



December 24, 2019

Organizational and Staffing Assessment Proposal

LAFCO of Sonoma County

Submitted by:

Koff & Associates

GEORG S. KRAMMER

Chief Executive Officer

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

gkrammer@koffassociates.com

Tel: 510.658.5633

Fax: 510.652.5633

COVER LETTER

December 24, 2019

Mr. Mark Bramfitt
Executive Officer
LAFCO of Sonoma County
111 Santa Rosa Ave., Suite 240
Santa Rosa, CA 95404

Dear Mr. Bramfitt:

Thank you for the opportunity to respond to your Request for Proposals for an **Organizational and Staffing Assessment** for the **Sonoma County LAFCO** (“LAFCO”/“Agency”).

The Scope of Work will include a comprehensive assessment of:

- *Organizational structure*
- *Staffing levels*
- *Jobs specifications*
- *Operational Structure*
- *Workload*

Our recommendations will support performance management, employee development and succession planning efforts, and help enhance operations to meet LAFCO’s current and future needs.

We are most interested in assisting the Agency with this important project and feel that we are uniquely qualified to provide value to your organization based on our experience working with hundreds of other public agencies, cities, counties, special districts, courts, educational institutions, and other public agencies for over 35 years.

Koff & Associates has achieved a reputation for working successfully with management, employees, and governing bodies. Each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. That extra effort has resulted in close to *100% implementation* of all of our classification and compensation studies.

As President of the firm, Katie Kaneko would assume the role of Project Director and be responsible for the successful completion of project. We can both be reached at our Berkeley address and the phone number listed on the cover page. Katie's email is kkaneko@koffassociates.com; my email is gkrammer@koffassociates.com.

This proposal will remain valid for at least 90 days from the date of submittal.

Please call if you have any questions or wish additional information. We look forward to the opportunity to provide professional services to the **LAFCO of Sonoma County**.

Sincerely,



Georg S. Krammer
Chief Executive Officer



TABLE OF CONTENTS

Cover Letter	
Firm Qualifications (Expertise and Personnel)	1
Project Personnel	2
Experiences and References	6
Project Objectives	10
Work Plan	12
Schedule	18
Cost Proposal	19
Services Agreement	20
Signature Page	



FIRM QUALIFICATIONS (EXPERTISE AND PERSONNEL)

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

We are a **private California corporation, #2785458**, and our legal name is **Kaneko and Krammer Corp. dba Koff & Associates, Inc.** We were incorporated on September 23, 2005. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, and the Sacramento Region. We are a California State-certified Small Business Enterprise, and through the County of Alameda, we are also a locally certified Local, Small Local, and Very Small Local Business Enterprise.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments, and working with City Councils, County Commissions, Boards of Directors, Boards of Supervisors, Boards of Trustees, Merit Boards, and Joint Power Authorities.

Our areas of focus are classification, compensation studies, and organizational development/assessment studies (approximately 70% of our workload); performance management and incentive compensation programs; development of strategic management tools; policy/procedure development and employee handbooks; training and development; executive search and staff recruitments; public agency consolidations and separations; Human Resources audits; and serving as off-site Human Resources Director for smaller public agencies that need the expertise of a Human Resources Director but do not need a full-time, on-site professional.

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

Our long list of clients (please see: <https://koffassociates.com/our-clients/>) is indicative of our firm’s reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective recommendations and solutions. K&A has a reputation for being “hands on” with the ability and expertise to implement its ideas and recommendations through completion in both union and non-union environments.

K&A relies on our stellar reputation and the recommendations and referrals of past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that we have not had any formal appeals in our entire history, working with hundreds of public agency clients and completing hundreds of classification, compensation, organizational, and other types of studies.



PROJECT PERSONNEL

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

Following are short biographies of the specific staff who will be assigned to this study. All project personnel listed are available to start the project immediately upon project award and contract execution.

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

President

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

Armed with her Bachelor of Business Administration degree, and as a CPA (Certified Public Accountant), Katie began her career in an international accounting/consulting firm. She transitioned into Human Resources within the firm to become the Human Resources Director of the San Francisco office. She next moved into the high-tech industry where she served in leadership positions for high-growth companies, startup firms, and organizations in transition. Katie then moved to the public sector, joining K&A in 2003 and has been the firm’s President since 2005; over the last 16 years, she has overseen hundreds of compensation, classification, organizational and other studies for cities, counties, and special districts throughout California.

