts, attend all meetings with the City, and be responsible for all work products and deliverables.

CONSULTANTS

Lindsay Christopher (Senior Consultant), Monica Garrison-Reusch (Consultant), Ariele Rodriguez (Associate Consultant), Janna Dinkelspiel (Consultant), Ed Hsi (Associate Consultant), and Renate Tiner (Consultant) will conduct classification analysis and interviews with employees and management, compensation data collection and analysis, internal job analysis, and develop recommendations and implementation strategies.

WORKLOAD

We currently have a team of 25 HR consultants and five administrative support staff – resources that we are able to pool based on each project’s needs, to execute projects and to meet clients’ needs and expectations. Each time we are selected as the successful bidder on a project, we strategize to determine project timelines, deliverable deadlines, and the resources that are required to produce the deliverables as promised. We are poised to



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accommodate the District's classification and compensation study and plan to devote the necessary resources for the successful execution of the project.

Biographies of the specific staff who will be assigned to this study can be found in the Appendix.



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References

AGENCY & PROJECT	CONTACT
<p>Bay Area Water Supply & Conservation Agency</p> <p>Total Compensation Study, completed in 2018 and 2020. Classification Study of Sr. Admin. Analyst, completed 2017. Classification and Compensation Studies, completed in 2007, 2008, 2010, 2013, 2015, and 2016.</p>	<p>Ms. Deborah Grimes Office Manager (650) 349-3000 155 Bovet Road, Suite 302 San Mateo, CA 94402 DGrimes@bawsca.org</p>
<p>Chino Basin Water Conservation District</p> <p>Classification & Compensation Study, completed 2021. Small Classification Study completed in 2022.</p>	<p>Ms. Elizabeth Skrzat General Manager (909)267-3220 4594 San Bernardino St. Montclair, CA 91763 eskrzat@cbwcd.org</p>
<p>Riverside-Corona Resource Conservation District</p> <p>Agency-wide classification and total compensation study currently in progress, completed 2024.</p>	<p>Ms. Shelli Lamb District Manager 4500 Glenwood Dr. A Riverside, CA 92501 (951)683-7691 x 202 lamb@rcrcd.org</p>
<p>Sonoma Resource Conservation District</p> <p>Agency-wide classification and total compensation study completed October 2023.</p>	<p>Mr. Aaron Fairbrooks Program Manager 1221 Farmers Lane, Suite F Santa Rosa, CA 95405 (707)569-1448 x 106 afairbrook@sonomarcd.org</p>



Executive Summary, Approach, Methodology

The District desires human resources assistance to conduct a comprehensive Total Compensation Study. The District is seeking to establish the market value of employee benefit packages, and provide a market analysis of base and total compensation. The study will compare compensation and benefits with local and regional employers, analyze industry trends, and make recommendations for the District's compensation and benefits packages.

The District currently employs approximately 18 employees, including 14 unique full-time positions. The District participates in the California Public Employees' Retirement System (CalPERS). The positions include:

- Executive Director
- Administration & Finance Manager
- Forestry Project Manager
- Prescribed Fire Program Manager
- Community and Conservation Director
- Agriculture Program Manager
- Senior Chipper Crew Lead
- Administration & Finance Director
- Forestry Director
- Forestry Project Coordinator
- Prescribed Fire Program Coordinator
- Education & Outreach Coordinator
- Chipper Crew Supervisor
- Chipper Crew Lead

The goal of the study will be to review the District's compensation structure for the studied classifications and to conduct a 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 Study Project Team, Human Resources, employees, union representation, 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 Gallagher/K&A's studies.

This intense and comprehensive stakeholder engagement and our transparent study processes are also a mechanism of quality control. The fact that our information, data, and recommendations have to be able to withstand utmost scrutiny by diverse stakeholders requires an in-depth multi-step quality control process for deliverables. This involves Gallagher/K&A team member validation of compensation data, Gallagher/K&A Project



Manager review of all compensation analyses, recommendations and deliverables, and finally Gallagher/K&A Principal (Project Director) review of deliverables before submittal to the client.

STUDY OBJECTIVES

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 Study Project Team, Human Resources, management, employees, union representation, and the Board;
- To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes, according to generally accepted compensation practices;
- To review the District's compensation structure and practices and develop compensation recommendations, including appropriate internal salary relationships, that will assist the District in recruiting, motivating, and retaining competent staff;
- To develop solutions that address pay equity issues and create a market adjustment implementation strategy supporting the District's goals, objectives, and budget considerations;
- To create a comprehensive final report summarizing the compensation study approach and methodology, analytical tools, findings, and recommended compensation structure; and;
- To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate salary ranges, methods for logical progression 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 project start-up meetings with study stakeholders to discuss any specific concerns with respect to the development of compensation recommendations; finalize study plans and timetables; conduct orientation sessions with management, union leadership, 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; and
- To provide effective ongoing communications throughout the duration of the project and continued support after implementation.

