

# South Bay Cities Council of Governments

July 14, 2025

TO: SBCCOG Steering Committee

FROM: Jacki Bacharach, Executive Director  
Kim Fuentes, Deputy Executive Director

SUBJECT: Classification and Compensation Study

## BACKGROUND

The SBCCOG has experienced significant growth and change over the last several years and anticipates additional future growth. Not only has the number, size, and complexity of grants and contracts the SBCCOG receives grown, but also has the number of staff and type of skills required to do the work. Over the last decade, the SBCCOG's budget has gone from approximately \$3.2 million to \$7.8 million. The new LACAHS (Measure A) funding will bring in an additional \$11 million each year beginning FY25-26. To ensure the organization maintains its ability to operate efficiently as well as retain and attract talented staff, SBCCOG staff believes the organization should conduct a classification and compensation study. The study will evaluate and compare to similar agencies, the current positions and job descriptions, which were last updated in 2022, as well as the salaries. While previously done in house in the past, now that the Executive Director and Deputy Executive Director are employees, SBCCOG staff is recommending that a consultant be hired to conduct the study and make recommendations.

The selected consultant will evaluate the SBCCOG job structure, position descriptions, and pay scales to ensure they are appropriately classified and that compensation is competitive within the market. This process involves analyzing job responsibilities, required skills, and market data to create or update the classification system and compensation plans. SBCCOG staff will also be part of the evaluation process by providing input on their responsibilities and job functions.

The final product will be recommendations for updated classification and compensation structures to be presented and approved by the SBCCOG Board. It is envisioned that the recommendations will help ensure the payment of competitive salaries to attract and retain the best employees.

## ANALYSIS

SBCCOG staff met with three firms: CPS HR Consulting (the SBCCOG's current HR consultant), RGS, and Gallagher. After reviewing the proposals submitted by each, SBCCOG staff is recommending CPS.

<b>Firm</b>	<b>Cost</b>
CPS	\$42,140
RGS	\$34,900
Gallagher	\$66,000

CPS would approach the classification and compensation study by:

- Reviewing and analyzing current job descriptions

- Conducting employee and/or supervisor interviews
- Benchmarking against comparable classifications
- Conducting an internal alignment and equity analysis
- Analyzing market compensation studies
- Making recommendations for updated classification and compensation structures
- Preparing a final report and optional presentation of findings

Staff believes that this proposal best meets the organization's needs for this specific study. Additionally, staff believes that CPS, as our current HR consultant - will develop a more in-depth understanding of the organization through this process which will allow them to provide more organization-specific or tailored consulting on other HR items should they arise.

#### COSTS

The CPS proposal is for \$42,140. Staff recommends allocating funds from the organization's fund balance as it is an occasional task not a regular annual activity. There are adequate reserves in the fund balance to cover this cost.

#### RECOMMENDATION

That the Steering Committee recommend the Board of Directors approve CPS HR Consulting to conduct a classification and compensation study and to pay for it through use of the SBCCOG fund balance.

Attachment: Exhibit 1 – CPS HR Consulting proposal (other proposals available on request)

*Prepared by: David Leger, Senior Project Manager*

## PROPOSAL

# South Bay Cities Council of Governments

## Agency Wide Classification and Base Pay Compensation Services

June 12, 2025

SUBMITTED BY:

Christina Batorski Peacock  
*Talent Acquisition and Recruitment  
Services Manager*

CPS HR Consulting  
2450 Del Paso Road, Suite 220  
Sacramento, CA 95834  
P: 916-471-3426  
[CBPeacock@cpshr.us](mailto:CBPeacock@cpshr.us)  
Tax ID: 68-0067209

[www.cpshr.us](http://www.cpshr.us)



Your Path to Performance

June 13, 2025

**Submitted via e-mail to:** jacki@southbaycities.org

**Subject: Classification and Base Pay Compensation Services**

CPS HR Consulting is excited about the opportunity to assist the South Bay Cities Council of Governments (SBCCOG) with classification services to conduct classification and base pay compensation studies for the organization. The classification study will include a total of twenty (20) incumbents in twelve (12) classifications. In addition, should it be warranted, CPS HR understands that the scope of work may include classification specification development of new classifications, and classification specification revisions of existing classification specifications. In addition, upon completion of the classification study, a base pay compensation study will be performed.

