



**Hidden Valley Lake Community Services District
Personnel Committee Meeting
March 14, 2025 –9:00 a.m.
19400 Hartmann Road, Hidden Valley Lake, Ca.**

Agendas and agenda packet materials are available at: the District Admin office, hvlcsd.org, or by calling the District Secretary. The public may attend in-person or listen to the live audio broadcast at hvlcsd.org. Live broadcasting and audio recordings are available only for Regular and Special Board meetings held in the District Board Room. While every effort is made to provide a complete audio recording of each Board meeting, technical issues can occur.

- 1) **CALL TO ORDER**
- 2) **PLEDGE OF ALLEGIANCE**
- 3) **ROLL CALL**
- 4) **APPROVAL OF AGENDA**
- 5) **DISCUSSION AND POSSIBLE RECOMMENDATION:** Utility Supervisor Job Description and Salary
- 6) **DISCUSSION AND POSSIBLE RECOMMENDATION:** 2025-2026 District Salary Compensation Study
- 7) **DISCUSSION AND POSSIBLE RECOMMENDATION:** Field Staffing
- 8) **PUBLIC COMMENT**
- 9) **COMMITTEE MEMBER COMMENT**
- 10) **ADJOURN**

Public records are available upon request. Board Packets are posted on our website at www.hvlcsd.org/meetings. In compliance to the Americans with Disabilities Act, if you need special accommodations to participate in or attend the meeting, please contact the District Office at 987-9201 at least 48 hours prior to the scheduled meeting.

Members of the public shall be given the opportunity to comment on each agenda item before the Governing Board acts on that item, G.C. 54953.3. All other comments will be taken under Public Comment.



Hidden Valley Lake Community Services District

Utility Supervisor Job Status: Exempt

This class description is only intended to present a summary of the range of duties and responsibilities associated with the positions. Descriptions **may not include** all duties performed by individuals within the class. In addition, descriptions outline the minimum qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.

DEFINITION:

Supervises and oversees the operations, maintenance and day-to-day activities of the District's water production, transmission, and storage facilities, responsible for the operation and maintenance of the District's water treatment facility, distribution system, and water quality. Supervises and oversees the operations, maintenance and day-to-day activities of the District's wastewater collection, treatment, and reclamation storage and distribution systems. Schedule maintenance and directs the activities of field staff; performs a variety of technical and administrative support functions including mandated reports, Federal, State and County reporting requirements, site inspections, and verification of code compliance.

SUPERVISION RECEIVED/EXERCISED:

Receives general direction from the General Manager.

ESSENTIAL FUNCTIONS: *(but are not limited to the following)*

- Supervise, train, direct, plan, schedule, and assign the work of field personnel.
- Coordinate and set priorities for operation and maintenance of water and wastewater systems. establish standard operating procedures to provide water of high quality, adequate quantity, and pressure; establishes standard operating procedures to provide high quality wastewater treatment services and tertiary recycled water storage and distribution.
- Maintain records; prepare State and County water quality and wastewater reports.
- Facilitates effective communication amongst field operations staff and between field staff and administrative staff.
- Ensure a safe work environment, coordinate training in safe work techniques and policies, investigate and complete incident reports and near-misses.
- Determine and recommend equipment, materials, staffing, and safety devices/equipment for water, wastewater, and recycled water projects.
- Inspect and evaluate work in progress and completed work.
- Resolve complaints from the public regarding maintenance work, projects, and/or staff activities.
- Enforce District personnel policies and procedures.
- Assist in planning and design of system modifications.
- Maintain inventory of parts and supplies.
- Recommend and justify capital purchases, assist with the review of Capital Improvement projects, gather, and prepare cost estimates and scope of work for contractors and vendors for the maintenance, repair and upgrade of District facilities and serve as contact with contractors and consultants.

- Assist with budget preparation and monitoring.
- Monitor and evaluate work performed by staff and contractors.
- Conduct field operations staff and safety meetings and participate in management meetings.
- Supervise development and implementation of other procedures and programs (e.g., safety, maintenance schedule, emergency response, FEMA training, process control, purchasing, training, SCADA system, and inventory control).
- Oversee the maintenance of District vehicles and equipment.
- Administer District On-Call Program in cooperation with the Operator in Training (OIT) and Utility Operators (I & II).
- Respond to District after-hour emergencies as appropriate.
- Prepare a monthly field operation report to the Board of Directors.

PHYSICAL, MENTAL AND ENVIRONMENTAL WORKING CONDITIONS:

The essential functions of this position may require the employee to perform the following physical activities. Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodation.

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the Utility Supervisor position.

While performing the duties of this job, the employee is regularly required to talk, speak, and hear, use the senses of smell to sense the onset of odors such as chlorine and hydrogen sulfide, touch-noticing temperature differences, hear frequency differences in pumps and motors or have a means to accommodate for such variances. The employee is frequently required to stand, walk, sit, and use hands to finger, handle, or feel objects, tools, or controls; reach with hands and arms, climb or balance, stoop, kneel, crouch, or crawl. The employee is occasionally required to taste and/or smell as indicators of industry conditions.

The employee must frequently lift and/or move up to 50 pounds. The position requires the use of close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus or have corrective lenses to compensate for vision issues. (Contact lenses are not allowed when working with or near items such as chlorine gas or biological material.)

Environmental Factors:

The work environment characteristics described here are representative of those an employee may encounter while performing the essential duties and functions of this position. Reasonable accommodation may be made to enable individuals with disabilities to perform essential functions.

While performing the duties of this job, the employee frequently works in outside weather conditions and is frequently exposed to hot, cold, and wet conditions. The employee occasionally works near moving mechanical parts, in high and/or precarious places, and is occasionally exposed to extreme cold, extreme heat, vibration, and risk of electrical shock.

This position is normally exposed to moderate noise levels; infrequently, the employee may be exposed to excessive noise.

QUALIFICATIONS:

The following are minimal qualifications necessary for entry into the classification.

- College level course work in industrial technology, management, water and wastewater system operation and design is desired.

- Computer literacy, including word processing and spreadsheet/database software.
- Knowledge of water, wastewater and recycled water operation, preventative maintenance, and safe work practices.
- Minimum (1) year experience as a Utility Operator II for HVLCSD or equivalent and five (5) years of experience with the maintenance and operation of water treatment and distribution and/or wastewater collections and treatment is required.
- Knowledge of recycled water distribution and regulations is desired.

Education and/or Experience, Licenses/Certificates:

- A high school diploma or equivalent is required. Computer literacy, including word processing and spreadsheet/database software.
- Knowledge of water/wastewater/recycled water operation, preventative maintenance, and safe work practices.
- Five (5) years’ experience as an Operator II for HVLCSD or comparable position.
- A class “A” California driver’s license (with tank endorsement) and:
- Minimum of three of the following California Department of Public Health, State Water Resources Control Board certifications or California Water Environment Association certifications:
 1. Water Treatment Grade II
 2. Water Distribution Grade II
 3. Wastewater Grade III
 4. Collection System Maintenance Grade III
 5. Cross-Connection Control Specialist Certification (AWWA or County Health)

Must obtain all five certifications within 18 months of entering the position. Must maintain all certifications.

KNOWLEDGE/SKILLS/ABILITIES:

The following are a representative sample of the KSA’s necessary to perform essential duties of the position.

Knowledge of:

- Principles of supervision, training and performance evaluation, District policies, rules, regulations, procedures and the development and implementation of Standard Operating Procedures (SOP’s).
- Public relations courtesies and effective customer service.
- Federal, State, and local laws, ordinances, codes, and regulations regarding: Water treatment, storage, distribution, and quality; wastewater collection treatment, disposal; and recycled water storage, distribution and usage.
- Occupational hazards and standby safety precautions prevalent in the water, wastewater, and recycled water industry and how to mitigate such hazards.
- The principles and practices of budget development and monitoring.
- Materials, methods, practices, and equipment used in maintenance of water, wastewater, and recycled water electronics, SCADA, pumps, and valves.