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

- **Cities and/or Towns:** Albany, Belmont, Benicia, Calistoga, Carmel, Coachella, Crescent City, Cupertino, Danville, Dinuba, Fairfield, Galt, Hayward, Hillsborough, Los Altos, Los Gatos, Madera, Manteca, Moraga, Morgan Hill, Mt. Shasta, Newman, Palo Alto, Paradise, Piedmont, Redwood City, Rohnert Park, Sacramento, San Bruno, San Pablo, Santa Cruz, Santa Rosa, Seaside, Sonoma, Tracy
- **Counties:** El Dorado, Humboldt, Mendocino, Merced, Placer, San Joaquin, San Mateo, Sonoma, Tuolumne, Yuba
- **Courts:** Superior Court of the County of Alameda, Superior Court of San Joaquin County
- **Education:** First Five Contra Costa, First Five Santa Clara, Hartnell College, Salinas Union High School District, Southwestern Community College District, Travis Unified School District
- **State:** California State Compensation Insurance Fund; California State Auditor’s Office
- **Other:** Municipal Pooling Authority, Public Agency Risk Sharing Authority of California



- **Special Districts:** Air Quality, Community Services District, Fire and Police Protection, Housing/Economic Development, Open Space, Public Utilities, Retirement, Solid Waste, Transportation, Water and Waste Water.

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

Alyssa Thompson, Ph. D.
Senior Project Manager

Alyssa has over 12 years of human resources experience in classification and compensation analysis and development, performance management, affirmative action program development, and recruitment. Alyssa also has experience in designing and conducting quantitative and qualitative research studies.

Since joining K&A in 2007, Alyssa has led and worked on well over 300, organizational assessment, classification, compensation, and recruitment projects for cities, counties, and special districts, including but not limited to some of these more recent projects:

- **Cities and Towns:** Concord, Danville, Discovery Bay, Fremont, Hayward, Hillsborough, Los Altos Hills, Monterey, Napa, Oakland, Orange, Palm Desert, Piedmont, Redlands, Sacramento, San Diego, Santa Barbara, Santa Rosa, Vallejo
- **Counties:** Bernalillo (New Mexico), Humboldt, Orange, Placer, San Joaquin, San Mateo, Solano, Tehama, Tuolumne
- **Education:** Alameda Unified School District, Berkeley Unified School District, Cutler-Orosi Unified School District, Foothill-De Anza Community College District, Mount San Antonio College, Salinas Union High School District, Travis Unified School District, West Valley Mission Community College District
- **Courts:** Habeas Corpus Resource Center, Superior Court of California-County of Orange
- **Special Districts:** Community Services District, Fire and Police Protection, Housing/Economic Development, Open Space, Public Utilities, Transportation, Water and Wastewater

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

Alyssa will serve as the Co-Project Director for this project; she will help coordinate all of K&A's efforts, will attend all meetings with the Agency, and will be responsible for work products and deliverables, as well as provide consultant support throughout the effort. For this project, Alyssa will provide consultant support in organizational analysis, interviews with employees and management, internal job analysis, staffing analysis, the development of recommendations, and implementation strategies.

Susan Vang, B.S.
Senior H.R. Associate



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

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

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

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

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

Susan will provide H.R. Associate support for this project, including organizational analysis, interviews with employees and management, internal job analysis, staffing analysis, the development of recommendations, and implementation strategies.

Sarah Nunes, M.A.

H.R. Associate

Sarah's professional qualifications include over 19 years of public sector experience with the Human Resources Department of the City of San José. Starting at the analyst level and eventually rising to Division Manager, she gained experience in recruitment and selection, classification and compensation, and general human resources administration.

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

- **Cities/Towns:** Calistoga, Los Gatos, Newport Beach, Palo Alto, San Diego, San Mateo, Santa Cruz



- **Special Districts:** Central Fire Protection District of Santa Cruz, Housing Authority of the County of Alameda, Metropolitan Transportation Commission, Napa Sanitation District, Ojai Valley Sanitary District, Orange County Fire Authority, San Francisco Bay Area Water Emergency Transportation Authority (“WETA”), Santa Clara Valley Open Space Authority, West Valley Sanitation District

Sarah earned her B.A. degree in Anthropology from Beloit College, in Wisconsin, and was awarded her M.A. in Anthropology from California State University, in Chico.