METHODOLOGY / WORKPLAN / DELIVERABLES

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



TOTAL COMPENSATION STUDY:

Milestone A: Project Kickoff Meetings, Initial Documentation Review, and Determination of Survey Elements

This phase includes identifying the District's Study Project Team (Human Resources, management, employee representation, etc.), contract administrator, and reporting relationships. Our team of Project Managers and Consultants will conduct a 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, management, union representation, and the Board; and develop a timetable for conducting the same.

Included in this task will be the gathering of written documentation, 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 District operations.

District terminology and methods of current 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. We will respond to any questions that may arise from the various stakeholders.

List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected

During the initial meeting with the Study Project Team, we will discuss and agree to the compensation study factors. We will identify 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 compensation plan is 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 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 compensation study.

Our recommended methodology is that we involve management, Human Resources, employee representation, and the Board, 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 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 and/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. In addition, working-from-home opportunities and hybrid work schedules have further changed the landscape of supply and demand of talent. Therefore, the geographic labor market area (where the District is competing for talent) is taken into consideration.
 - **Cost of living and cost of labor** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets and the appropriateness of comparator agencies. When the identified survey market includes comparators that are located outside of the District's geographic area, we analyze cost of labor to ascertain whether there are significant differences and, if so, we are able to apply geographic cost-of-labor adjustments factors to the market data to ensure and apples-to-apples comparison.

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.

Private Sector

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; hence, we have to rely on purchased surveys and cannot survey individual employers.

We recommend using one or two surveys as one/two additional data points for the study, to supplement the comparator agencies. We utilize 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 surveys like Towers Watson and Mercer to complement our public sector data. 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, we will most likely survey all 14 classifications/positions as benchmarks.

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 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.
- **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 agency 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 after five years of employment.
 - **Holidays:** The number of holidays (including floating).
 - **Administrative/Personal Leave:** Administrative leave is normally the number of days available to management staff in lieu of overtime. Personal leave may be available to other groups of employees to augment vacation or other paid time off.
- **Deferred Compensation** – We report any employer contribution made on the employee's behalf, whether an employee-matching contribution is required or not.
- **Other** – This category includes any other benefits that are available to all employees within a classification and not already specifically detailed.

Milestone B. Market Survey Delivery

Gallagher/K&A does not collect market compensation data by merely sending out a written questionnaire. Our experienced compensation analysts conduct all of the data collection and analysis to ensure validity of the data and quality control. We collect classification descriptions, organization charts, salary schedules, personnel policies, budgets, MOUs, and other information via website, by telephone, or email directly from each comparator agency. We then compare job description to job description and not just job titles, therefore ensuring true "matches" of at least 70%, which is the threshold 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 job analysis methodology include:



1. Decision making/judgment
2. Difficulty and complexity of work
3. Supervisory responsibilities
4. Non-supervisory responsibilities
5. Minimum qualifications
6. Working conditions/risk factors
7. Contacts

We also schedule appointments with knowledgeable individuals at each comparator 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. Information will be calculated based upon 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 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 "additional" benefits, which we typically report on a separate spreadsheet.

Milestone C. Draft Compensation Findings/Stakeholder Review and Feedback

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, we will meet with the Study Project Team and other stakeholders (including Human Resources, management, employees) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for our team to engage with study stakeholders in a collaborative manner. If questions arise, we conduct follow-up analysis to reconfirm our original analysis and/or make corrections, as appropriate.

Milestone D. Development of Recommendations, Final Reports, and Presentations

Analysis of Internal Relationships and Alignment

To determine internal equity for all studied positions, considerable attention is 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.



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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.

Compensation Structure Development

We will review and make recommendations regarding the District's 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. We will also work with the District on their compensation philosophy as it relates to market position and the formulation of their compensation plan. This analysis will result in external pay equity, solutions to address any pay equity issues, and an implementation strategy supporting District goals, objectives, and budget considerations.

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.

Final Report

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 include:

- An executive summary of the compensation study results;
- A set of all market data spreadsheets;
- A proposed compensation structure;
- A proposed salary range placement document;
- A procedure to address employees whose current base pay either falls below the minimum of or exceeds the maximum of their newly assigned pay range;
- Implementation options surrounding our recommendations; and
- A guide for implementing, managing and maintaining the compensation system.

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

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 approve 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.

EXPECTATIONS OF DISTRICT SUPPORT:

In order to conduct this study in the most timely and cost-effective manner, we ask for support in the following areas:



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- Timely provision of written documentation, such as current class specifications, union contracts, organizational charts, budget documents, salary schedules, past studies, etc.;
- Assistance in the notification and scheduling of initial kickoff and other meetings and the provision of adequate interview tools and resources;
- Meeting agreed-upon timelines.

In terms of time commitment for District staff, we understand that the District hires an outside consultant to conduct and coordinate the entire effort. Therefore, it is our goal to reduce the time commitment of District staff as much as possible and to only request assistance in the coordination of some of the steps in the process, such as scheduling meetings, disseminating information, and in general, being a channel of communication between our firm and employees.

COMMUNICATION WITH THE DISTRICT:

Our typical communication model includes at least weekly or biweekly written status updates, or virtual meetings, 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 Study Project Team, human resources, management, employees, and the Board, 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 Gallagher/K&A’s studies.