Ability to:

- Perform a variety of skilled maintenance, repair, and operations work related to the pumping, treatment, storage, and distribution of water; the collection and treatment of wastewater; the storage and distribution of recycled water.
- Ability to define problems, collect data, establish facts, and draw valid conclusions.
- Take water and wastewater samples; perform basic laboratory tests.
- Maintain written logs and records.
- Train staff; establish and maintain cooperative working relationships.
- Formulate and communicate instructions.
- Draft standard operating procedures and procedural manuals.
- Read and write the English language.
- Follow written and oral instructions.

Must be able to respond to after-hours emergencies within 30 minutes.

Other Duties

Perform other related duties as required.

Hidden Valley Lake Community Services District
Salary Schedule
FY 24-25

POSITION	Step A	Step B	Step C	Step D	Step E
Account Representative	\$21.46	\$22.57	\$23.75	\$25.01	\$26.33
Account Representative Sr.	\$27.71	\$29.17	\$30.71	\$32.32	\$34.03
Accounting Supervisor	\$40.09	\$42.21	\$44.42	\$46.76	\$49.22
Admin Services Manager	\$32.13	\$33.80	\$35.59	\$37.47	\$39.43
Admin Support Assistant	\$21.46	\$22.57	\$23.75	\$25.01	\$26.33
Operator II	\$31.38	\$33.03	\$34.77	\$36.60	\$38.52
Operator I	\$25.55	\$26.89	\$28.31	\$29.80	\$31.37
OIT	\$19.77	\$20.81	\$21.91	\$23.06	\$24.28
Project Manager	\$44.63	\$46.98	\$49.45	\$51.93	\$54.51
Utility Supervisor	\$43.11	\$45.37	\$47.77	\$50.28	\$53.23
Water Resources Specialist I	\$29.15	\$30.60	\$32.15	\$33.75	\$35.45
Water Resources Specialist I	\$37.32	\$39.20	\$41.16	\$43.21	\$45.37

**HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT
PERSONNEL COMMITTEE
STAFF REPORT**

DATE: March 14, 2025

AGENDA ITEM: Recommend Proposal to Complete a Salary Study and Authorization of the Interim General Manager to enter into a Service Agreement with HR Dynamics & Performance Management Inc in an amount not to exceed \$16,882

RECOMMENDATIONS: Staff recommends that the Finance Committee make a Recommendation to the Board to approve the proposal to engage HR Dynamics & Performance Management Inc. to conduct a comprehensive salary study in the amount of \$16,882

FINANCIAL IMPACT: \$16,822

1. The proposed contract with CPS HR Consulting is estimated at \$22,000 with projected completion of 3-4 months Project Kick-off
2. The proposed contract with HR Dynamics & Performance Management Inc. is estimated at \$16,822 with projected completion of 12 weeks of Project Kick-off
3. The proposed contract with Bryce Consulting is estimated at \$6,080-\$6,840 with projected completion of 8 weeks of Project Kick-off

BACKGROUND: This report proposes the approval of a contract with HR Dynamics & Performance Management Inc. to conduct a comprehensive salary study for all employee classifications within the District. This study is crucial to ensure the Districts compensation structure remains competitive in the market, supports employee retention, and aligns with our budget capabilities.

On May 22, 2012, by Resolution 2012-07 the Board of Directors adopted the Employee Compensation Policy making it the policy of the District to offer affordable total compensation packages which supports our mission and attracts and retains skilled, capable personnel. The Policy also sets the salary ranges and benefits for District employees at a level not to exceed the median market value of comparable positions in the region. The Board of Directors elected to commission an independent salary survey to establish current median market value for each position every five years.

On June 16, 2020, the Board approved and adopted the 2020 Compensation and Classification Study submitted by Robert DeLoach, adopting a 7% lag effective January 1, 2021.

ATTACHMENTS:

Proposal from CPS HR Consulting, Detailed scope of work, and Budget breakdown.

Proposal from Bryce Consulting, Detailed scope of work, and Budget breakdown.

Proposal from HR Dynamics & Performance Management INC., Detailed scope of work, and Budget breakdown.

PROPOSAL

Hidden Valley Lake Community Services District

Compensation Consulting Services

December 4, 2024

SUBMITTED BY:

VICKI QUINTERO BRASHEAR

Client Services Director

CPS HR Consulting
2450 Del Paso Road, Suite 220
Sacramento, CA 95834
P: 916-471-3481
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Your Path to Performance

Table of Contents

Experience and Qualifications.....	1
About CPS HR Consulting.....	1
Similar Work.....	3
Project Team.....	4
Proposed Methodology	6
Understanding of the Scope of Work	6
Work Plan	6
Project Timeline	11
Cost	13
Pricing Assumptions	13
Client Staff Expectations	15

December 4, 2024

Hidden Valley Lake CSD
Penny Cuadras, Administrative Services Manager
19400 Hartmann Road
Hidden Valley Lake, CA 95467

Sent via e-mail to: pcuadras@hvlcsd.org

Dear Penny,

CPS HR Consulting (CPS HR) is pleased to submit this proposal to Hidden Valley Lake Community Services District (District) to provide compensation consulting services. We are excited to deliver this 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.

We look forward to the possibility of working with the District on this important project. Should you have any questions, please do not hesitate to contact me at **(916) 471-3481** or via e-mail at **vbrashear@cpsshr.us**.

Sincerely,



Vicki Quintero Brashear
Client Services Director

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	108
Type of Organization	Joint Powers Authority
Website	www.cps hr.us

About CPS HR Consulting

CPS HR is a client-centric human resources and management consulting firm specializing in addressing the unique challenges and complexities encountered by government and non-profit organizations. With a history dating back to 1985, **we have consistently served as a trusted advisor to our clients**, understanding their specific needs as self-supporting public agencies.

Our mission is to advance excellence in human resources within the public sector, and our vision is to empower individuals to fulfill the ideals of public service. CPS HR's core competency lies in our in-depth knowledge and expertise in the public sector landscape. Being a public agency ourselves, we possess a deep understanding of the intricacies and issues faced by our client base.

We differentiate ourselves by offering best-practice expertise that emphasizes an integrated, systems-oriented approach to human resources. Our consultants recognize that the various facets of human resources, including classification and compensation, function cohesively to nurture an optimal HR system.

For nearly four decades, CPS HR has been delivering classification and compensation services to a wide spectrum of clients, ranging from state, federal, and local governments to special districts and non-profit organizations. Our extensive experience includes numerous projects with agencies of similar size and scope.

Core Services

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

CPS HR CONSULTING CORE SERVICES



Comprehensive HR solutions for advanced organizational performance.



CLASSIFICATION & COMPENSATION

- Classification
- Compensation



DIVERSITY, EQUITY & INCLUSION (DEI)

- DEI Strategic Planning
- DEI Training



HR CONSULTING

- Audit & Compliance
- HR Outsourcing
- HR Membership
- Complaint Investigations



LICENSING & CERTIFICATION

- Accreditation
- Candidate Management
- Program Management
- Testing Services



ORGANIZATIONAL STRATEGY

- Organizational Assessment
- Change Management
- Employee Engagement
- Performance Management
- Succession Planning
- Workforce Planning



RECRUITMENT & SELECTION

- Executive Search
- Mid-Management and Specialized Recruitment
- General Recruitment
- Employer Branding



TESTING

- Assessment Center
- Job Analysis
- Test Rental
- Test Administration
- Selection Tools Development



TRAINING & DEVELOPMENT

- Executive Coaching
- Training Center
- Open Enrollment Training
- On-Site Training

CORE MARKETS

Federal

State

Local

Special Districts

Education

Non-Profit Organizations

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 District 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.”

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 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 Team will be selected upon project award.