Sarah will provide H.R. Associate support for this project, including organizational analysis, interviews with employees and management, internal job analysis, development of recommendations, and implementation strategies.



EXPERIENCES AND REFERENCES

Agency	Organizational Assessment	Contact Information
<p>Alameda County Water District</p> <p>Organizational Review, Phase I, completed 2015. Phase II, completed 2016.</p>	<p>Analysis of staffing levels, organizational structure, operational efficiencies, and skills gap, to ensure that the District can meet current and future customer service demands and service delivery expectations.</p>	<p>Mr. Robert Shaver General Manager (510) 668-4211 43885 S. Grimmer Blvd. Fremont, CA 94538 Robert.Shaver@acwd.com</p>
<p>East Valley Water District</p> <p>Organizational Study (performed in conjunction with Class & Comp Study); completed 2015.</p>	<p>Analysis of staffing levels, organizational structure, operational efficiencies, and skills gap, to ensure that the District can meet current and future customer service demands and service delivery expectations.</p>	<p>Ms. Kerrie Bryan HR/Risk and Safety Mgr. (909) 806-4097 31111 Greenspot Rd. Highland, CA 92346 kbryan@eastvalley.org</p>
<p>Inland Valley/San Bernardino International Airport Authority (“IVDA/SBIAA”)</p> <p>Assistance with developing strategic planning and staffing matrix; completed 2016.</p> <p><i>(Also completed an agency-wide Classification and Compensation Study for IVDA in 2015.)</i></p>	<p>Assistance with developing strategic planning and staffing matrix in 2016. Advise the agency’s strategic planning process.</p>	<p>Mr. Michael Burrows Executive Director (909) 382-4100 x-102 1601 East Third St., Suite 100 San Bernardino, CA 92408 mburrows@sbdairport.com</p>
<p>Valley County Water District</p> <p>Succession Plan, completed 2019.</p> <p>Classification and Compensation Studies, completed 2018.</p> <p>Organization Study, completed 2017.</p>	<p>Succession planning, identifying key positions, and developing a career development plan for each.</p> <p>Analysis of staffing levels, organizational structure, operational efficiencies, and skills gap, to ensure that the District can meet current and future customer service demands and service delivery expectations.</p>	<p>Mr. Jose Martinez General Manager (626) 338-7301 14521 Ramona Blvd. Baldwin Park, CA 91706 jmartinez@vcwd.org</p>



<p>Livermore Amador Valley Transit Authority (“LAVTA”)</p> <p>Organizational Assessment; completed 2013.</p>	<p>Identify improvements to increase organizational effectiveness and efficiencies, specifically addressing management effectiveness and teamwork; identify best management practices and performance measures to improve operations; develop an implementation plan incorporating study results; analysis of internal and external communication and processes and knowledge sharing; analysis of external and internal customer service; develop an organizational strategy reflective of LAVTA’s mission, vision and goals; analysis of organizational leadership and management.</p>	<p>Ms. Tamara Edwards Finance and Grants Manager (925) 455-7566 tedwards@lavta.org</p>
<p>City of Pleasant Hill</p> <p>Org. Review, completed 2016.</p>	<p>Organizational Review of Human Resources Department</p>	<p>Ms. Ericka Mitchell Human Resources Manager (925) 671-5277 100 Gregory Lane Pleasant Hill, CA 94523 emitchell@pleasanthillca.org</p>
<p>City of Redlands (pop: 71,554)</p> <p>Organizational Review of Utilities Department, completed 2018.</p>	<p>Evaluation of staffing levels and organization structure to ensure operational effectiveness; review and modify classification specifications; identify best management practices related to utilities services in other comparable organizations and make recommendations.</p>	<p>Mr. Paul Toor Director, Municipal Utilities & Engineering (909) 798-7698 35 Cajon Street, Suite 15-A Redlands, CA 92373 ptoor@cityofredlands.org</p>