With a rich history of assisting government agencies with a full range of human resources services, we at CPS HR are confident that together we can provide expert solutions to meet your needs in a cost-effective manner. We have a deep bench of experts in a broad array of human resources disciplines, long-term experience providing services within the public sector, and an emphasis on quality and value that can be confirmed by our current and past clients.

We thank you for the opportunity to submit this proposal and look forward to discussing it with you at your convenience. Please feel free to contact Kristin Morris at **(916) 471-3405** or by e-mail at [kmorris@cps hr.us](mailto:kmorris@cps hr.us) if you have any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Christina Peacock".

Christina Batorski Peacock  
Manager, Talent Acquisition & HR  
Services

## About CPS HR Consulting

ORGANIZATION IDENTIFICATION INFORMATION	
Legal Name and DBA	Cooperative Personnel Services dba CPS HR Consulting
Headquarters	<b>Physical:</b> 2450 Del Paso Road, Suite 220, Sacramento, CA 95834 <b>Mailing:</b> 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	110
Type of Organization	Joint Powers Authority
Website	<a href="http://www.cpshr.us">www.cpshr.us</a>

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.

For nearly four decades, CPS HR has been delivering recruitment and selection services to a wide spectrum of clients, ranging from state, federal, and local governments to special districts and non-profit organizations. CPS HR is headquartered in Sacramento, California with regional offices in Texas, Colorado and Southern California. 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 City of Anaheim, and the East Bay Municipal Utility District, and its purpose is to provide the opportunity for the joint powers “to discuss, study and solve common or similar problems with respect to modern human resource and related management processes.”

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



## CPS HR BOARD OF DIRECTORS

1. Linda Andal, HR Director, City of Anaheim (CA)
2. Vincent Zamora, HR Director, City of Las Vegas (NV)
3. Fernando Yañez, Exec Director of Classified HR, Hayward Unified School District (CA)
4. Vacant, Pinellas County (FL)
5. Kimberly Crum, Director of HR, County of Mecklenburg (NC)
6. LaShon Ross, HR Director/Risk Management, City of Plano (TX)
7. Joseph Hsieh, Personnel Services Manager, County of Sacramento (CA)

### *Approach to Providing Outstanding Customer Service*

CPS HR uses a comprehensive approach for planning, organizing, directing, and controlling consulting engagements. **At CPS HR Consulting, our philosophy for delivering outstanding customer service is deeply rooted in our commitment to client satisfaction and success.** We understand that every client is unique, and we tailor our approach to meet their specific needs and objectives. Our core principles for exceptional customer service include:

- **Client-Centric Approach:** We prioritize the client's goals and vision, ensuring that our solutions align with their objectives. By actively listening and engaging with our clients, we develop a comprehensive understanding of their challenges, allowing us to provide tailored and effective solutions.
- **Open Communication:** We believe in transparent and open communication throughout the project lifecycle. Our dedicated project managers maintain regular contact with clients, providing updates, addressing concerns, and seeking feedback to ensure alignment and satisfaction.
- **Responsive and Accessible:** Our team is readily available to address client inquiries and concerns promptly. Whether through scheduled meetings, e-mail, or phone calls, we maintain accessibility to support our clients whenever needed.
- **Expertise and Innovation:** Our consultants bring a wealth of knowledge and experience to each project. We stay current with industry best practices and innovative approaches to deliver solutions.

