



Submittal date: January 23, 2018

Proposal for a Limited
Classification Study and a
Total Compensation Study

City of Calistoga

Submitted by:

Koff & Associates

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President

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January 23, 2018

Ms. Gloria Leon
Administrative Services Director
City of Calistoga
1232 Washington Street
Calistoga, CA 94515

Dear Ms. Leon:

We look forward to working with the City of Calistoga on the [1] a Classification Study for one Administrative position, and [2] a Total Compensation Study for approximately forty (38) benchmarks using eleven (11) comparators.

Attached is the cost proposal and timeline for this scope of work.

Please call me with any questions or if you wish additional information.

Sincerely yours,



Katie Kaneko
President



TABLE OF CONTENTS

Methodology, Scope of Work, Deliverables	1
Timeline	4
Cost Proposal	5
Insurance	6
Signature Page	



METHODOLOGY / SCOPE OF WORK / DELIVERABLES

CLASSIFICATION STUDY FOR ONE ADMINISTRATIVE POSITION

Deliverable A. Employee/Supervisory/Management Interviews

- Interview will be scheduled with employee in the Administrative classification.
- Interview(s) will then be held with supervisory and management staff who will clarify their own responsibilities and/or confirm the information we have received in the interview with their staff.
- The purpose of the interviews is to clarify and supplement the PDQ data and to respond to potential perception differences regarding roles, tasks, scope, and supervisory responsibilities.

Deliverable B. Classification Concept/Preliminary Allocation Development

- Utilize the “whole position” classification methodology, including education, experience, problem solving/ingenuity, attention/stress, independence of action/responsibility, contacts with others, supervision exercised, consequence of action/decisions.
- Incumbent-specific allocation for the studied position will be prepared, specifying current and proposed classification title and impact of our recommendations (reclassification, title change, or no change).
- Meet with the project team, HR, and management staff to review the proposed recommendations to the classification being studied based on industry best practices and roles and responsibilities.

Deliverable C. Draft Class Description Development/Update

- If necessary, a new and/or updated class description will be developed for the studied classification, updating duties, responsibilities, and minimum qualifications of the class specification, or develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly.
- Review, analyze, and update knowledge, skills, abilities, education and experience, relevance and hierarchical consistency, position definitions, purpose, distinguishing characteristics, supervision received/exercised, position functions and special requirements, including licensing and certifications.

Deliverable D. Finalize Classification Plan/Draft Interim Report/Final Report

- Develop Draft Interim Report of the Job Description Revision Project for review and comment.
- The Report will contain: recommended classification; documentation regarding study goals and objectives, classification methodology, approach, and process; all findings, analysis, and resulting recommendation.
- Once we have received the City’s comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed.



COMPENSATION STUDY FOR 38 BENCHMARKS USING 11 COMPARATORS

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

- Confirm list of eleven (11) comparator agencies based on a number of evaluation criteria (such as type of organization, size of organization, number of employees, size of budgets, population served, cost of living, etc.).
- Confirm the list of thirty-eight (38) benchmark classifications to be studied based on an internal relationship analysis of all classifications.
- Confirm benefits to be collected.

Deliverable B. Data Collection

- K&A to conduct all of the data collection and analysis to ensure validity of data and quality control; compare job description to job description; ensure matches of at least 70%.
- Review the City's existing job descriptions to ensure understanding of each position to be surveyed.
- Collect job descriptions, organization charts, and other information from comparator agencies via website, in person, or by telephone.
- Make preliminary "matches" and then schedule appointments by telephone, and sometimes in person, with knowledgeable individuals to answer specific questions.
- Ensure a very high validity rate and produce data that is substantiated before management, employee representation as well as governing bodies.

Deliverable C. Analysis and Preliminary Data Review

- Enter data into spreadsheet format designed for ease of interpretation and use.
- Present information in a format that will identify the comparator positions used for each class comparison.
- Calculate information based upon average and median figures, allowing the City to make informed compensation decisions.

Deliverable D. Draft Compensation Findings and Meeting with Project Team

- Distribute draft findings to the City.
- After City's preliminary review, meet with project team and various stakeholders to clarify data, receive requests for reanalysis of certain comparators; answer questions and address concerns.
- Provide an opportunity for the project team and other stakeholders to review and question any of our recommended benchmark comparator matches.
- If questions arise, conduct follow-up analysis to reconfirm original analysis and/or make corrections.

Deliverable E. Internal Job Analysis

- Determine internal equity for both market driven and non-benchmarked positions.
- Develop internal position hierarchy based on the "whole position" classification methodology as outlined above in Classification methodology.