POST-STUDY CONSULTATION AND SUPPORT:

We are committed to providing the District with the highest-quality product and service. Providing ongoing consultation and support after study completion is a service that is included in our professional fees and a continued relationship-building aspect of our client relationship that we highly value.

We often find that clients will call or email with follow-up questions and to discuss certain aspects of the study, ask why decisions and recommendations were made, and other important components of the study. We consider post-implementation support as part of our customer service.

Should the District request any additional meetings and/or training after completion of the study and/or other specific, identifiable work efforts, such as single-position compensation reviews or conducting annual surveys, we would honor our composite hourly rate for actual hours worked. However, from experience, we expect that most follow-up support will be conducted via telephone and email and this is absolutely included in our project fee for this project.

STAKEHOLDER ENGAGEMENT:

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 to 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:



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- Initial study kick-off meetings with stakeholders;
- 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;
- 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 to four 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.

We propose commencing the project in February 2025 and anticipate completion by May or June 2025.

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

MILESTONES	TOTAL COMPENSATION STUDY	COMPLETION BY
A.	Project Kickoff Meetings, Initial Documentation Review, and Determination of Survey Elements	Weeks 1-3
B.	Market Survey Delivery	Week 4-12
C.	Draft Compensation Findings/Stakeholder Review and Feedback	Week 13-14
D.	Development of Recommendations, Final Reports, and Presentations	Week 15-16



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Cost Proposal

Due to a shift in our industry to conducting studies virtually and our own efforts to be as green a business as possible (which our public agency clients always appreciate), our cost proposal assumes that all meetings and presentations will be conducted virtually/remotely and no onsite travel to District offices will occur. Should the District desire onsite meetings, we will be happy to provide our per diem cost for onsite meetings based on travel time and market rate travel cost at the time.

MILESTONES	TOTAL COMPENSATION STUDY	AMOUNT	BILLING STRUCTURE
	Ongoing Project Status Meetings throughout the Study	\$2,100	Invoice #1: One Third of Project Fee upon Contract Execution - \$13,090
A.	Project Kickoff Meetings, Orientations, and Determination of Survey Elements	\$6,720	Upon Completion of 100% of Market Survey: Invoice #2 - \$13,090
B.	Market Survey Delivery (this assumes 14 benchmark classifications, up to 12 comparators – including published surveys, if desired, and total compensation including benefits)	\$18,900	
C.	Draft Compensation Findings/Stakeholder Review and Feedback	\$5,250	N/A
D.	Development of Recommendations, Final Reports, and Presentations	\$6,300	Remaining Project Fee: Invoice #3 - \$13,090
Total Fee for Compensation Study		\$39,270	\$39,270
Expenses are included in the project fee		N/A	N/A
<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage</i>			
TOTAL PROJECT COST		\$39,270	\$39,270

Our cost proposal does not include time to support the District during any labor negotiations that may follow this study. If we are needed for this work, our composite hourly rate will apply and we will charge on a time-and-materials basis.



Contractual Considerations

We will be pleased to sign the District's professional services agreement for a Compensation Study. We respectfully request that the District will allow for a period of negotiation of certain terms in the professional services contract related to liability, indemnity, insurance, and other terms. We have found that we have always come to an agreement with all our clients in the past and appreciate the District's flexibility in reviewing certain terms in a collaborative fashion between our legal counsels.

The following are terms we would like to review with the District if we are fortunate to be selected for this project:

- Gallagher is pleased to submit this proposal to client. While this proposal is not meant to constitute a formal offer, acceptance, or contract, notwithstanding anything to the contrary contained in the proposal, Gallagher is submitting this proposal with the understanding the parties would negotiate and sign a contract containing terms and conditions that are mutually acceptable to both parties.
- Gallagher is not a federal contractor or subcontractor. Therefore, Gallagher cannot agree to federal contracting provisions contained within the RFP.

It is our practice to provide the coverage below in lieu of the District contract insurance language. We therefore propose to replace the insurance language in the RFP's sample agreement with coverage language provided by Gallagher as follows (we attach our Memorandum of Insurance for your review as well):

Gallagher shall at all times during the term of this Agreement and for a period of two (2) years thereafter, obtain and maintain in force the following minimum insurance coverages and limits at its own expense:

- Commercial General Liability (CGL) insurance on an ISO form number CG 00 01 (or equivalent) covering claims for bodily injury, death, personal injury, or property damage occurring or arising out of the performance of this Agreement, including coverage for premises, products, and completed operations, on an occurrence basis, with limits no less than \$2,000,000 per occurrence;
- Workers Compensation insurance with statutory limits, as required by the state in which the work takes place, and Employer's Liability insurance with limits no less than \$1,000,000 per accident for bodily injury or disease. Insurer will be licensed to do business in the state in which the work takes place;
- Automobile Liability insurance on an ISO form number CA 00 01 covering all hired and non-owned automobiles with limit of \$1,000,000 per accident for bodily injury and property damage;
- Umbrella Liability insurance providing excess coverage over all limits and coverages with a limits no less than \$10,000,000 per occurrence or in the aggregate;
- Errors & Omissions Liability insurance, including extended reporting conditions of two (2) years with limits of no less than \$5,000,000 per claim, or \$10,000,000 in the aggregate;
- Cyber Liability, Technology Errors & Omissions, and Network Security & Privacy Liability insurance, including extended reporting conditions of two (2) years with limits no less than \$2,000,000 per claim and in the aggregate, inclusive of defense cost; and
- Crime insurance covering third-party crime and employee dishonesty with limits of no less than \$1,000,000 per claim and in the aggregate.