## Understanding of Scope

---

CPS HR Consulting (“CPS HR”) understands that SBCCOG is seeking a consulting firm to conduct an organization wide classification and compensation study, which will include classification specification development of new classifications and classification specification revisions of existing classification specifications as warranted. The scope of work and estimated cost of services provided below assumes that there is a total of twenty (20) allocated positions, in twelve (12) classifications. Position Description Questionnaire (PDQ) will be completed by each incumbent or subject matter expert (should a position be vacant). In addition, an option to add a review of the FLSA status for each position has been included.

## Approach to Consulting

CPS HR fully understands that classification studies require a collaborative and flexible approach. Our work plans are designed to be inclusionary and collaborative with all SBCCOG stakeholders. The outcomes of classification and base salary study include, but are not limited to, the following:

- Classification specifications which are legally defensible;
- Appropriately allocating employees within the recommended classification structure;
- The revision of current classifications and/or development of new classification(s) which continue to align with SBCCOG’s existing classification structure; and
- Surveying the labor market in which SBCCOG competes for talent for base pay compensation.

CPS HR will assist SBCCOG’s Internal Project Manager, and any other stakeholders, with systems questions.

## Classification Study Methodology

---

**Task 1 – Receive and Review Background Material and Initial Project Meeting.** Upon contract execution, CPS HR will gather the following background information: (i) Organizational charts depicting organizational structure and report relationships; (ii) Classification Specification (preferably in MS Word format); (iii) Relevant Policies and Procedures; (iv) Memorandums of Understanding (MOUs); and (v) Past Classification and Compensation Studies (if applicable).

The CPS HR Consultant will meet with SBCCOG’s Internal Project Manager to initiate the project by confirming study goals, objectives, tasks to be performed, and methodologies.

**Task 2 – Develop Job Evaluation Tools.** CPS HR will develop tools to ensure valid information is gathered, analyzed, and documented consistently from the incumbents regarding their duties and responsibilities. This activity includes finalizing a Position Description Questionnaire (PDQ) for approval by SBCCOG, unless SBCCOG has a pre-established PDQ they prefer to use. Our PDQ is in English, in an MS Word and/or PDF format, and may be completed electronically. It is assumed that ADA, FLSA, and Working Conditions questions will not be included as a part of the PDQ. CPS HR will produce prepopulated PDQs for each classification using the typical duties, knowledge, skills, and abilities identified on the existing classification specification.

**Task 3 – Conduct Orientation/Training Session.** The CPS HR Consultant will conduct an online orientation for the organization, if requested by SBCCOG. The purpose of the orientation session is to (i) communicate study goals, methodology, and processes; (ii) provide the PDQ and explain how the document should be completed; (iii) explain the role of employee, supervisor, and manager in the study; and (iv) respond to employee questions regarding the study process. It is assumed for this study that one online orientation session would be conducted.

This task is critical in gaining employee understanding, trust, and acceptance of the study.

**Task 4 – PDQ Completion, Review of PDQ and Preparation for Job Evaluation Interviews.** The incumbents will have the opportunity to provide information about the duties and responsibilities noted in the job specification, duties not covered in the job specification, and minimum qualifications. The incumbents’ supervisor will then review the collected data to ensure that the incumbents have accurately and sufficiently captured all pertinent information on job context and work output. Additionally, a next level management review after the supervisor has completed their portion is recommended for this study, where applicable. CPS HR typically allows two-three weeks for PDQ completion and submission dependent on the size of the study.

The CPS HR Consultant will thoroughly review the PDQs to obtain an understanding of the duties and responsibilities assigned to the position after the supervisor has reviewed and evaluated the content. Job evaluation interview questions will be developed based upon the results of the documentation review.

The CPS HR Consultant will coordinate with SBCCOG’s designated staff member to coordinate the job evaluation interview schedule with CPS HR and each study employee, notifying the employees of their

allotted time and date. It is assumed for this study that individual PDQs will be submitted to CPS HR Consulting where appropriate.