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 Certifications/Memberships: Senior Professional of Human Resources (SPHR). Member of: SHRM, WorldatWork (U.S. Total Rewards Association)
Michelle Garbato, Principal Consultant <i>Location: California</i>	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. <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 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)
Suzanne Ansari, Senior HR Consultant <i>Location: California</i>	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 & compensation topics at various

Staff/Role	Experience/Education
	<p>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>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
<p>Manpreet Kaur, Administrative Technician <i>Location: California</i></p>	<p>Healthcare, public sector, and business management experience at the District 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>

Proposed Methodology

Understanding of the Scope of Work

We understand the District is seeking a compensation study within the following parameters:

■ Total Compensation Study – Base salary¹ plus benefits collection, analysis, and comparison

- Up to **12** benchmark classifications
- Labor market pool of up to **5** agencies (list provided by the District)
- Delivery of data sheets and benefits tables showing market results and job matches
- Updated salary range recommendations within the current salary structure (optional)
- A report and presentation are not part of the scope of this study; final deliverables will consist of data sheets and updated salary range recommendations

Work Plan

Task 1 – Review the 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 the initial meeting. The CPS HR Project Manager will coordinate activities through and report to the client’s Internal Project Manager and other designated key stakeholders.

Task 2 – Initial Project Meeting. The primary objective of this task is to conduct an initial meeting between the CPS HR Project Manager and the 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 the District’s current compensation philosophy and its market positioning goals.

The following key elements will be discussed:

- Overall scope of the study
- Data gathering methodology and the job matching process
- Review whether the District aims to lag, meet, or lead the market
- Use of median, mean, or other percentiles for market positioning
- Labor market agency pool
- 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

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

- Channels for ongoing communication between CPS HR and the 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 **12** 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 **5** total labor market agencies will be selected for comparison and the list will be provided to CPS HR by the District.
- 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.

Task 3 – 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:

- 1) 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.
 - a. 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.
 - b. Medicare – Contribution rate of 1.45% times the base salary median is used to calculate total compensation, there is no maximum compensation limit.
 - c. Social Security (if agency participates) - Contribution rate is 6.20% of the median compensation and is included in the total compensation calculation.
- 2) Health benefits data are collected for reporting and are included in total compensation calculations.
 - a. Medical, Dental, and Vision benefits, based on the maximum contribution for family coverage (employee + 2 or more dependents)

- b. Cafeteria Plans (Flex Credit & Health Savings Account)
- 3) These data are collected for reporting purposes only and are not included in total compensation calculations.
- a. Sick Leave
 - b. Holiday Leave
 - c. Vacation Leave
 - d. Paid Time Off
 - e. Administrative/Management Leave
- 4) 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.
- a. Retirement Pick-up (i.e., Employer Paid Member Contribution (EPMC))
 - b. Deferred Compensation (i.e., 457b, 401k, 403b)
 - c. Incentives (only education/certifications, performance)
 - d. Longevity
 - e. 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 own benefits elements and their costs/details.
- Please note that only employer costs are collected; not employee costs.

Task 4 – 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 the 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.
- The District may add additional labor market agencies 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.
- 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.

Task 5 – 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).

Task 6 – 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:

1. An analysis of the survey classification's position within the labor market for base salary
2. 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)
3. 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
4. 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.

Task 7 –Prepare Salary Range Recommendations (optional service). 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. Our methodology for setting salary range levels for both benchmark and non-benchmark classifications follows these steps, ensuring consistency across all agency study classifications:

- 1. Benchmark Classifications:** We identify benchmark classifications that serve as reference points for salary setting based on market data.
- 2. Salary Recommendations:** Salary levels for benchmark classifications are established in line with market data.
- 3. Internal Alignment Review:** We conduct a comprehensive review of the District’s existing internal alignment differentials to assess where adjustments are needed.
- 4. 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.
- 5. 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 District to assess the percentage and dollar amount of any increase on a classification-by-classification basis.

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.
- The compensation structure will not be updated. Specifically, changes will not be made to the *bandwidth* of each pay grade or the *separation* between grades.
- The final deliverable of this project will be datasheets showing the market data and the District’s variance to the market and salary range recommendations, if service selected.

Project Timeline

The CPS HR Internal Project Manager and the District will discuss varying approaches to customize a timeline after the initial kick-off meeting. CPS HR recommends a structured timeline that can be flexible to accommodate varying factors in achieving set milestones.

Our timeline is based upon the assumption that

- selected labor market agencies will provide the information required within the specified timeframe
- The District will be able to review, comment on, and approve study products within agreed upon deadlines
- CPS HR is available to begin the work, after full contract execution. We understand the District wishes to commence work in July 2025.

We estimate completion of this scope of work within 3-4 months of project kick off.

Project Progress Monitoring and Deadline Adherence

CPS HR uses a comprehensive approach for planning, organizing, directing, and controlling consulting engagements. Our approach is designed to ensure a focused and efficiently executed project. We use sound project management procedures and ongoing communication to ensure project success.

We are committed to ensuring transparent communication and adherence to project timelines throughout the duration of our collaboration with the client. To achieve this, we employ a set of procedures designed to keep all stakeholders well-informed and the project on track.

- **Dedicated Project Manager:** Your project will be overseen by a dedicated CPS HR Project Manager who will serve as your primary point of contact. This seasoned professional will be responsible for orchestrating project activities, tracking progress, and ensuring that all milestones and deadlines are met.
- **Milestone Timeline:** After the project kick-off meeting, CPS HR will provide a detailed milestone timeline. This timeline outlines key project phases, specific deadlines, and deliverable dates, providing a clear roadmap for the project's progression.
- **Regular Meetings:** To facilitate ongoing communication and progress monitoring, CPS HR will schedule standing bi-weekly or monthly meetings with the client's designated representatives. These meetings serve as valuable touchpoints for discussing project status, addressing concerns, and making necessary adjustments to ensure the project stays on course.
- **Microsoft Teams:** For even more immediate and frequent updates, CPS HR will leverage Microsoft Teams as a collaborative platform. This allows for real-time sharing of project-related information, documents, and updates, enhancing transparency and accessibility.
- **Ad Hoc Telephone Conferences:** In addition to structured meetings, we understand that sometimes unforeseen issues or urgent matters may arise. To address these situations promptly and efficiently, we conduct ad hoc telephone conferences. These discussions can be scheduled whenever the need arises, providing a direct line of communication between our team and the client's representatives. These opportunities ensure that timely decisions and solutions can be reached to maintain project momentum.
- **Early Risk Analysis:** In the event of any potential roadblocks that may affect project timelines, CPS HR is proactive in conducting risk analysis. This preemptive approach allows us to identify challenges swiftly and develop mitigation strategies to keep the project moving forward without significant delays.

By implementing these comprehensive procedures, CPS HR aims to provide the client with a project management framework that ensures constant progress tracking, effective communication, and timely achievement of project milestones and deadlines.

Cost

Professional Fixed Fee

CPS HR has prepared the following *professional fixed fee* based on the scope of work described.

Description	Price
Total Compensation Study	\$19,900
Develop Salary Recommendations	\$2,100
<i>Not-to-Exceed Contract Amount:</i>	
<i>Dependent on client selections</i>	

Pricing Assumptions

<i>Not included in the fixed fee:</i>	
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, secure portal provided by CPS HR.

Billing Terms

CPS HR will bill in equal installments at the following milestones.

1. After client kick-off meeting
2. Approval of project parameters letter
3. Submission of draft matches
4. Provision of data sheets and benefits tables with market data
5. Provision of salary recommendations (if service selected)

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

The Project Manager (and primary stakeholders of the District's choosing) of the District is kindly requested to actively participate in key aspects of the study. Common examples of such involvement include:

Compensation Study

- 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.
 - Make decisions on the adoption of new compensation structures/salary ranges and any related organizational changes.
 - 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 data 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
 - Collaborate with the CPS HR consulting team to develop effective implementation strategies for the new compensation structures or salary range changes.
 - Support the transition plans and help manage the change process within the organization.
 - Train managers and staff on the new compensation systems, explaining any changes in pay structures, etc.
 - Address any questions or concerns from employees or management regarding the new compensation policies.