<p>City of San Gabriel</p> <p>Organizational Performance Review; completed 2012.</p>	<p>Evaluation of staffing levels, organizational structure, technological improvements, and the consolidation of human resources function in order to ensure that the City can meet current and future customer service demands and service delivery expectations.</p> <p>Additionally, the City sought an evaluation of all operations for efficiencies and to determine if they should all be accomplished with in-house staff or, under warranted circumstances, by outside contractors.</p>	<p>Mr. Steven Preston City Manager (626) 308-2880 425 South Mission Drive San Gabriel, CA 91776 spreston@sgch.com</p>
<p>Zone 7 Water Agency</p> <p>Organizational Assessment with Succession Planning, completed 2017.</p>	<p>This effort included a job classification study, staffing and workforce analysis, and succession planning.</p>	<p>Mr. Osborn Solitei Assistant General Manager (925) 454-5043 100 North Canyons Parkway Livermore, CA 94551 osolitei@zone7water.com</p>
<p>Yorba Linda Water District</p> <p>Organizational Performance review, completed 2013.</p>	<p>Staffing analysis of entire District's organizational structure, with a focus on HR, IT, Finance, Engineering, Operations and Administration, so as to ensure operational efficiency. Studied: reporting relationships, span of control, staffing levels, with recommendations for an integrated org structure that would allow for future growth, career growth and effective customer service delivery. Synergies between departments were identified and staffing ratios analyzed against work load.</p>	<p>Mr. Bob Kiley President of the Board (714) 701-3020 1717 East Miraloma Ave. Placentia, CA 92870 RKiley@ylwd.com</p>



<p>Santa Clarita Valley Water Agency</p> <p>Grants Function Organizational Study, completed 2016.</p> <p>Water Resources Organizational Study, completed 2015.</p> <p>Have also done Class and Comp Studies for SCVWA.</p>	<p>Grants Function Study: Reviewed current reporting relationships and responsibilities, workload and time spent on grants assignments to determine appropriate job classifications; identified operational and customer service requirements; assessed current processes and efficiencies as well as redundancies and deficiencies in the assignments of tasks to determine if any change is needed; provided options for reorganization and staff modification to represent appropriate assignment of grants duties and appropriate number of employees to perform those duties; performed compensation analysis.</p> <p>Water Resources Study: Reviewed current reporting relationships and responsibilities, workload and performance measurements to determine appropriate job classifications; identified operational and customer service requirements; assessed current processes and efficiencies as well as redundancies and deficiencies in the assignments of tasks to determine if any change is needed; recommended a classification structure required to carry out goals and objectives of the Water Resources Department; performed compensation analysis.</p>	<p>Ms. Aristeia Mantis HR/Risk Mgmt. Supervisor (661) 297-1600, X 235 27234 Bouquet Canyon Road Santa Clarita, CA 91350 amantis@scvwa.org</p>
---	---	---



PROJECT OBJECTIVES

The LAFCO of Sonoma County (“LAFCO”) desires human resources consulting assistance to conduct an independent, Organizational and Staffing Assessment of the agency including its organizational structure, staffing levels, job specifications, operational structure and workload. The study will recommend changes that support performance management, employee development and succession planning efforts, and help enhance operations to meet LAFCO’s current and future needs.

Sonoma LAFCO has a professional staff of four employees spanning four classifications, including LAFCO Executive Officer (1 incumbent, 1.0 FTE), Assistant Executive Officer (1 incumbent, 0.8 FTE), Analyst (1 incumbent, 0.9 FTE) and Commission Clerk (1 incumbent, 0.5 FTE). Sonoma LAFCO contracts with the County of Sonoma for staffing and services. LAFCO staff are County employees within Department Head, Administrative Management, and Unrepresented bargaining units.

Overall Objectives:

- To review and understand all current documentation, rules, regulations, policies, procedures, budgets, class descriptions, organizational charts, memoranda of understanding, personnel policies, wage and salary schedules, and related information so that our recommendations can be operationally incorporated with a minimum of disruption;
- To conduct start-up Study Project Team meetings with management, study project staff, and other stakeholders to discuss any specific concerns with respect to the development of classification recommendations; finalize study plans and timetables; conduct employee orientation sessions with management and staff in order to educate and explain the scope of the study and describe what are and are not reasonable study expectations and goals;
- To work collaboratively and effectively with the LAFCO and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study;
- To develop a classification and organizational structure that meets all legal requirements, is totally non-discriminatory, and easily accommodates organizational change, growth, and operational needs;
- To document all steps in the process and provide documentation and training for Agency staff, as appropriate, in classification and organizational analysis methodologies so that the Agency can integrate, maintain, administer, and defend any recommended changes after the initial implementation; and
- To provide effective ongoing communications throughout the duration of the project and continued support after implementation.