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- All commercial insurance policies shall be written with insurers that have a minimum AM Best rating of no less than A-VI, and licensed to do business in the state of operation. Any cancelled or non-renewed policy will be replaced with no coverage gap, and a Certificate of Insurance evidencing the coverages set forth in this section shall be provided to Client upon request.

ARTHUR J. GALLAGHER & CO. MEMORANDUM OF INSURANCE

This Memorandum of Insurance (“Memorandum”) is produced as a matter of information only to authorized viewers for their internal use only and confers no rights upon any viewer of the Memorandum. This Memorandum does not amend, extend or alter the coverage described below. Copyright 2005, Arthur J. Gallagher Risk Management Services, Inc. (“Gallagher”). Gallagher grants permission to you to view, copy, print and distribute the information found on the Memorandum website (“Site”) provided that the above copyright notice appears on all copies, that use is internal to you or for personal noncommercial informational purposes only, and that no modification is made to any materials. Any modification, use, reproduction or distribution of this Memorandum, the Site or its contents must be first approved by Gallagher in writing. You will not suffer or permit any unauthorized use of any Gallagher trademark, service mark or logo. This Memorandum, the Site and its contents, including but not limited to text, graphics, images, software, copyrights, trademarks, service marks, logos, and brand names (“Content”), are protected under both United States and foreign laws, and Gallagher or its affiliated entities retain all right, title and interest in and to the Content, all copies thereof, and all copyrights and other proprietary rights therein. The information contained herein is as the date referred to above. Gallagher shall be under no obligation to update such information.

DATE: 5/1/2024

INSURED:

Arthur J. Gallagher & Co. and its subsidiaries
2850 West Golf Road
Rolling Meadows, IL 60008

Insurance Companies

- A: ARCH INSURANCE COMPANY
- B: THE CONTINENTAL INSURANCE COMPANY
- C: XL INSURANCE AMERICA, INC
- D: FEDERAL INSURANCE COMPANY
- E: LEXINGTON INSURANCE COMPANY
- F: XL SPECIALTY INS. COMPANY
- G. UNDERWRITERS AT LLOYD'S LONDON
- H. INDIAN HARBOR INSURANCE COMPANY

The policies of insurance listed below have been issued to the “INSURED” named above for the policy period indicated. Notwithstanding any requirement, term or condition of any contract or other document with respect to which this Memorandum may be issued or may pertain, the insurance afforded by the policies described herein is subject to all the terms, exclusions and conditions of such policies. Limits shown may have been reduced by paid claims.

CO. LTR.	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE	POLICY EXPIRATION	LIMITS (In USD unless otherwise indicated)	
A	Commercial General Liability Occurrence Per location Aggregate	41GPP4938416	10/01/23	10/01/24	General Aggregate	4,000,000
					Products - Comp/Op Agg	4,000,000
					Personal and ADV Injury	2,000,000
					Each Occurrence	2,000,000
					Damage to Rented Premises (Each occurrence)	1,000,000
A	Automobile Liability Any Auto	41CAB4939016-MA 41CAB4938316-A/O	10/01/23	10/01/24	Combined Single Limit	5,000,000
					Bodily Injury (per person)	
					Bodily Injury (per accident)	
B	Excess/Umbrella Liability Retention: \$10,000	7034611269	10/01/23	10/01/24	Each Occurrence	25,000,000
					Aggregate	25,000,000
A	Workers Compensation and Employers Liability	41WCI4938116-A/O 44WCI0501916-FL	10/01/23	10/01/24	Workers Comp Limits	Statutory
					EL Each Accident	1,000,000
					EL Disease - Each Employee	1,000,000
					EL Disease – Policy Limit	1,000,000
C	Property	US00112916PR22A	10/01/23	10/01/24	Blanket Bldg. & PP	10,000,000
D	Crime/Fidelity Bond (Employee Dishonesty)	J06039418	09/01/23	09/29/24	Single Loss Limit	15,000,000
E	Errors & Omissions (Primary Policy)	014629885	10/01/23	10/01/24	Per Claim and Aggregate	12,000,000
F	Errors & Omissions (Excess Policy)	ELU192671-23	10/01/23	10/01/24	Per Claim and Aggregate	10,000,000
G	Errors & Omissions (Excess Policy)	FI0121923	10/01/23	10/01/24	Per Claim and Aggregate	15,000,000
H	Cyber Liability	MTP904630501	05/01/24	05/01/25	Limit of Liability	10,000,000

Description of Operations / Other Information: See ADDITIONAL INFORMATION on the following page.