**Task 5 – Conduct Job Evaluation Interviews.** In addition to the PDQ, job evaluation interviews will be conducted with the employees to ensure CPS HR has a complete understanding of the duties and responsibilities assigned to the incumbents. An interview with the incumbents' direct supervisor will also be held to further clarify information documented on their subordinate employee's PDQs. Optionally, an additional interview may occur with a higher-level manager, if needed or requested by SBCCOG. For planning purposes, the individual interviews are approximately 60 minutes, and the supervisor or manager interviews range from 60 - 90 minutes. These interviews will be held remotely via conference call (video enabled, if preferred). It is assumed for this study that there will be individual interviews conducted to evaluate each studied position/classification level.

**Task 6 – Analyze Classification Data; Develop Classification Specification(s), as applicable; Prepare, Submit, and Present Draft Classification Report.** The CPS HR Consultant will analyze all information collected from the subject matter experts and/or incumbents, and their supervisor/managers to identify the job level, scope, typical duties, requisite knowledge, skills, abilities, and other job-related characteristics of the position.

The CPS HR Consultant will prepare a Preliminary Classification Report, and will include the methodology and draft classification specifications, as well as any other relevant recommendations, including recommendations for reclassifications if warranted. It is assumed that CPS HR will not include ADA, FLSA, or working conditions related matters as a part of the review, analysis, and/or recommendations.

CPS HR will facilitate an online meeting with SBCCOG's Internal Project Manager to discuss the classification findings, if requested. In addition, CPS HR can attend a meeting with the Board to answer any questions they might have, if requested.

**Task 7 – Prepare, Submit, and Present Final Classification Report and Updated Classification Specification(s).** CPS HR will research any comments and issues raised during the review of the Draft Classification Report. Once these have been resolved, CPS HR will prepare and submit the Final Classification Report to SBCCOG's Internal Project Manager. SBCCOG will be responsible for approving and implementing classification specifications through their standard process. CPS HR will be available to participate in one online meeting with the Board to answer any questions concerning the classification findings, if requested.

**Task 8 – Client Communication.** CPS HR will ensure ongoing communication with SBCCOG.

## Project Timeline for Classification Study

An example timeline is presented below estimating approximately 12 weeks, through the submission of the draft classification report. The CPS HR Internal Project Manager and SBCCOG can discuss varying approaches to customize the timeline. *Our timeline presents the general amount of time for each step without accounting for variables that would cause delay or prolong task time.* CPS HR recommends a structured timeline that can be flexible to accommodate varying factors in achieving set milestones.

Description and Assumptions	Week(s)
Task 1 – Receive and Review Background Material and Initial Project Meeting	1
Task 2 – Develop Job Evaluation Tools	1 – 2
Task 3 – Conduct Employee Orientation/Training Session*	3
<i>PDQ Distribution and Completion by Incumbents, Supervisors and Managers</i>	3-5
Task 4 – PDQ Completion, Review of PDQs and Preparation for Job Evaluation Interviews; Scheduling	6-7
Task 5 – Conduct Job Evaluation Interviews	8-9
Task 6 – Analyze Classification Data; Develop Classification Specification(s), as applicable; Prepare and Submit Draft Classification Report	10-12
<i>Client Review Period for Draft Classification Report and Draft Classification Specifications</i>	
Task 7 – Prepare and Submit Final Classification Report and Updated Classification Specifications	<b>TBD</b>
Task 8 - Client Communication	<b>TBD</b>

\*It is assumed that CPS HR will conduct one group employee orientation session.

\*Should SBCCOG wish to include a review and recommendation of the FLSA status for each classification studied, this can be added to the scope of work. CPS HR would evaluate the duties against the various exemption categories and review the level of discretion and independent judgement given to each classification. In addition, once the compensation study has concluded, CPS HR will review the salaries for each classification to determine if they meet the salary threshold for the state of California. Recommendations as to the FLSA status of each classification would be provided.

## Base Salary Study Methodology

The compensation study outlined in this section is intended to define all tasks within the **base salary study** from labor market selection to a final report, and the types of deliverables associated with the task.