Organizational Assessment Objectives:

- To formulate recommendations regarding a pool of comparator agencies that are similar in size, resources, and service provision to the LAFCO;
- To collect accurate organizational and operational data from the approved group of comparator agencies and to ensure that this information is analyzed in a manner that is clear and comprehensible to the project team;



- To collect information from each of the comparator agencies regarding organizational structure, position allocations, work assignments, resources used (including human, financial, and technological), operational and customer service data;
- To identify best management practices that are reflective of industry knowledge and the approved group of comparator agencies;
- To recommend strategies to incorporate industry and market best practices into day-to-day operations that will enhance organizational effectiveness and improve customer service; and
- To identify key issues and opportunities to leverage departmental efforts to improve overall synergy between the LAFCO and the County.
- To carefully analyze the scope and level of duties and responsibilities, processes and assignments, requirements for successful work performance (including required competencies), and other factors of the LAFCO's assignments/positions/classifications;
- To conduct a comprehensive position assessment, including review of existing documentation, Position Assessment Questionnaire completion, employee interviews, analysis of existing positions and working situations, and other professional methods, as appropriate;
- To identify organizational and workload issues during interviews including consideration of technology and automation potential and improvements as well as the addition of other operational tools; and



WORKPLAN

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

Deliverable A. Initial Documentation Review/Meeting with Project Team

This phase includes identifying the key client project team, contract administrator, and reporting relationships. Our team will meet with LAFCO's team to create the specific work plan and work schedule; reaffirm the primary objectives; determine deadline dates; determine who will be responsible for coordinating/scheduling communications with employees and management; and develop a timetable for conducting the same. Also included will be the gathering of written documentation including assembling the current organizational charts, class descriptions, personnel policies, memoranda of understanding, operational budgets, documentation on current operational practices, information regarding in-house and outsourced/contracted services, and any other relevant documentation.

This initial step will also include a discussion of our methodology and the components of the survey instrument that will be used when comparing the LAFCO to other comparable agencies. We will meet with Management to discuss the major elements of the study and confirm which areas (organizational, operational, staffing, etc.) will be studied. We will also review and agree to the position assessment questionnaire ("PAQ"), a class description format, comparator agencies, benchmark classifications, and benefits to be collected.

Deliverable B. Determine Comparator Agencies

The selection of comparator agencies is considered a critical step in the study process. The factors that we review when selecting and recommending appropriate comparator agencies include:

- **Organizational type and structure** – While various agencies may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each agency is somewhat unique, particularly in regard to its relationship to the citizens it serves and level of service expectation.
- **Similarity of population served, Agency demographics, Agency staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of Agency services. They also speak to the diversity of the community that they serve and the common issues that the LAFCO might face to best serve that community.
- **Scope of services provided** – While having an agency that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the majority of services are provided in a similar manner, sufficient data should be available for analysis.

We typically recommend 6-8 comparators for organizational reviews.

Using the above factors to identify appropriate comparators, we will receive approval before proceeding with the survey.

Deliverable C. Development of Position Assessment and Survey Questionnaires



The study will contain two (2) major surveys:

- 1) analysis of current roles, duties, responsibilities, and processes within the organization, and
- 2) a study of organizational and operational best practices of agencies that are comparable.

For both surveys, we will develop a survey instrument/questionnaire to ensure that the right questions are asked. The internal survey will be structured in a manner that is similar to a Position Assessment Questionnaire (“PAQ”) and include questions regarding roles, duties, responsibilities; processes, efficiencies, and time/frequency; and competencies, knowledge, skills, and abilities required to perform jobs successfully. The PAQ will also be used for classification purposes.

The external, or industry/market study will include questions regarding organizational structure, ratios of staffing, succession planning efforts, programs and services provided, financial and other resources in relation to assignments and expected work products and best management practices.

It is our recommendation to review the two survey instruments/questionnaires in a collaborative manner including management and employees.

Deliverable D. Orientation Meetings with Employees and Distribution of PAQs

We will facilitate an orientation meeting with employees (within the same timeframe as the initial kick-off meeting, for cost-containment purposes) and distribute the questionnaires for purposes of the internal survey and classification review. Project processes will be explained, expectations will be clarified, and elements that are not a part of the study will also be covered. Questions will be answered and hints for completing the questionnaire will be given. The questionnaires shall be handed out with the incumbents’ current class descriptions attached so employees can use them as a tool for completing the questionnaires.