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

#	Meeting Description	Involved Stakeholders
COMPENSATION STUDY		
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 confirm labor market agency and benchmark classification selections; discuss distinctions of classifications.	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 current salary structure and direction of salary range recommendations.	HR/primary client project group
6	Discussion of draft salary range recommendations: Client reviews and detailed provides feedback.	HR/primary client project group
7	Discussion of final salary range recommendations.	HR/primary client project group
8	Present compensation report.	HR/other stakeholder group

**RESPONSE TO REQUEST FOR PROPOSALS (RFP) –
TOTAL COMPENSATION STUDY**



SUBMITTED BY:

HR DYNAMICS & PERFORMANCE MANAGEMENT, INC.

**RHONDA D. STROUT-GARCIA,
PRINCIPAL CONSULTANT**

December 24th, 2024





DYNAMICS & PERFORMANCE MANAGEMENT, INC.

December 24th, 2024

Penny Cuadras
Administrative Services Manager
Hidden Valley Lake Community Services District
Via Email: pcuadras@hvlcsd.org

Subject: **Total Compensation Study Proposal**

Dear Ms. Cuadras,

HR Dynamics & Performance Management, Inc. (HRDPM) is pleased to submit a proposal in response to the organization's need for a Total Compensation Study.

Please find enclosed the following:

- Documentation which demonstrates HRDPM's responsiveness to the needs of the District and ability to provide the requested services in a prompt, thorough and professional manner;
- Documentation which demonstrates the professional credentials and reputation of the HRDPM consultant who will be performing the study;
- Qualifications of HRDPM, including but not limited to, its similar experiences in public sector studies, and personnel assigned to the project; and
- A competitive quote for the desired work to be performed.

HR Dynamics & Performance Management is prepared to commit to the completion of the District's Study in an expedited manner, should it be awarded the contract.

It would be a pleasure to work with you in conducting this important study. If any additional information is needed, please do not hesitate to contact me at (951) 905-0025.

Kind regards,

/Rhonda D. Strout-Garcia/ (Electronic Signature)

Rhonda D. Strout-Garcia,
Principal Consultant, HRDPM

TABLE OF CONTENTS

1.	Executive Summary.....	4
2.	The Company.....	5
3.	Dedicated HRDPM Project Consultant	6
4.	Client List/References for Classification/Compensation Studies.....	7
5.	The Scope/Methodology	10
6.	Proposed Time Schedule.....	11
7.	Insurances.....	12
8.	Proposed Professional Services Agreement.....	12
9.	Final Work Products.....	12
10.	Fees for Services.....	12
11.	Signature/Submittal Page	13

Proprietary/Trade Secret Materials:

This proposal represents the proprietary (Trade Secret) process and methodologies developed by HR Dynamics & Performance Management, Inc. and therefore request exemption to any release to competitors under the California Public Records Act.

**HR DYNAMICS & PERFORMANCE MANAGEMENT, INC.
PROPOSAL FOR PROFESSIONAL
HUMAN RESOURCES CONSULTING SERVICES**

**HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT
TOTAL COMPENSATION STUDY**

December 24th, 2024

HR Dynamics & Performance Management, Inc. (HRDPM) is pleased to submit a proposal in response to Hidden Valley Lake Community Services District's (HVLCSO) need for professional Human Resources Consulting Services in the area of Compensation.

1. Executive Summary

As a brief overview of the proposal, HRDPM is both ***excited and fully prepared*** to perform the District's ***Total Compensation Study*** in a professional, thorough and expedited manner.

The Purpose of the Total Compensation Study is to align employee compensation and benefits with the District's compensation philosophy and ability to pay, based on current labor market data from comparable agencies. Ultimately, the Compensation Study is intended to assist with understanding the District's position in the labor market, to provide public accountability of employee compensation, to optimize the District's ability to recruit and retain a talented workforce, and to ensure internal equity among the overall work force.

The **Total Compensation Study** methodology will include:

- Reviewing relevant background materials including job specifications, organizational charts, budgets, salary schedules, MOU's and related information
- Utilizing the District's established guidelines and pre-defined labor market pool/comparable agencies (***up to 7***)
- Identifying the District's benchmark classifications to be included in the survey (***up to 10***)
- Gathering salary and benefit data from the selected comparable agencies
- Analyzing the data and preparing summary results
- Recommending salary range adjustments for the District's Classification Plan for all full-time Classifications based on the survey results and in consideration of internal alignment using the District's pay grade schedule
- Presenting the draft report to the General Manager and Administrative Services Manager
- Presenting the final Total Compensation Study report findings and recommendations to the Board of Directors

In closing, HRDPM is highly qualified and experienced in the conduct of comprehensive classification and total compensation studies, and has a complete understanding of the District's needs and desired outcomes. HRDPM has a solid reputation for meeting project schedules and deadlines, providing high quality work products, engaging regularly with the

client and related stakeholders, and a high degree of success in having studies implemented by clients. HRDPM is prepared to initiate the Study upon award of the contract, and to commit to the timely completion of the project.

2. The Company

HR Dynamics & Performance Management, Inc. (HRDPM) has been in business since 2002 (incorporated in 2014) as a full-service management and human resources consulting firm; and has provided various human resources, organizational development, and executive recruitment services to numerous public, private and non-profit clients. HRDPM provides premier public sector human resources services in the following specialty areas:

- Classification and Job Analysis/Plan Development
- Compensation and Benefit Surveys/Plan Development
- Organizational Assessments
- Executive Recruitments

The firm consists of two (2) Principal Consultants. As a small firm, the consultants are able to provide high quality services and competitive pricing. HRDPM consultants are seasoned and accomplished public sector professionals with well over 60 years combined experience in Human Resources and Municipal Management. Together, the firm has served over 100 clients, primarily in the public sector over the past 20 years.

- With a highly successful public sector career as a City Manager, Henry Garcia serves as President of HRDPM, and Principal Consultant with a focus in providing his clients with services related to Performance Management including coaching, leadership development training, and strategic planning.
- Principal Consultant Rhonda Strout-Garcia serves as Chief Financial Officer (CFO) for HRDPM, and brings to her clients extensive expertise stemming from a highly successful public sector career which includes having served as Director of Human Resources and Classification/Compensation Manager for a large Southern California municipality. Her focus in the company is in providing project-oriented human resources consulting services.

The consultants are regularly engaged in work projects, and have a robust list of current and past clients; however, as an ethical practice, ***the consultants only accept a limited number of projects at any given time for work that they can fully commit to***, ensuring that each client receives the highest level of service.

To ensure the highest quality of work, the consultants perform all work activities personally and do not utilize sub-contractors or staff. Further, the consultants remain accessible and highly responsive to their clients ensuring the ultimate level of satisfaction. HRDPM is available, and prepared to accept and commit to this assignment.

In the course of work, HRDPM shall comply with all legal requirements and be non-discriminatory, and compliant with federal, state and local requirements.

Some of the key factors that set us apart from our competitors are listed below. We offer a number advantages over large firms:

- As a small firm, we take on **a limited number of projects at a time**, in which to focus on the needs of the client and complete projects *on schedule*.
- We are collaborative, flexible, and accommodating, and **will always put the relationship with the client first**.
- We are **highly responsive and accessible** to clients, employees, and candidates including evenings and weekends; and provide a level of personal interaction that is meaningful and memorable.
- We do not use “canned” work products. **Every assignment is unique and customized** to meet the client’s needs.
- **We do the work ourselves**. We will not only serve as project lead, but will also conduct all aspects of the work personally including interviews, field visits, data collection, analysis, report writing, presentations, and recommendations.
- We have a combined unique background that includes extensive managerial experience in the public sector. **We understand your work**.
- We provide **extensive and detailed data collection and analysis**, specific to the outcomes that the client desires to achieve.
- We are **well connected and have extensive relationships** from which to draw upon in obtaining information from other agencies.
- We **meet project schedules** and established deadlines, within budget.
- We make a **strong personal commitment** to the organization to provide a thorough process that will achieve the intended outcomes.
- We utilize our own practical **experiences and knowledge of the industry** in making realistic and viable recommendations to solving staffing and operational issues.
- We have **a high degree of repeat clients**, due to client satisfaction with services and results.