**Task 1 – Review the SBCCOG’s Background Materials.** Upon contract execution, CPS HR will request any applicable background information from the SBCCOG to ensure our Project Manager, and the CPS HR Project Team are prepared for initial meetings.

- Compensation philosophy and strategy
- Salary schedules
- Organization charts depicting organizational structure and reporting
- Classification specifications
- Budget information
- Memorandums of Understanding (MOUs)
- Compensation policies and procedures
- Past classification/compensation studies
- Mission, Vision, and Value Statements of SBCCOG

The CPS HR Project Manager will coordinate activities through, and report to, SBCCOG’s Internal Project Manager and other designated key stakeholders.

**Task 2 – Initial Project Meeting/Labor Market Agency Discussions.** The CPS HR Project Team will meet with SBCCOG’s Internal Project Manager and any other designated stakeholders to discuss the study methodologies, deliverables, timelines, communication, and data collection methods. The CPS HR Project Team will determine SBCCOG’s compensation philosophy in this meeting to obtain direction and consensus. Additionally, the CPS HR Project Team will be available to conduct a meeting with these key stakeholders to discuss the following elements of compensation policy:

- Labor Market Agency Selection – For this project, CPS HR will review the labor market agencies previously used by SBCCOG and will make recommendations on revising the labor market as needed.

**Task 3 – Design and Develop Data Spreadsheets/Review and Determine Labor Market/Review and Analyze Labor Market Survey Data.** CPS HR begins labor market data collection by researching available information online to make preliminary classification matches. The CPS HR Project Team will reach out to labor market agencies to confirm and/or complete survey data, when needed. Once CPS HR has completed our survey analysis tasks, the CPS HR Project Manager will audit the final data as part of our quality review process.

Classification matching includes reviewing SBCCOG 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 SBCCOG’s studied classification 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.

CPS HR will develop an individual data sheet for each of the survey classifications that present the comparable classifications used in each agency with the relevant data associated with that classification, such as labor market and salary range minimum and maximum.

The labor market data analysis will be conducted based upon the labor market position affirmed within SBCCOG’s compensation philosophy (e.g., median, mean, or other percentile). Each comparable match for each survey classification is reported in the relevant data sheet for full disclosure and review by others. We find this level of transparency in matching provides for a better understanding and acceptance of study results.

**Task 4 – Prepare and Submit Draft Compensation Report.** The CPS HR Project Team will develop a Draft Compensation Report detailing the results of the labor market survey. This draft report will comprise the following:

- Scope of the study;
- List of labor market agencies as determined in conjunction with SBCCOG;
- Results of the base salary survey;
- Base Pay compensation recommendations for each classification.

The CPS HR Project Team will have a meeting with SBCCOG's Internal Project Manager to discuss the Draft Compensation Report and to respond to any questions, comments, or concerns on the Report.

**Task 5 – Research and Resolve Issues/Prepare and Submit the Final Compensation Report.** Based upon SBCCOG's review of the Draft Compensation Report, the CPS HR Project Team will follow-up and resolve any outstanding compensation issues. CPS HR will submit the findings to SBCCOG's Internal Project Manager and respond to any questions about the study. CPS HR is available to attend a meeting with the Board to answer any questions they may have, if requested.

**Task 6 – Client Communications.** CPS HR will ensure ongoing communication with SBCCOG's Internal Project Manager.

## Cost of Classification and Compensation Services

### Professional Services – Classification Studies

CPS HR proposes a time and materials contract for these professional services and will bill SBCCOG monthly for professional hours and fees incurred. Hours may be moved among team members for efficiency. CPS proposes a **not to exceed contract amount of \$39,730** to provide the classification and compensation services. As a valued client currently engaged in other services with CPS HR, you will receive a 5% discount on the total amount billed at the end of the project. This will be reflected in the final invoice.