Employees complete the questionnaire, send it to their supervisor/manager for review, comment, and signature, and then send it to our office for analysis. Our goal is to analyze the questionnaires and identify trends regarding processes, efficiencies, required levels of skill and qualifications, staffing, and what works and what doesn’t work within each functional area of assignment.

Deliverable E. PAQ Review

Upon receipt of the PAQs, they will be reviewed and analyzed along with other documentation, including any information regarding timekeeping, efficiency measurements, and process descriptions. As mentioned above, the goal is to identify certain trends regarding processes, efficiencies, staffing, and what works and what doesn’t work within each functional area of assignment.

Deliverable F. Employee Interviews



Based on the trends identified above, we will design interviews needed to delve into those trends and obtain more information. The assumption is that each employee will be interviewed individually to clarify certain information that was contained, or perhaps we found to be missing, in the PAQs.

The goal of the interviews and the review of additional documentation is to identify/ determine the following:

- Assignments, responsibilities, duties, and tasks;
- Process efficiencies, time spent, and frequency of the above;
- Competencies, knowledge, skills, and abilities required to perform the above;
- Reporting relationships and span of control;
- Staffing ratios;
- Succession planning needs for key positions;
- Available resources, including deficiencies and redundancies; and
- Equipment, computer and automation technologies used.

Deliverable G. Industry/Market Data Collection

For the external market survey, K&A does not collect market data by merely sending out a written questionnaire. We find that such questionnaires are often delegated to the individual in the department with the least experience in the organization and given a low priority. We conduct all of the data collection and analysis ourselves to ensure validity of the data and quality control. Typically, we collect organizational charts, classification descriptions, employee allocation lists, policies and procedures, performance measurement plans, and other information via websites or in person, by telephone, email, or facsimile. With this prior knowledge and our experience in the public human resources field, our professional staff will then schedule appointments with knowledgeable individuals to answer specific questions. We find that the information collected using these methods has a very high validity rate and is generally substantiated with management and employees.

The goal of the industry/market survey is to obtain information on the following:

- Organizational structure, reporting relationships, span of control, and staffing levels;
- Operational requirements, services and ratios of staffing to programs and services provided, and other productivity measures;
- Succession planning efforts;
- Outsourcing and in-sourcing practices per functional area of assignment;
- Resources available, including human, financial, technological resources;
- Computer and automation technologies used to improve operating efficiencies and/or customer service, including an evaluation of existing systems (i.e., pros and cons); and
- Best management practices and standards.

Deliverable H. Data and Trend Analysis

Surveying up to eight comparator agencies for the staffing assessment should yield sufficient data and information to identify industry/market trends. We will enter data into a spreadsheet format designed for ease of interpretation and use. Information will be in a format that will identify the comparator positions used for each class comparison for compensation purposes. In addition, we will calculate



information based upon average and median figures, allowing LAFCO to make informed compensation decisions.

We will analyze the data and trends from the market survey and incorporate those into our recommendations for organizational and operational changes.

Deliverable I. Development of Job Classification and Class Descriptions

Prior to developing detailed class descriptions, our job evaluation will result in a classification concept and employee allocation document that will be submitted to the LAFCO for review and approval. We will compare changes in business need and operations, as well as any reorganizations, with the established classification system and job families as well as review internal relationships between classifications to define the reasons for, and effects of, the proposed changes.

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

1. Education Levels, Specialized Trainings, Required Certifications/Licenses, Desirable Certifications/Licenses
2. Required Experience
3. Problem Solving/Ingenuity
4. Attention/Stress (Concentration/Time Pressure & Interruptions)
5. Independence of Action/Responsibility
6. Contacts with Others/Internal/External
7. Supervision Received and/or Given to Others
8. Consequences of Action/Decisions Made on the Job
9. Equipment Used
10. Working Conditions
11. Physical/Mental Demands

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

This document will list broad class concepts and highlight where significant changes may be recommended, such as creating or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze potential career ladders and promotional opportunities, including clearly delineated and distinguished levels within classification series. We will also review and update established titling guidelines for the studied classifications for appropriate and consistent titling.