3. Dedicated HRDPM Project Consultant

HR Dynamics & Performance Management shall assign Principal Consultant Rhonda Strout-Garcia to serve as the dedicated Project Consultant, in which she will manage and personally perform all aspects of the work as defined in this proposal. Ms. Strout-Garcia’s qualifications are as follows:

Rhonda’s experience includes over 30 years of professional human resources management experience in the public sector having ultimately served for nine years as Director of Human Resources for a large and complex municipality with 2500 employees and 16 bargaining

units, serving a population of over 300,000. Additionally, Rhonda has over 20 years of experience as a Human Resources Consultant and successful business owner serving public, private and non-profit entities.

Rhonda received her Master's Degree in Human Resources Management from Chapman University, and a Bachelor's Degree from Southern Illinois University in Workforce Education and Development. She has also served as an adjunct professor at California State University San Bernardino (CSUSB) and at the University of California – Riverside (UCR) Extension – teaching courses in Human Resources Management, and has been active in various professional associations.

Rhonda uses her broad background to help organizations achieve optimum organizational effectiveness. She has specific and extensive expertise in the area of Classification and Compensation including various aspects involving evaluating and developing organizational structures, career ladders, salary plans, and job descriptions; conducting job evaluations and systems analysis for efficiency and effectiveness; developing recognition, incentive, and reward programs; evaluating salary, benefits, and total compensation; establishing labor market comparison agencies based on sound criteria; and making recommendations consistent with best practices and current trends.

Additionally, Rhonda has direct experience in conducting executive recruiting, organizational climate and staffing studies; executive, supervisory and employee coaching and mentoring; team building and conflict resolution; strategic planning; and in developing policies, procedures, and employee handbooks. An additional area of expertise is in conducting Human Resources assessments for both compliance and best practices. Rhonda is adept at assessing organizational issues and developing successful interventions and strategies, and in identifying staff development needs to enhance team cooperation, communication, and optimal performance.

Exceptionally organized and resourceful, Rhonda brings highly effective customized approaches to assessing organizational issues and concerns. She is effective at recommending viable solutions and in developing an action-oriented approach to achieving the organization's objectives.

Relative to prior and similar work performed, please see below list of clients, projects, and references.

4. Client List/References for Classification/Compensation Studies

Most Recent/Relevant Studies Completed

The following list serves to demonstrate the consultant's experience in conducting classification and compensation studies for public sector agencies. The following projects represent the most recent and relevant projects that the consultant has conducted:

- **City of Buellton** (2024)
 - ✓ City-wide Classification Study for 20 Positions (Complete)
 - ✓ City-wide Total Compensation Study for 20 Positions (In-Progress)

- ✓ Contact: Linda Reid, (805) 686-7424, lindar@cityofbuellton.com
- **Inland Valley Development Agency (IVDA)/San Bernardino International Airport Authority (SBIAA) Joint Powers Authority** (2024)
 - ✓ Classification Study for IVDA (20 Positions) and Compensation Survey for IVDA and SBIAA (35 Classifications)
 - ✓ Contact: Catherine Pritchett, (909) 382-4100, cpritchett@sbdairport.com
- **City of Laguna Beach** (2024)
 - ✓ Total Compensation Surveys for Police Association, Fire Association, Police Management Association, and Fire Management Association
 - ✓ Data Collection involving multiple scenarios in support of the City during labor negotiations
 - ✓ Contact: Aggie Nesh, Director of Human Resources & Risk Management, (949) 497-0311, anesh@lagunabeachcity.net
- **Beaumont Cherry Valley Water District** (2017 – 2024)
 - ✓ Update to 2021 Compensation Survey (Base Salaries Only) for 23 Classifications, and Job Evaluation for 6 positions
 - ✓ Select Positions Evaluated for Classification and Compensation
 - ✓ Conducted Multiple Projects over Several Years
 - ✓ Contact: Sylvia Molina, (951) 845-9581, Sylvia.molina@bcvwd.gov
- **City of Jurupa Valley** (2023)
 - ✓ City-wide Classification Study and Total Compensation Survey
 - ✓ Phase I - Classification Study, and Phase II Total Compensation Study for 95 positions
 - ✓ Contact: Michael Flad, Assistant City Manager (951) 322-6464 mflad@jurupavalley.org
- **City of Wildomar** (2022)
 - ✓ City-wide Classification Study and Total Compensation Survey
 - ✓ Study included a Workforce Analysis and Review of Independent Contractor Status
 - ✓ Contact: Dan York, City Manager (951) 370-0448 or (951) 698-1463, dyork@cityofwildomar.org
- **City of Gustine** (2022)
 - ✓ Public Safety Total Compensation Survey
 - ✓ Contact: Melanie Correa, Administrative Services Director (209) 854-9407, mcorrea@cityofgustine.com
- **City of Alhambra** (2021)
 - ✓ City-wide FLSA Study

Contact: Mariam Lee Ko, Director of Human Resources (323) 842-4128,
mko@cityofalhambra.org

- **City of Rialto** (2019 - 2021)
 - ✓ Departmental Reorganizations, Job Analyses, and Salary Surveys
 - ✓ Conducted Multiple Projects over Several Years
 - ✓ Included maintenance classifications.
 - ✓ Contact: Rod Foster, City Manager (Retired)
- **City of South Pasadena** (2018, 2019, 2021)
 - ✓ City-wide Total Compensation Survey
 - ✓ Conducted Multiple Projects over Several Years including Finance Reorganization, and Public Works Reorganization
 - ✓ Contact: Belinda Varela, Human Resources Manager (626) 403-7200,
bvarela@southpasadenaca.gov
- **City of Willits** (2021)
 - ✓ City-wide Total Compensation Survey
 - ✓ Contact: Karen Stevenson, HR Manager (707) 459-7176,
kstevenson@cityofwillits.org
- **City of Yorba Linda** (2021)
 - ✓ City-wide Compensation Survey
 - ✓ Contact: David Albaugh, HR Director (714) 961-7104,

Prior Studies With Special Districts

- **Elsinore Valley Municipal Water District** (2017)
 - ✓ District-wide Clerical Study - Reorganization, Classification/ Compensation
 - ✓ Conducted Multiple Projects over Several Years
- **San Bernardino Municipal Water District** (2004 – 2017)
 - ✓ District-wide Compensation Surveys, and Numerous Departmental, Executive, and Misc. Job Analyses and Salary Surveys and Operational Studies
 - ✓ Conducted Multiple Projects Over Several Years
- **Mission Springs Water District** (2015)
 - ✓ District-wide Classification/Compensation Study
 - ✓ Conducted Multiple Projects Over Several Years
- **East Valley Water District** (2006 - 2008)
 - ✓ District-wide Classification/Compensation Study

- **West Valley Water District** (2006, 2009)
 - ✓ District-wide Classification/Compensation Study, and Misc. Job Analyses and Salary Surveys)
 - ✓ Conducted Multiple Projects over Several Years

5. The Scope/Methodology

Total Compensation Study
1. Prepare for, and conduct initial project planning and initiation (kick-off) meeting with the General Manager and Administrative Services Manager to review the scope of work, timeline and next steps.
2. Discuss the District’s compensation philosophy with the General Manager and Administrative Services Manager; discuss recruitment and retention issues; determine whether the District desires a position of “lead, lag or match” in the labor market and the relative percentage at which to compare (e.g., 50 th percentile or average). Review and recommend a competitive market position that would allow the District to attract and retain effective and talented workforce. The implementation of a revised competitive position is generally subject to Board approval and the District’s financial ability to pay.
3. Receive the District’s established labor pool including approximately seven (7) agencies.
4. Receive and review the District’s current job descriptions, organizational charts, salary schedule, classifications by pay range (if available), budget, MOUs, and Personnel Rules and Regulations in electronic format.
5. Contact established comparison agencies to obtain support for total compensation survey participation and to identify a key contact person in each agency.
6. Collect preliminary data from the comparable agencies for the benchmark classifications including salary schedules, job descriptions, MOUs and personnel rules and regulations. Identify web-site availability of these items, or the need to request these items from the agencies.
7. Develop the Total Compensation Survey instrument and summary descriptions for each benchmark classification included in the survey using the District’s existing job descriptions for up to ten (10) job classes. Total Compensation Survey to include base salaries and benefits including employer contributions to retirement (CalPERS Classic), medical insurance (Health/Dental/Vision), deferred compensation, tuition reimbursement, and education incentives.
8. Conduct job matching, using the District’s existing job descriptions for the benchmark classifications, with each of the comparable agencies. Refresh job matches found in prior 2020 survey. Extract benefits data from published documents.
9. Conduct follow-up with comparison agencies to obtain requested data and to ensure comparability of job matches; extract data from documentation provided by agencies and obtained online, as required. Follow-up with comparable agencies to obtain items not readily accessible online.