Proposal for:
**Administrative Position Classification Study;
Total Compensation Study of 38 Benchmarks
City of Calistoga**

- Make recommendations regarding vertical salary differentials across the organization.

Deliverable F. Compensation Structure Development

- Review and make recommendations regarding internal alignment and salary structure within which classifications are allocated, based upon the City's preferred compensation model.
- Discuss draft recommendations with management team prior to developing Interim Report.

Deliverable G. Preparation of Draft Final and Final Report and Deliverables

- Complete Draft Report and submit to the City for review, comment, and recommendations, including detailed compensation findings and recommendations; proposed salary structure, and implementation issues; methodology for continued implementation and maintenance of plan.
- After the City's questions/concerns are addressed and discussed, create Final Compensation Report.

Deliverable H. Final Presentation

- Our proposal includes one initial overview, one interim study session (to discuss the initial findings of the market salary study), and one final presentation to the City Council, as needed.



Proposal for:
**Administrative Position Classification Study;
 Total Compensation Study of 38 Benchmarks**
City of Calistoga

TIMELINE

Our professional experience is that studies of this scope and for this size organization take approximately three to four (3 – 4) months to complete, allowing for adequate position description questionnaire completion, interview time, classification description review and/or development, but particularly for compensation data collection and analysis for 38 benchmarks and 11 comparators, review steps by the City, the development of final reports, any appeals, meetings, and presentations.

Following is a suggested timeline (which can be modified based on the City’s needs):

Deliverables	Classification Study <i>For Administrative Position</i>	Completion by:
A.	Employee/Supervisory/Management Interviews	Week 1
B.	Classification Concept/Preliminary Allocation Development	Week 2
C.	Draft Class Description Development/Update if needed	Week 5
D.	Finalize Classification Plan/Draft Interim Report/Final Report	Week 6
Deliverables	Total Compensation Study <i>For 38 Benchmarks Using 11 Comparators</i>	Completion by:
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	Week 1
B.	Data Collection	Week 8
C.	Analysis and Preliminary Data Review	Week 9
D.	Draft Compensation Findings and Meeting with Project Team	Week 10
E.	Internal Job Analysis	Week 12
F.	Compensation Structure Development	Week 12
G.	Preparation of Draft Final and Final Report and Deliverables	Week 12
H.	Final Presentation	As Scheduled



Proposal for:
**Administrative Position Classification Study;
 Total Compensation Study of 38 Benchmarks**
 City of Calistoga

COST PROPOSAL

Deliverables	Classification Study <i>For Administrative Position</i>	Hours
A.	Employee/Supervisory/Management Interviews	1
B.	Classification Concept/Preliminary Allocation Development	1
C.	Draft Class Description Development/Update if needed	3
D.	Finalize Classification Plan/Draft Interim Report/Final Report	3
	Total Professional Hours – Classification for 1 Position	8
	Combined professional and clerical composite rate: \$130/Hour	\$1,040
Deliverables	Total Compensation Study <i>For 38 Benchmarks Using 11 Comparators</i>	Hours
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	2
B.	Data Collection (38 benchmarks, 11 comparator agencies, total compensation including benefits)	80
C.	Analysis and Preliminary Data Review (38 benchmarks, 11 comparator agencies, total compensation including benefits)	35
D.	Draft Compensation Findings and Meeting with Project Team	16
E.	Internal Job Analysis	5
F.	Compensation Structure Development	5
G.	Preparation of Draft Final and Final Report and Deliverables	12
H.	Final Presentation	6
	<i>Additional anticipated meetings with Human Resources, Management, etc.</i>	4
	Total Professional Hours – Total Compensation	165
	Combined professional and clerical composite rate: \$130/Hour	\$21,450
	Expenses are included in the composite hourly rate:	N/A
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, parking, meals, travel time, etc.</i>	
	TOTAL COMBINED PROJECT COST NOT TO EXCEED:	\$22,490
	<i>*Additional consulting will be honored at composite rate (\$130)</i>	



INSURANCE REQUIREMENTS

We will submit support of the required level of coverage and endorse the City of Calistoga with our General Liability Insurance coverage upon award and execution of contract.

Workers' Compensation:	Statutory Limits
General Liability:	\$2 million per occurrence
Errors and Omissions:	\$1 million per occurrence
Automobile Insurance:	\$1 million per occurrence

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



Proposal for:
Administrative Position Classification Study;
Total Compensation Study of 38 Benchmarks
City of Calistoga

Proposal Signature Page

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

This proposal is valid for ninety (90) days.

Respectfully submitted,

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

Katie Kaneko
President

January 23, 2018