We will update duties, responsibilities, and minimum qualifications of each class specification, as necessary. We will develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly, and/or if we recommend new classifications/class levels, and/or if operational changes, business needs, or reorganizations, have occurred.



Following EEO Uniform Guidelines, we will review, analyze, and update, as appropriate, knowledge, skills, abilities, education and experience, position definitions, purpose, distinguishing characteristics, supervision received and exercised, position functions and special requirements including licensing and certifications that are required and desirable. We will address relevance and hierarchical consistency of each classification and each class series.

We will also review and update physical demands based on the most typical job functions of each classification in accordance with the ADA. Finally, we will review each classification's typical job functions and determine exempt vs. non-exempt status in accordance with "white collar" exemptions under the FLSA.

Deliverable J. Development of Recommendations and Implementation Strategies

Depending on the results of the internal and external assessments, we will develop or formulate specific recommendations for organizational and operational changes for the LAFCO. Recommendations and implementation strategies will include the following (as appropriate):

- Identify effective organizational structure that allows for streamlining procedures and processes throughout the organization, including organizational restructuring, reassigning reporting relationships, streamlining classifications/assignments, and reorganizing functional areas of assignment;
- Recommend an efficient and sustainable staffing plan that incorporates recommendations for succession planning, including ratios of staff to workloads as well as ratios of "rank-and-file" staff to supervisory and management staff;
- Provide recommendations and guidance on how to effectively distribute workload and tasks;
- Process efficiencies, including redundancies and deficiencies as well as assignments of functions and tasks;
- Outsourcing and in-sourcing opportunities, including areas of assignment at the functional, and specific task levels;
- Provide recommendations regarding the use of consultants;
- Equipment and computer and automated technologies: while we are not management information systems or information technology experts, we will report the results of the market survey and identify any trends in this area, including feedback regarding the successfulness of current and/or newly implemented systems used by the comparator agencies; and
- Provide an implementation plan incorporating all of our recommendations.

It should be noted that the development of recommendations, and implementation strategies in particular, will be as collaborative a process. We are most receptive to your input, especially when it comes to the organizational and operational realities of addressing potential deficiencies and implementing new policies/procedures/rules/practices, etc.

When it comes to developing timelines, input from the LAFCO will be elicited to create realistic road maps. Our suggested changes will be prioritized based on importance/urgency, will include suggested timelines



for implementation, and will also include an analysis of potential cost impacts associated with the proposed changes for the organization. Draft recommendations and implementation plans will be discussed with the management team prior to developing an Interim Report.

Deliverable K. Management Review, Reanalysis and Feedback

We will share our findings and recommendations with study stakeholders before our report, recommendations, and implementation plans are finalized. Our experience has been that this can be one of the most critical phases of the project to ensure that deliverables are vetted through the individuals who are most familiar with LAFCO's operations.

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

A Draft Interim Report of the Organizational Assessment will be completed and submitted to the LAFCO for review and comments. The report will provide detailed internal and external survey findings, documentation, and recommendations. The report will include a set of all survey instruments and documentation, data and trend analysis results, as well as recommendations and the implementation issues surrounding our recommendations. It will summarize and communicate all findings and information reviewed.

Once all of the LAFCO's questions/concerns are addressed and discussed, a Final Report will be created.

Deliverable M. Final Presentation

In addition to ongoing periodic meetings and communication with the Project Team, management, employees, and other stakeholders throughout the various phases of the study, as well as continuous status reports per email and conference calls, our proposal includes two meetings with plus one final presentation to the Commission's Budget Committee.



SCHEDULE

Our professional experience is that a comprehensive Organizational Assessment study of this scope take approximately four months to complete.

Therefore, we recommend starting the project as soon as possible in January 2020 in order to complete the project and present it to the Commission at the May 6th Meeting, 2020.

The following is a suggested timeline which can be modified based on the LAFCO’s needs.