Total Compensation Study
10. Prepare spreadsheets for each of the identified benchmark classifications, up to ten (10) included in the Total Compensation Study; compute market averages; compile and analyze the data; compare District's salary and benefit structure to the market averages.
11. Prepare recommendations for salary adjustments to the District's Classification Plan based on the external survey results, and in consideration of internal salary relationships and differentials, as well as desired market positioning for competitiveness. Utilize the District's existing pay grade table to make salary range recommendations.
12. Prepare and present draft, and final draft executive summary Total Compensation Study reports to the General Manager, and Administrative Services Manager.
13. Prepare a PowerPoint presentation and present the final report including findings and recommendations to the Board in a closed session meeting format.
14. Assist the District with questions relative to the implementation of the Total Compensation Study recommendations.

6. Proposed Time Schedule*

The Total Compensation Study is proposed to be conducted in a three (3) month time frame to allow for effective data collection, analysis and report preparation:

**Should HRDPM be awarded this Contract, HRDPM shall dedicate and commit to the timely completion of the project.*

Week #1	Kick-off and Compensation Philosophy Discussion with General Manager and Administrative Services Manager; Consultant Receipt of Various District Data including Labor Pool to be Utilized
Weeks #2-6	Develop Salary and Benefit Survey Data Collection Template and Job Summaries for the Benchmark Classifications; Contact Comparison Agencies; Collect/Extract/Compile/Compute/Analyze Salary and Benefit Data
Weeks #7-8	Develop Salary Range Recommendations based on External Data and Internal Salary Relationships
Weeks #9-10	Prepare Draft Report
Week #11	Present Draft Report, Findings and Recommendations to General Manager and Administrative Services Manager
Week #12	Prepare and Submit Final Report to General Manager; Prepare PowerPoint and Present to the Board of Directors

7. Insurances

HR Dynamics & Performance Management holds the following insurances and is prepared to provide the required certificates:

- Commercial General Liability – 2 Million
- Automobile Liability – 1 Million
- Professional Liability – 1 Million

HR Dynamics & Performance Management **does not hold** Workers' Compensation Insurance as the firm consists of two partners/owners, and has no employees; as such the firm is not required to have Workers' Compensation insurance.

8. Proposed Professional Services Agreement

HR Dynamics & Performance Management (HRDPM) agrees to enter into a Professional Services Agreement with the District to engage in the defined Scope of Work included in the proposal.

HRDPM affirms that it does not have any past, ongoing, or potential conflicts of interest as a result of the consultant performing the work for this project.

9. Final Work Products

The District shall receive a Total Compensation Study Report including Excel spreadsheets for each of the included benchmark classifications, and a proposed Pay Plan identifying pay grades and classifications for all District Classifications.

The final work products shall be delivered in digital format allowing for the ability to implement and manage the compensation program, including draft and final report, tables, charts, spreadsheets, schedules, salary surveys, and other materials.

Lastly, the final work products shall be presented to the General Manager, Administrative Services Manager, and Board of Directors.

10. Fees for Services

HR Dynamics & Performance Management proposes the following total fixed fees which are estimated at 102 hours of work over a twelve (12) week period at the rate of \$165 per hour.

Total Compensation Study – 102 hours @ \$165/hour = \$16,882

Travel Expenses – Consultant shall invoice for travel reimbursement including mileage at the standard IRS rate, travel time to and from the District's offices at the Consultant's hourly rate, and lodging as required.

Consultant proposes to invoice at the time of submittal of the final report to the General Manager and Administrative Services Manager.

Note: Additional work performed outside of the defined scope of work/tasks will be invoiced at the hourly rate of \$165 per hour.

11. Signature/Submittal Page

HR DYNAMICS & PERFORMANCE MANAGEMENT, INC. intends to adhere to all of the provisions described in this proposal. This proposal is valid for at least ninety (90) days.

Respectfully Submitted,

By: HR DYNAMICS & PERFORMANCE MANGEMENT, INC.
State of California

/Rhonda D. Strout-Garcia/ (Electronic Signature)

Rhonda D. Strout-Garcia/Principal Consultant
Chief Financial Officer

December 24th, 2024



HR DYNAMICS & PERFORMANCE MANAGEMENT, INC.

*Henry T. Garcia, Principal Consultant
Rhonda D. Strout-Garcia, Principal Consultant*

*461 Green Orchard Place, Riverside, CA 92506
(951) 905-0025 or (951) 999-1617
Website: HRDPM.COM*

***Premier Management Consulting Services provided by Seasoned
Public Sector Professionals
Customized to Meet the Client's Needs***



HR

Dynamics & Performance
MANAGEMENT, INC.

*"Premier Management &
Human Resources Consulting"*

Rhonda D. Strout-Garcia

Henry T. Garcia

Riverside, California

HRDPM.COM

PROVIDED SERVICES

Contact us for a free consultation to discuss your needs & how we may be of assistance to you & your organization.

Rhonda D. Strout-Garcia

Principal Consultant
951.905.0025
rhonda@hrdpm.com

Henry T. Garcia

Principal Consultant
951.999.1617
henry@hrdpm.com

- Executive Recruiting
- Business & Economic Development Services
- Conflict Resolution/Mediation/Facilitation Services
- Human Resources Compliance Audits
- Classification/Compensation Studies
- Recognition, Incentive & Reward Programs
- Employee/Labor Relations Support - Grievance Resolution Hearing Officer
- Policy, Procedure, & Employee Handbook Development
- Career & Outplacement Counseling
- Performance Evaluation Systems
- Organizational Assessments including Staffing & Structure, Effectiveness & Efficiency
- Executive & Supervisory Coaching
- Leadership Development/Management & Supervisory Training Academies
- Team Building & Conflict Resolution
- Strategic Planning & Goal Setting Workshops
- Change Management
- Customer Service Assessments & Training
- System & Process Optimization
- City Manager & CEO Evaluations
- Management Problem Solving
- Communication Skill Development

PARTIAL CLIENT LIST

Municipalities

- City of Alhambra
- City of Banning
- City of Bell
- City of Calexico
- City of Calimesa
- City of Colton
- City of Corona
- City of Covina
- City of Cudahy
- City of Desert Hot Springs
- City of Duarte
- City of Eastvale
- City of El Segundo
- City of Gardena
- City of Hawaiian Gardens
- City of Laguna Niguel
- City of La Puente
- City of La Verne
- City of Lathrop
- City of Lemoore
- City of Lynwood
- City of Palm Springs
- City of Rialto
- City of Ridgecrest
- City of Rio Vista
- City of Rosemead
- City of San Jacinto
- City of Santa Ana
- City of South Pasadena
- City of Stockton
- City of Victorville
- City of Wildomar
- City of Willits
- City of Yorba Linda



Water Districts

- Beaumont-Cherry Valley Water District
- Crescenta Valley Water District
- East Valley Water District
- Elsinore Valley Municipal Water District
- Hi-Desert Water District
- Mission Springs Water District
- Mojave Water District
- San Bernardino Municipal Water Department
- Victor Valley Water District
- West Valley Water District

Law Firms

- Law Firm of Best, Best & Krieger
- Law Firm of Slovak, Baron, Empey, Murphy & Pinkney
- Olivarez Madruga Law Organization

The logo consists of the letters 'H' and 'R' in a large, bold, serif font. The 'H' and 'R' are connected at the top and bottom, with the 'R' having a distinctive tail that loops back.