Description and Assumptions	Project Manager \$180	Senior Consultant \$130	Administrative Technician \$100
Task 1 – Receive and Review Background Material and Initial Project Meeting.	3	4	1
Task 2 – Develop Job Evaluation Tools	1	1	6
Task 3 – Prepare, Schedule and Conduct Orientation/Training Session (Assumes One Session)	2	2	1
Task 4 – PDQ Completion, Review of up to 20 Individual PDQs, and Preparation for Job Evaluation Interviews; Scheduling.	2	20	1
Task 5 –Conduct Individual Job Evaluation Interview(s); Summarize. Up to 20 Incumbent and 2 Supervisor/Manager meetings	0	35	0
Task 6 – Analyze Classification Data inclusive of Classification Recommendations; Develop and/or Revise Classification Specifications; Prepare and Submit Draft Classification Report	6	60	2
Task 7 – Prepare and Submit Final Classification Report	4	10	2
Task 8 – Client Communication	5	5	0
<b>Total Hours</b>	<b>23</b>	<b>137</b>	<b>13</b>
<b>Professional Services Fee Not-to-Exceed Amount</b>	<b>\$4,140</b>	<b>\$17,810</b>	<b>\$1,300</b>
<b>Estimated Professional Services for Classification Services</b>	<b>\$23,250</b>		

Optional FLSA review (up to 15 classes with review and recommendations)	2	15	1
<b>Professional Services Fee Not-to-Exceed Amount</b>	<b>\$360</b>	<b>\$1,950</b>	<b>\$100</b>
<b>Estimated Professional Services for Classification Services</b>	<b>\$2,410</b>		

## Pricing Assumptions

General Scope	
Orientation Meetings	Up to one employee orientation session is included in the above estimated cost of services.
Position Description Questionnaires	It is assumed that individual PDQs will be utilized, separated out by classification. It is assumed that there will be no more than twenty (20) PDQs completed (separated by classification/level and by position). Where a vacancy may exist at any given level, it is assumed that the appropriate Subject Matter Expert (SME) will complete the PDQ form. If additional PDQs are submitted, CPS HR is happy to work with SBCCOG to amend the scope of work and estimated cost of services accordingly. Pricing above assumes the use of pre-populated PDQ forms but CPS HR is happy to explore alternatives to this option.
Interviews	It is assumed that individual interviews will be conducted. Additionally, it is assumed in the above estimated cost of services that both incumbent and supervisory level interviews will be conducted. For purposes of scoping, it is assumed up to twenty (20) interviews will be conducted at the incumbent level. It is assumed that up to two (2) supervisory and management interviews will be conducted; thereby, a total of 22 interviews will be conducted, anticipated to take between 60-90 minutes for each interview.
Classification Specification Development and/or Revision(s)	CPS HR has built in time to revise each of the twelve (12) studied classifications. In addition, CPS HR has built in time to create up to three (3) new classifications should this be warranted. Should additional classification specification development and/or revisions be needed or requested, CPS HR will work with SBCCOG to amend the scope of work and cost of services accordingly.
Report	It is assumed in the estimated hours above that CPS HR will develop one classification report, inclusive of any applicable draft classification specifications and classification recommendations by position. It is assumed that CPS HR will attend a meeting, if needed, to answer any questions on the

	report.
Travel Expenses	Travel time and expenses are not included in the fees above as all work products will be developed via tele – and web-conferences, e-mail, and an online portal provided by CPS HR for document sharing/editing.
Other Expenses	CPS HR will provide all reports, data sheets, and other documents electronically. Hard copy duplication of materials will be the responsibility of SBCCOG. SBCCOG will also provide CPS HR will all relevant materials electronically.