This Memorandum of Insurance serves solely to list insurance policies, limits and dates of coverage. Any modifications hereto are not authorized by Gallagher or the Insurance Companies.

ARTHUR J. GALLAGHER & CO. MEMORANDUM OF INSURANCE

ADDITIONAL INFORMATION

GENERAL LIABILITY POLICY

ADDITIONAL INSURED – MANAGERS OR LESSORS OF PREMISES *
Endorsement Form # CG 20 11 04 13 modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

1. Designation of Premises (Part Leased to You): ANY PREMISES OR PART THEREOF LEASED TO YOU.
2. Name of Person or Organization (Additional Insured): ANY AND ALL PERSONS OR ORGANIZATIONS CONTRACTUALLY REQUIRING ADDITIONAL INSURED STATUS AS THE MANAGER OR LESSOR OF PREMISES TO YOU.
3. Additional Premium: INCLUDED

(If no entry appears above, the information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

WHO IS AN INSURED (Section II) is amended to include as an insured the person or organization shown in the Schedule but only with respect to liability arising out of the ownership, maintenance or use of that part of the premises leased to you and shown in the Schedule and subject to the following additional exclusions:

This insurance does not apply to:

1. Any "occurrence" which takes place after you cease to be a tenant in that premises.
2. Structural alterations, new construction or demolition operations performed by or on behalf of the person or organization shown in the Schedule.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US - WORKERS COMPENSATION, GENERAL LIABILITY AND AUTOMOBILE LIABILITY

We waive any right of recovery we may have against the person or organization where required by written contract because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only where required by written contract as specified and approved per contract.

PROPERTY

This policy insures against "All Risks" of physical loss or damage, except as excluded, to covered property while on Described Premises, provided such physical loss or damage occurs during the term of this policy. Coverage is subject to policy deductibles, terms, conditions and exclusions. Loss Payable clause included for whom Insured has agreed to per written contract.

IMPORTANT NOTICE

***All other Additional Insureds requests requires Legal approval and issuance of a Certificate of Insurance.**

***For special requests, such as a WET SIGNATURE, please contact the appropriate team: P&C – Doreen Morris or Renata Grzeskowiak; E&O – Frederick Arkin or Mari Maceri; Cyber – Jeremy Gillespie or Ariel Magrini.**

This Memorandum of Insurance serves solely to list insurance policies, limits and dates of coverage. Any modifications hereto are not authorized by Gallagher or the Insurance Companies.



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Signature Page

Gallagher, formerly known as Koff & Associates, intends to adhere to all of the provisions described.

This proposal is valid for 90 days.

Respectfully submitted,

By: **GALLAGHER, FORMERLY KNOWN AS KOFF & ASSOCIATES,**
State of California

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting

January 17, 2025



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Appendix



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Project Team Biographies

Georg S. Krammer, M.B.A., S.P.H.R. **Managing Director**

Georg brings over 25 years of management-level human resources experience to Gallagher, formerly Koff & Associates (K&A), 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 spent 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 in his current consulting role. With his wide-ranging and deep experience as a well-rounded classification and compensation expert, his education in business and teaching, his depth and breadth of experience with public sector HR needs, programs, and functions, Georg's contributions to Gallagher's variety of projects greatly complements our Human Resources and Recruitment Services team.

Georg has spearheaded several hundreds of classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California, and the Western Region, 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, served as its Chief Executive Officer from 2005 to 2021, was instrumental in K&A's joining Gallagher in 2021, and has been serving as Managing Director since then.

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: Monterey Bay Air Resources District, South Coast Air Quality Management District
- Community Services District: Cosumnes CSD, Desert Recreation District, Hayward Area Recreation and Park District, Helendale Community Services District, Heritage Ranch Community Services District, Incline Village General Improvement District, Phelan-Pinon Hills Community Services District, Town of Discovery Bay CSD, Truckee Donner Recreation & Park District, Tualatin Hills Park & Recreation District
- Fire and Police Protection: East Contra Costa Fire Protection District, Orange County Fire Authority, Sacramento Metropolitan Fire District
- Housing/Economic Development: Alameda Housing Authority, Housing Authority of the City of San Buenaventura, Housing Authority of the County of Alameda, Housing Authority of County of Santa Barbara, Housing Authority of County of San Luis Obispo, Oakland Housing Authority, Santa Clara County Housing Authority, San Bernardino County Housing Authority
- Open Space: Local Agency Formation Commission (LAFCO) of Santa Clara County
- Public Utilities: East Bay Municipal Utility District, Inland Empire Utilities Agency, North Tahoe Public Utility District, Southern California Public Power Authority
- Transportation: Alameda County Transportation Commission, 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, 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, Santa Barbara County Association of Governments, Santa Clara Valley Transportation Authority, Sonoma-Marín Area Rail Transit, Transportation Corridor Agencies, Western Riverside Council of Governments
- Wastewater: California Association of Sanitation Agencies, Central Marin Sanitation Agency, Encina Wastewater Authority, Leucadia Wastewater District, Napa Sanitation District, Ojai Valley Sanitary District, Orange County Sanitation District, Oro Loma Sanitary District, Truckee Sanitary District, Union Sanitary District, Vallejo Flood and Wastewater District
- Water: Bay Area Water Supply & Conservation Agency, Beaumont Cherry Valley Water District, Central Coast Water Authority, Cucamonga Valley Water District, Eastern Municipal Water District, Joshua Basin Water District, Marina Coast Water District, Metropolitan Water District of Southern California, Min-Peninsula Water District, Mojave Water Agency, Monte Vista Water District, Mt. View Sanitary District, Oakwood Lake Water District, Paradise Irrigation District, Rancho California Water District, San Bernardino Valley Water Conservation District, Santa Clarita Valley Water Agency, Sonoma County Water Agency, South Coast Water District, State Water Contractors, Sweetwater Authority, Trabuco Canyon Water District, Vallecitos Water District, Valley County Water District, West Basin Municipal Water District, Western Municipal Water District, Zone 7 Water Agency