DYNAMICS & PERFORMANCE MANAGEMENT, INC.

Other Agencies

- AMCO
- Child Advocates of San Bernardino County (CASA)
- Children's Fund
- City of Azusa Chamber of Commerce
- City of Colton Chamber of Commerce
- City of San Jacinto Downtown Business Association
- Colton Unified School District
- Contour Dermatology
- East Fork Swimming Pool District
Carson Valley Swim Center
- Flynt Management Group
- Full Circle Home Loans/Vista Realty
- San Bernardino County Housing Authority
- San Bernardino County Sheriff's Department - Crime Lab
- Southern California Association of Governments (SCAG)
- Sublime MD, A Professional Medical Corporation
- Tetra Tech (International)
- Transtech Engineering
- Vital Signing, Inc.
- Western Region Council of Governments (WRCOG)

Executive Recruitment Services

- City of Alhambra - Development Services Director
- City of Banning - Police Chief
- City of Calimesa - City Manager
- City of Cudahy - City Manager
- City of Eastvale - Assistant City Manager
- City of Eastvale - Community Development Director
- City of Eastvale - Community Safety Director
- City of Lynwood - Human Resources & Risk Management Director
- City of Rio Vista - Fire Chief
- San Bernardino Municipal Water Department - Water Reclamation Maintenance Planner
- San Bernardino Municipal Water Department - Water Reclamation Operations Manager/ Superintendent
- San Bernardino Municipal Water Department - Water Reclamation Plant Supervisor
- San Bernardino Municipal Water Department - Water Reclamation Process Control Supervisor
- San Bernardino Municipal Water Department - Water Reclamation Lead Operator
- San Bernardino Municipal Water Department - Water Reclamation Senior Operator
- San Bernardino Municipal Water Department - Water Reclamation SCADA Analyst

Human Resources Compliance / Best Practices Assessments

- Beaumont-Cherry Valley Water District
- Crescenta Valley Water District
- City of Cudahy
- City of Eastvale
- City of Lynwood

- City of El Segundo
- City of Rialto
- Elsinore Valley Municipal Water District
- West Valley Water District

Strategic Planning Services

- City of Azusa Chamber of Commerce
- City of Banning (Multiple)
- City of Bell (Multiple)
- City of Calexico (Multiple)
- City of Calimesa (Multiple)
- City of Cudahy
- City of Desert Hot Springs (Multiple)
- City of Duarte
- City of Eastvale (Multiple)
- City of Lathrop (Multiple)
- City of La Puente
- City of La Verne
- City of Lemoore
- City of Lynwood
- City of Ridgecrest (Multiple)
- City of Rio Vista
- City of Stockton (Multiple)
- Full Circle Home Loans/Vista Realty
- Mission Springs Water District
- San Bernardino Municipal Water Department
- Southern California Association of Governments (SCAG)

Organizational Development Leadership Training / Executive Coaching

- Beaumont-Cherry Valley Water District
- City of Bell (Multiple Groups Sessions)
- City of Eastvale
- City of El Segundo (Multiple Groups/Sessions)
- City of Gardena (Multiple Groups Sessions)
- City of Palm Springs
- San Bernardino Municipal Water Department (Multiple Groups Sessions)
- Western Region Council of Governments (WRCOG)

Classification / Compensation Studies

- City of Alhambra
- City of Bell
- City of Calimesa
- City of Colton
- City of Covina
- City of Cudahy
- City of Eastvale
- City of Lynwood
- City of Rialto
- City of Rosemead
- City of South Pasadena

- City of Wildomar
- City of Yorba Linda
- East Fork Swimming Pool District/Carson Valley Swim Center
- East Valley Water District
- Elsinore Valley Municipal Water District
- Full Circle Home Loans
- Mission Springs Water District
- San Bernardino County Housing Authority
- San Bernardino Municipal Water District
- West Valley Water District



KEY FACTORS THAT SET US APART FROM COMPETITORS

Some of the key factors that set us apart from our competitors are listed below.

We offer a number advantages over large firms:

- As a small firm, we take on a limited number of projects at a time, in which to focus on the needs of the client and complete projects on schedule.
- We are collaborative, flexible, and accommodating, and will always put the relationship with the client first.
- We are highly responsive and accessible to clients, employees, and candidates including evenings and weekends; and provide a level of personal interaction that is meaningful and provides value.
- We do not use “canned” work products. Every assignment is unique and customized to meet the client’s needs.
- We do the work ourselves. We will not only serve as project lead, but will also conduct all aspects of the work personally including interviews, field visits, data collection, analysis, report writing, presentations, and recommendations.

- We have a combined unique background that includes extensive managerial experience in the public sector. We understand your work, and are able to effectively provide creative and viable options.
- We provide extensive and detailed data collection and analysis, specific to the outcomes that the client desires to achieve.
- We are well connected and have extensive relationships from which to draw upon in performing executive searches.
- We meet project schedules and established deadlines, within budget.
- We make a strong personal commitment to the organization to provide a thorough process that will achieve the intended outcomes.
- We utilize our own practical experiences and knowledge of the industry in making realistic and viable recommendations to solving staffing and operational issues.

HR Dynamics & Performance Management, Inc. brings you highly successful professionals who have extensive practical experience and outstanding records of achievement. Their work with organizations to improve effectiveness has resulted in promoting successful communication at all levels of the organization, developing problem-solving strategies, creating an energized and focused organization, and generating high productivity and efficiency. The consultants bring complementary strengths and backgrounds and offer a results-oriented approach to the organizations they work with.



Rhonda D. Strout-Garcia

Principal Consultant

951.905.0025 • rhonda@hrdpm.com

Rhonda's experience includes over 35 years of professional human resources management experience in the public sector having ultimately served for nine years as Human Director for a large and complex municipality with 2500 employees and 16 bargaining units, serving a population of over 335,000. Additionally, Rhonda has over 15 years of experience as a Human Resources Consultant and successful business owner serving public, private and non-profit entities. Rhonda received her Master's Degree in Human Resources Management from Chapman University, and a Bachelor's Degree from Southern Illinois University in Workforce Education and Development. She has also served as an adjunct professor at California State University San Bernardino (CSUSB) and at the University of California - Riverside (UCR) Extension - teaching courses in Human Resources Management, and has been active in various professional associations.

Rhonda uses her broad background to help organizations achieve optimum organizational effectiveness. She has specific and extensive expertise in the area of Classification and Compensation including various aspects involving evaluating and developing organizational structures, career ladders, salary plans, and job descriptions; conducting job evaluations and systems analysis for efficiency and effectiveness; developing recognition, incentive, and reward programs; evaluating salary, benefits, and total compensation; establishing labor market comparison agencies based on sound criteria; and making recommendations consistent with best practices and current trends. Additionally, Rhonda has direct experience in conducting executive recruiting, organizational climate and staffing studies; executive, supervisory and employee coaching and mentoring; team building and conflict resolution; strategic planning; and in developing policies, procedures, and employee handbooks. An additional area of expertise is in conducting Human Resources assessments for both compliance and best practices. Rhonda is adept at assessing organizational issues and developing successful interventions and strategies, and in identifying staff development needs to enhance team cooperation, communication and optimal performance.

Exceptionally organized and resourceful, Rhonda brings highly effective customized approaches to assessing organizational issues and concerns. She is effective at recommending viable solutions and in developing an action-oriented approach to achieving the organization's objectives.

Henry T. Garcia

Principal Consultant

951.999.1617 • henry@hrdpm.com

Henry T. Garcia received his Master's degree from the University of California, Los Angeles, in Political Science and his Bachelor's degree from the University of California, Riverside in Political Science. He is a graduate of Berkeley's Executive Institute of Public Policy, Harvard's Leadership and Strategic Planning Program, and University of Virginia's Public Policy Program. Henry is also a distinguished author of two major publications with the League of California Cities.