## Professional Services – Compensation Services

Description and Assumptions	Project Manager \$180	Senior Consultant \$130	Administrative Technician \$100
Task 1 - Review SBCCOG's Background Materials	1	2	0
Task 2 - Initial Project Meeting/Labor Market Agency Discussions	1	1	0
Task 3 – Design and Develop Data Spreadsheets/Review and Determine Labor Market/Review and Analyze Labor Market Survey Data	2	65	3
Task 4 - Prepare and Submit Draft Base Pay Compensation Report	3	20	2
Task 5 - Research and Resolve Issues/Prepare and Submit the Final Compensation Report	3	10	2
Task 7 – Client Communications	4	4	0
<b>Total Hours</b>	<b>14</b>	<b>102</b>	<b>7</b>
<b>Professional Services Fee Not-to-Exceed Amount</b>	<b>\$2,520</b>	<b>\$13,260</b>	<b>\$700</b>
<b>Estimated Professional Services for Compensation – Base Pay Services</b>		<b>\$16,480</b>	

### Pricing Assumptions

General Scope	
Labor Market Agencies	Up to eleven (11)
Scope of Work	Assumes base pay compensation services only (minimum and maximum salaries) for up to twelve (12) revised classifications and up to three (3) new classifications. Includes up to one meeting with the Board, as requested, to answer any questions they may have.
Travel Expenses	Travel time and expenses are not included in the fees above as all work products will be developed via tele – and web-conferences, e-mail, and an online portal provided by CPS HR for document

	sharing/editing.
Other Expenses	CPS HR will provide all reports, data sheets, and other documents electronically. Hard copy duplication of materials will be the responsibility of SBCCOG. SBCCOG will also provide CPS HR will all relevant materials electronically.

### **Pricing Philosophy**

CPS HR is flexible with the proposed work plan; alternate approaches may be discussed with SBCCOG, 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 SBCCOG'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.

## Project Staffing

---

CPS HR will have a designated team for conducting the classification and compensation services. ***Kristin Morris will serve as Project Manager.*** The additional project team members will be assigned upon execution of the agreement.

### **Kristin Morris, MBA**

Ms. Morris has over twenty years of professional experience in public and private sector human resources, including executive search and recruitment, classification and compensation, organizational reviews, record management, and training.

### **Employment History**

- Consultant, Senior Consultant, Principal Consultant; CPS HR Consulting
- General Education Teacher – Part Time, Oneida School District – Tech Trep Academy
- ISAT State Coordinator – Part Time, Tech Trep Academy
- Independent Contractor, Campbell Water
- Jr. Associate, Associate, Sr. Associate, HR Manager, Assistant Vice President and Vice President; L.B. Hayhurst & Associates

### **Professional Experience**

- Conducted numerous single-position and multi-position classification studies.
- Conducted reference checks and wrote summary reports for a variety of recruitments.
- Served as a team member for an on-site audit of the Approved Local Merit System for Sacramento County.
- Served as a team member for an audit of the County of San Diego's Personnel System to ensure compliance with Local Area Personnel Standards and Federal Merit Principles.
- Served as a team member for an on-site Personnel Program Review to ensure compliance with Approved Local Merit System for Placer County.
- Conducted reorganization, classification, compensation, and pay-for-performance plan studies for a wide spectrum of public agencies. Served as the point of contact with local jurisdictions. Handled scheduling of desk audits. Interviewed employees in small groups and individually. Reviewed files. Wrote classification reports and new job descriptions. Determined out of class work. Conducted research as to current best practices. Determined labor markets and developed compensation surveys. Gathered and analyzed data. Made recommendations on compensation and benefit plans, and how to implement those recommendations. Presented finding before management, boards, and councils.
- Performed executive search, testing, and selection services for a variety of positions for cities, counties, and special districts. Created job announcements and bulletins, identified advertising sources, created ideal candidate profiles, collected and screened resumes, scheduled and proctored

interview panels, conducted background and references checks, and assisted with salary and benefit negotiations.

- Served as the Human Resources Manager for small private sector companies. Assisted with sexual harassment training, audited and maintained employee files, wrote and revised employee handbooks, assisted in facilitating Workers' Compensation claims, and handled employee complaints and grievances.
- Online classification and compensation data management.
- Supervised office staff and associates, worked directly with the CFO and CEO in all areas of the business.

### **Education**

- M.B.A., Business, Sonoma State University, Rohnert Park, CA
- B.S., Psychology, University of Utah, Salt Lake City, UT