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- Other: Cooperative Agricultural Support Services Authority, Los Angeles County Employees Retirement Agency, Orange County Mosquito & Vector Control District

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

Debbie Owen, CCP Project Manager

Debbie has over 28 years of experience providing classification and compensation services to public sector clients spanning local government sectors including cities, counties, special districts, and transit agencies. 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.

Debbie's practitioner and project management experience has been primarily focused on the design and development of classification and compensation programs for a diverse range of public sector clients with varying project needs. For the last 20 years, Debbie has served in a project management capacity, working with clients to evaluate their classification and compensation systems and needs; she directs and reviews the work of project teams to provide clients with high quality deliverables consistent with best practices; and she prepares/delivers presentations designed to inform clients on study processes, activities, methodologies and outcomes.

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 a Project Manager:

- **Cities/Towns:** Bakersfield, Campbell, Coachella, Davis, El Monte, Gardena, Hemet, Long Beach, Murrieta, National City, Newman, Palm Desert, San José, Redwood City, Santa Clara, Seattle (WA), Spokane (WA), West Sacramento, Yreka.
- **Counties:** Contra Costa, El Dorado, Fresno, Humboldt, Mendocino, Sonoma, Trinity.
- **Education:** Los Angeles Unified School District, Riverside Community College District, Victor Valley Community College District, Yuba Community College District.
- **Special Districts:**
 - Community Services Districts: 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 Santa Clara County, Los Angeles County Development Agency (LACDA), San Diego Housing Commission.
 - Public Utilities: Sacramento Municipal Utility District.



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- Transportation: AC Transit, El Dorado County Transit Authority, Port of Oakland, San Francisco Bay Area Water Emergency Transportation Authority, Bay Area Rapid Transit (BART), Orange County Transportation Authority (OCTA), San Mateo County Transit District.
- Wastewater/Water: Beaumont-Cherry Valley Water District, Coachella Valley Water District, Cucamonga Valley Water District, Eastern Municipal Water District, Inland Empire Utility District, Leucadia Wastewater District, Napa Sanitation District, Sammamish Plateau Water District (WA), 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, Tri-City Mental Health Authority.

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.

Lindsay Christopher **Senior Consultant**

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. Prior to joining Koff & Associates, she worked at the East Bay Regional Park District, where she continued to focus on classification and compensation projects. 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.

Monica Garrison-Reusch, B.A., M.B.A. **Consultant**

Monica has over 15 years of human resource program experience, all of which have been spent serving as either a team consultant or project manager on projects working with public sector agencies. Monica's primary professional focus over the last several years has been on classification and compensation practices.

Prior to joining K&A in 2016, Monica performed classification and compensation consulting services as either a team member or project manager on varied projects including large scale studies done for the Counties of Madera, Sacramento, Bernalillo (in New Mexico), and the California State Department of Personnel Administration. Monica also developed and served as a Co-Trainer for a two-day course on Classification and Compensation.

Monica's depth of experience allows her to provide a broad range of human resources services to public agencies. She specializes in compensation projects focusing on both base salary and total compensation analysis studies. Monica has also worked on project teams



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conducting classification studies and organizational analysis, including performing the full range of classification analysis and conducting in-depth survey and analysis of organizational structures and past organizational practices.

She earned an MBA with an emphasis in Marketing at Golden Gate University and a Bachelor of Science in Business Administration from the University of Southern California. Monica 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.

Ariele Rodriguez, M.A. **Associate Consultant**

Ariele has eighteen years of public and private-sector human resources and management work experience including seven years as a project consultant performing base and total compensation studies for CPS HR Consulting. Her work experience includes compensation, classification, employee relations, labor relations, performance management, management training, adult education/college instruction, and conducting workplace investigations. Ariele joined K&A in August 2020 and has worked on many

Prior to joining K&A, Ariele performed full cycle recruiting for a large state-funded social services agency for six years. In this time, she screened, interviewed, hired, and performed onboarding duties for over 200 employees at all levels from clerical to executive. Additionally, she performed employee relations and labor relations work, conducted internal investigations, created and presented management training, wrote and delivered adverse employment actions, and served as liaison to the local SEIU chapter. Ariele earned her B.A. degree in Interpersonal and Small Group Communication Studies and M.A. degree in Organizational and Instructional Communication Studies from California State University, Sacramento. She holds the HR professional certification SHRM-CP and is certified in Basic Mediation Skills.