Deliverable	Organizational and Staffing Assessment	Week #
A.	Initial Documentation Review/Meeting with Project Team	Week 1
B.	Determine Comparator Agencies	Week 2
C.	Development of Position Assessment and Survey Questionnaires	Week 2
D.	Orientation Meetings with Employees and Distribution of Position Assessment Questionnaires	Week 2
E.	PAQ Review	Week 4
F.	Employee Interviews	Week 5
G.	Industry/Market Data Collection	Week 8
H.	Data and Trend Analysis	Week 10
I.	Development of Job Classifications and Class Descriptions	Week 10
J.	Development of Recommendations and Implementation Strategies	Week 12
K.	Management Review, Reanalysis and Feedback	Week 13
L.	Preparation of Draft Final and Final Report and Deliverables	Week 14
M.	Final Presentation	As Scheduled



COST PROPOSAL

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with management, governing body, and staff. The time we commit to working with the employees (orientations and briefings, meetings with employees via personal interviews, informal appeal process, etc.) results in significantly greater buy-in throughout the process and no formal appeals at the end of the study.

Deliverable	Organizational and Staffing Assessment	Hours
A.	Initial Documentation Review/Meeting with Project Team	8
B.	Determine Comparator Agencies	8
C.	Development of Position Assessment and Survey Questionnaires	8
D.	Orientation Meetings with Employees and Distribution of Position Assessment Questionnaires	4
E.	PAQ Review	4
F.	Employee Interviews	8
G.	Industry/Market Data Collection	35
H.	Data and Trend Analysis	15
I.	Development of Job Classifications and Class Descriptions	12
J.	Development of Recommendations and Implementation Strategies	20
K.	Management Review, Reanalysis and Feedback	8
L.	Preparation of Draft Final and Final Report and Deliverables	20
M.	Final Presentation	4
	Total Professional Hours	154
	Combined professional and clerical composite rate: \$150/Hour	\$23,100
	Expenses are included in our combined composite rate:	N/A
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, fax, supplies, postage, travel expenses, per diem, etc.</i>	
	TOTAL NOT-TO-EXCEED COST FOR PROJECT:	\$23,100
	*Additional consulting will be honored at composite rate (\$150/Hour)	



SERVICES AGREEMENT

We will be pleased to sign the LAFCO's professional services agreement for a Comprehensive Organizational Review and Assessment. In regard to the draft services agreement, in Section 3 - Compensation, we ask that the \$200/day penalty be removed from this provision as it has been our experience that frequently, delays in project timelines are caused by the client and out of our control. Otherwise, we have no exceptions and are able to meet the insurance requirements.

Note: Please add the following language to your professional services agreement should we receive the award for this project.

Our regular terms are Net 30.

Client shall pay K&A for its fees and reimbursable expenses (if applicable) within thirty (30) days following the date of receipt of each applicable invoice. If Client contests or questions any invoice, it agrees to raise any questions with management of K&A within such 30-day period. Late fees in the amount of 2% of invoice amount will accrue if current invoice is not paid within 30 days of payment due date of that invoice. If late fees are not paid, they will carry forward to next invoice.

If necessary, we are flexible about negotiating other terms with the LAFCO.

Please also note: We respectfully request that the following clause also be incorporated into your contract or agreement with K&A:

Except with the written consent of Georg Krammer or Katie Kaneko, CEO and President respectively of Koff & Associates, which consent may be given or withheld in their sole discretion, Client agrees that during the term of this Agreement and for a period ending one year thereafter (the "Time Period") Client will not solicit services from or hire any K&A employee or contractor (each, a "Team Member") with whom Client has had contact pursuant to the services provided to Client under this Agreement. Client specifically acknowledges that K&A recruits, trains, and contracts with Team Members and that such efforts are costly and time-consuming. As such, it is understood that should Client hire a Team Member during the Time Period for any reason without the required consent, Client agrees to pay a placement fee (paid at the time of placement) of 30% of Team Member's first year's total compensation which accurately reflects a reasonable estimate of K&A's time and costs attendant to its recruitment, hiring, retention, and management of Team Members.



Insurance Acknowledgement

We will submit and support the levels of coverage and endorse the LAFCO of Santa Clara County with our General Liability coverage upon award of a contract for the project.

Workers' Compensation:	Statutory Limits
Commercial General Liability:	\$2,000,000 per occurrence
Professional Liability (Errors & Omissions):	\$1,000,000 per occurrence
Automobile Insurance:	\$1,000,000 per occurrence

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



SIGNATURE PAGE

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

This proposal is valid for 90 days.

Respectfully submitted,

By: KOFF & ASSOCIATES
State of California

Georg S. Krammer
Chief Executive Officer

December 24, 2019