Henry's employment experience includes over 30 years of professional public administration, where he served as City Manager for the cities of Azusa, Colton, Rialto, and Moreno Valley, and worked in other managerial capacities for the cities of Fontana, Riverside, and San Jacinto. Mr. Garcia has served as a professor of public policy at California State University teaching a variety of undergraduate and graduate level courses.

With Henry's broad background, he serves as a consultant to cities and organizations in areas of Strategic Planning and Goal Setting; City Manager and City Council Evaluation Process; Executive Coaching and Leadership Development Training; Executive Recruitment; Team Building and Conflict Resolution; Economic Development; and Management Problem Solving.

Using his exceptional interpersonal relationship skills and abilities, Henry has been highly successful in mentoring those in leadership positions including elected officials and staff, as well as working with teams to maximize performance and improve effective communication.





October 23, 2024

Penny Cuadras
Administrative Services Manager
Hidden Valley Lake Community Services District

Subject: Compensation Study

Dear Ms. Cuadras

Thank you very much for the opportunity to submit an estimate to conduct a compensation study for the Hidden Valley Lake Community Services District. It is our understanding that we will include 11 classifications, as identified by the District, and 5 to 6 survey agencies. The following compensation data will be collected and analyzed:

- Title of comparable class
- Minimum and maximum annual salary
- Employer pick-up of the employee contribution for retirement (new "Classic & PEPRAs" members)
- Employer contribution towards deferred compensation
- Longevity Pay
- Employer contribution towards cafeteria plan, health, dental, vision insurance
- 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
- Cost of living information including date and amount of next cost of living increase
- Retirement benefit, formula and employer's rate
- Retiree health benefit information
- Paid leave (vacation, sick leave, holidays, administrative/management leave)

I look forward to hearing from you and please do not hesitate to reach out if you have any questions.

Sincerely,

Shellie Anderson
Principal

**HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT
TOTAL COMPENSATION STUDY
PROJECT HOURS, COST AND TIMELINE**

TASK	HOURS	COST	WEEK
1. Project Initiation	1	\$190	1
2. Research, Recommend and Review Survey Agencies (if needed)	0 - 4	\$0 - \$760	1
3. Contact Survey Employers and Prepare Information Packet	2	\$380	2
4. Collect and Analyze Survey Data	16	\$3,040	3 - 5
5. Review Preliminary Survey Results with District	3	\$570	6
6. Follow-up Data Collection	2	\$380	6
7. Prepare Preliminary Salary Plan and Internal Relationship Analysis	2	\$380	7
8. Review and Revise Salary Plan with the District	2	\$380	7
9. Prepare and Present Final Report	4	\$760	8
Compensation Study Hours and Cost	32 - 36	\$6,080 - \$6,840	

We are prepared to begin immediately upon the execution of a contract and can complete all tasks associated with the compensation study in approximately 8 weeks as displayed in the proposed project work schedule. It is anticipated that all of the work will be conducted remotely; therefore, no expenses related to travel have been included.

Corporate Qualifications

Bryce Consulting was formed in July 1995 to provide the full range of human resource consulting services to California based governmental clients. We offer comprehensive and integrated advisory services in the areas of human resources management, recruitment and selection, organization 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 are in compliance with the ADA; internal salary relationship analysis; external compensation surveys; and the development of a revised compensation plan.

Training - This service provides both off-the-shelf and custom designed training programs on a wide variety of salient topics to organizations. Depending on the needs of the organization, we provide employee, mid-management, executive management or agency-wide training on topics such as supervisory skills, negotiation and conflict resolution skills, performance development and evaluation, communicating with your boss and interpersonal skills.

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.

Our consulting team has extensive experience dealing with local government service delivery, restructuring, and personnel management efforts. The philosophy of our firm is to limit the number of consultants involved in data collection and analysis for consistency purposes and to ensure that each member of the project team has an intimate understanding of the data. Shellie Anderson is a Principal with the firm and will serve as project manager for this study, assuming responsibility for on-going client contact, survey design, and preparation and presentation of salary recommendations and reports. Ms. Anderson will be joined by Stacy James, who brings a solid background of human resources consulting experience within the State of California and extensive involvement with compensation data collection

and analysis.

Staff Resumes

SHELLIE ANDERSON

Shellie Anderson is a principal with the firm who brings nearly 20 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 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 a number of 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 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.



POLICY TITLE:	COMPENSATION POLICY	
POLICY #: 3401	ADOPTED DATE: May 15, 2012 President: Linda Herndon	REVISION DATE: August 21, 2012 President: Linda Herndon

The Board of Directors revised and adopted this policy at its public meeting on the latest revision date. This version of the Policy supersedes all other previous versions.

3401.1 PURPOSE

To ensure that compensation for Hidden Valley Lake Community Services District (District) positions aligns with our compensation philosophy and allows us to be competitive in recruiting and retaining competent personnel. To ensure that salary ranges and benefits are subject to independent comparison to positions in similar Public Agencies.

3401.2 POLICY

It is the policy of the District to offer affordable total compensation package which supports our mission, attracts, and retains skilled, capable personnel and affirms their value to the organization.

3401.3 PROCEDURE

The District's Board of Directors will set total compensation, salary ranges and benefits. Salary ranges of the District's positions will be set at a level not to exceed the median market value of comparable positions in the region.

The District's Board of Directors will commission an independent salary survey to establish current median market value for each position every five years.

RESOLUTION 2012-07

A RESOLUTION AUTHORIZING ADOPTION OF EMPLOYEE COMPENSATION
POLICY

WHEREAS, the Hidden Valley Lake Community Services District (District) Board of Directors periodically establishes and revises District Personnel Policies, and

WHEREAS, the District Board of Directors desires to attract and retain competent personnel, and

WHEREAS, fair and reasonable compensation is one means of attracting and retaining competent personnel,

NOW THEREFORE, BE IT RESOLVED that the Hidden Valley Lake Community Services District shall:

- 1) Adopt a compensation policy that is affordable to the District and reflects the District's desire to attract and retain skilled personnel, and
- 2) Incorporate said compensation policy into the District's Personnel Policy Manual

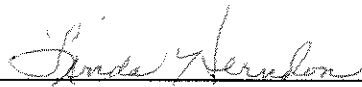
PASSED AND ADOPTED on May 22, 2012 by the following vote:

AYES: DIRECTORS FREEMAN, GRAHAM, LIEBERMAN, MIRBEGIAN AND HERNDON

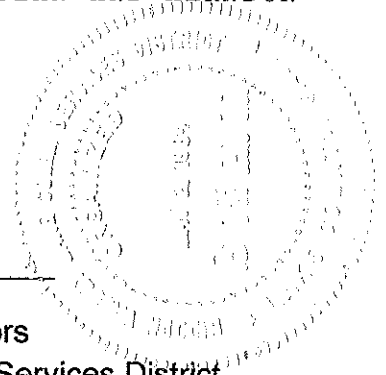
NOES: NONE

ABSTAIN: NONE

ABSENT: NONE



President of the Board of Directors
Hidden Valley Lake Community Services District



ATTEST:



Secretary to the Board of Directors
Hidden Valley Lake Community Services District

HIDDEN VALLEY LAKE COMMUNITY SERVICES DISTRICT

COMPENSATION POLICY

Purpose:

To ensure that compensation for Hidden Valley Lake Community Services District (District) positions aligns with our compensation philosophy and allows us to be competitive in recruiting and retaining competent personnel.

To ensure that salary ranges and benefits are subject to independent comparison to positions in similar Public Agencies.

Policy:

It is the policy of the District to offer affordable total compensation package which supports our mission, attracts and retains skilled, capable personnel and affirms their value to the organization.

Procedure:

The District's Board of Directors will set total compensation, salary ranges and benefits for District positions at a level not to exceed the median market value of comparable positions in the region.

The District's Board of Directors will commission an independent salary survey to establish current median market value for each position every five years.