Janna Dinkelspiel **Consultant**

Janna Dinkelspiel came to Koff & Associates in August 2022 with over 15 years' experience in private and public sector human resources. Most recently Janna was a Senior Employee Relations Analyst in a municipality where she gained well rounded experience in recruitment and retention, employee relations, labor relations, policy development, performance management, training and development and classification and compensation. Janna was the City's subject matter expert for classification and compensation while conducting and implementing three large-scale compensation studies for the City, as well as assisting the executive team with creation of a compensation policy. Janna has a degree in Business Administration from the University of Washington and holds a Senior Professional Human Resources Certificate from HRCI.

Edward Hsi **Associate Consultant**

Edward Hsi has over 5 years of public-sector human resources experience with over 4 years in classification and compensation. His experience includes public sector work for California Public Utilities Commission and Glendale Community College. Edward joined Koff and Associates in November 2022.



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Prior to joining Koff and Associates in 2022 he worked as a Classification and Compensation Analyst for Glendale Community College including taking part in managing, coordinating and participating in its District-wide classification study.

Edward earned his B.A. degree in Psychology at the University of California, Riverside and his M.S. degree in Industrial/Organizational Psychology at San Jose State University.

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

Renate's professional qualifications include five years of both non-profit and private sector Human Resources experience before joining Gallagher. 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. Renate has a total of 12 years' experience.

Renate joined Koff & Associates in 2017, working on classification and compensation studies.

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. Consultant support throughout this effort, including analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



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**PLACER COUNTY
BOARD OF SUPERVISORS**

**APPLICATION FOR MEMBERSHIP ON
ADVISORY BOARD OR COMMISSION**

THE FOLLOWING IS PUBLIC INFORMATION

APPLICATION FOR MEMBERSHIP ON:

(NAME OF BOARD, COMMISSION, OR COMMITTEE) IF THIS BOARD/COMMISSION/COMMITTEE CALLS FOR A SPECIFIC TYPE MEMBER, PLEASE INDICATE THE POSITION FOR WHICH YOU ARE APPLYING:

NAME: Robert E. Black

SUPERVISORIAL DISTRICT IN WHICH YOU RESIDE: Jim Holmes

TIMES YOU ARE AVAILABLE FOR MEETINGS: DAYS: TIMES EMPLOYMENT - Open -
Retired

EXPERIENCE/PROFESSION (A RESUME MAY BE ATTACHED): **I am retired with 40 + years in Banking, the last 20 years at the Bank of America as an SBA Commercial project manager, I managed commercial real estate purchases and construction projects nationwide up to \$25,000,00. The previous 20 years were in Commercial and Consumer Lending. Understanding of all types of financial statements, tax returns, budgets, and all areas of finance.**

ORGANIZATION/COMMUNITY EXPERIENCE: **I am a third generation Placer County resident, and I have served on the Loomis Planning Commission twice, served on the Loomis Town Council and was the Mayor in 2017. I served on the Board of Directors of the Placer County Air Pollution Control District Board, the Placer County Economic Development Board, and the Placer County Veterans Advisory Committee. I served as the Town of Loomis liaison to the Loomis School District and Del Oro High School. I was the Post Commander for the Loomis Post 775 American Legion and served as the Finance Officer and Veterans Service Officer**

EDUCATIONAL EXPERIENCE: **I graduated from Del Oro High School, attended Sierra College and the University of Nevada**

APPLICATIONS WILL BE RETAINED FOR TWO YEARS

APPLICATION MUST BE FILED WITH THE CLERK OF THE BOARD OF SUPERVISORS
175 FULWEILER AVENUE, ROOM 101, AUBURN, CALIFORNIA 95603

DATE: SIGNATURE

THE FOLLOWING IS CONSIDERED CONFIDENTIAL INFORMATION FOR PLACER COUNTY STAFF USE ONLY

RESIDENCE ADDRESS: [REDACTED]

MAILING ADDRESS: **Same**

PHONE NUMBERS: HOME: BUSINESS: [REDACTED]

FAX: E-MAIL: [REDACTED]



PLACER COUNTY BOARD OF SUPERVISORS

APPLICATION FOR MEMBERSHIP ON ADVISORY BOARD OR COMMISSION

THE FOLLOWING IS PUBLIC INFORMATION

APPLICATION FOR MEMBERSHIP ON: Placer County Conservation Board (NAME OF BOARD, COMMISSION, OR COMMITTEE)

IF THIS BOARD/COMMISSION/COMMITTEE CALLS FOR A SPECIFIC TYPE MEMBER, PLEASE INDICATE THE POSITION FOR WHICH YOU ARE APPLYING: Director and/or Associate Director

NAME: Albert (Joe) Kausek

SUPERVISORIAL DISTRICT IN WHICH YOU RESIDE: Placer County, Roseville, 95747

TIMES YOU ARE AVAILABLE FOR MEETINGS: DAYS: All days TIMES All times

EMPLOYMENT EXPERIENCE/PROFESSION (A RESUME MAY BE ATTACHED): Business Executive/Coach with significant experience in operations, assessement, training and development and process improvement.

Resume attached.

ORGANIZATION/COMMUNITY EXPERIENCE: Very little to date. Some prior church activities. Volunteering at work.

EDUCATIONAL EXPERIENCE: BS in Human Resources Management, International MBA, Post-graduate certificates in Data Science and Predictive Analytics (UC-Irvine) and Advanced Program in Sustainability Management (UC-Berkeley).

Numerous Coursera courses in sustainability and climate change adaptation and mitigation.

APPLICATIONS WILL BE RETAINED FOR TWO YEARS

APPLICATION MUST BE FILED WITH THE CLERK OF THE BOARD OF SUPERVISORS 175 FULWEILER AVENUE, ROOM 101, AUBURN, CALIFORNIA 95603

DATE: Dec 12, 2024 SIGNATURE [Handwritten Signature]

THE FOLLOWING IS CONSIDERED CONFIDENTIAL INFORMATION FOR PLACER COUNTY STAFF USE ONLY

RESIDENCE ADDRESS: [Redacted]

MAILING ADDRESS: Same

[Redacted] BUSINESS: Same

FAX: [Redacted] E-MAIL: [Redacted]



PLACER COUNTY
BOARD OF SUPERVISORS

APPLICATION FOR MEMBERSHIP ON
ADVISORY BOARD OR COMMISSION

THE FOLLOWING IS PUBLIC INFORMATION

APPLICATION FOR MEMBERSHIP ON: _____
(NAME OF BOARD, COMMISSION, OR COMMITTEE)

IF THIS BOARD/COMMISSION/COMMITTEE CALLS FOR A SPECIFIC TYPE MEMBER, PLEASE INDICATE THE
POSITION FOR WHICH YOU ARE APPLYING: _____

NAME: _____

SUPERVISORIAL DISTRICT IN WHICH YOU RESIDE: _____

TIMES YOU ARE AVAILABLE FOR MEETINGS: DAYS: _____ TIMES _____

EMPLOYMENT EXPERIENCE/PROFESSION (A RESUME MAY BE ATTACHED): _____

ORGANIZATION/COMMUNITY EXPERIENCE: _____

EDUCATIONAL EXPERIENCE: _____

APPLICATIONS WILL BE RETAINED FOR TWO YEARS

APPLICATION MUST BE FILED WITH THE CLERK OF THE BOARD OF SUPERVISORS
175 FULWEILER AVENUE, ROOM 101, AUBURN, CALIFORNIA 95603

DATE: _____ SIGNATURE *Mark Starr*

THE FOLLOWING IS CONSIDERED CONFIDENTIAL INFORMATION FOR PLACER COUNTY STAFF USE
ONLY

RESIDENCE [REDACTED] _____

[REDACTED] _____

[REDACTED] _____

E-MAIL [REDACTED] _____



PLACER COUNTY BOARD OF SUPERVISORS

APPLICATION FOR MEMBERSHIP ON ADVISORY BOARD OR COMMISSION

THE FOLLOWING IS PUBLIC INFORMATION

APPLICATION FOR MEMBERSHIP ON: Placer Resource Conservation District
(NAME OF BOARD, COMMISSION, OR COMMITTEE)

IF THIS BOARD/COMMISSION/COMMITTEE CALLS FOR A SPECIFIC TYPE MEMBER, PLEASE INDICATE THE POSITION FOR WHICH YOU ARE APPLYING: Board of Directors

NAME: Justin Miller

SUPERVISORIAL DISTRICT IN WHICH YOU RESIDE: District 2

TIMES YOU ARE AVAILABLE FOR MEETINGS: DAYS: All TIMES All

EMPLOYMENT EXPERIENCE/PROFESSION (A RESUME MAY BE ATTACHED): Farmer/owner Twin Peaks Orchards, Inc. Past experience of running food plants throughout California.

ORGANIZATION/COMMUNITY EXPERIENCE: Chairperson for the Small Scale Producers Advisory Committee for the CDFA. Board of Directors CCOF. Both current. In the past I served on the Placer Grown board as Vice President.

EDUCATIONAL EXPERIENCE: Continous education in organic and regenerative farming. Food science, food safety, microbiology, and lean business management.

APPLICATIONS WILL BE RETAINED FOR TWO YEARS

APPLICATION MUST BE FILED WITH THE CLERK OF THE BOARD OF SUPERVISORS
175 FULWEILER AVENUE, ROOM 101, AUBURN, CALIFORNIA 95603

DATE: 12/17/2024 SIGNATURE Justin Miller

THE FOLLOWING IS CONSIDERED CONFIDENTIAL INFORMATION FOR PLACER COUNTY STAFF USE ONLY

RESIDENCE ADDRESS: [REDACTED]

MAILING ADDRESS: Same as above.

PHONE NUMBERS: HOME [REDACTED]

FAX: None. E-MAIL: [REDACTED]