AGENDA
MESA WATER DISTRICT
EXECUTIVE COMMITTEE MEETING
TUESDAY, APRIL 26, 2016 AT 12:00 PM
PANIAN CONFERENCE ROOM

Committee Members: President Shawn Dewane, President
Ethan Temianka, Vice President
Paul E. Shoenberger, P.E., General Manager
Coleen L. Monteleone, Assistant General Manager
Denise Garcia, Executive Assistant to the General Manager

PUBLIC COMMENTS

Non-Agendized Matters: Members of the public are invited to address the Board on matters
which are not on the Agenda. Each speaker is limited to three (3) minutes. The Board will set
aside thirty (30) minutes for public comments.

Agendized Matters: Members of the public may comment on Agenda items before action is
taken, or after the Board has discussed the item. Each speaker is limited to five (5) minutes.

PRESENTATION AND DISCUSSION ITEMS:
Items recommended for approval at this meeting may be agendized for approval at a future Board meeting.

1. Shared Services Update

ACTION ITEMS:

2. Employee Rules & Regulations Revisions
3. Classification and Compensation Study Consultant Selection
4. Board of Directors Communications Equipment and Services Policy

REPORTS:

5. Future Agenda Topics and Conference Schedule
7. Directors’ Reports and Comments

INFORMATION ITEMS:

8. Other (no enclosure)

In compliance with California law and the Americans with Disabilities Act, if you need disability-related modifications or accommodations, including auxiliary aids or services in order to participate in the meeting, or if you need the agenda provided in an alternative format, please contact the District Secretary at (949) 631-1206. Notification 48 hours prior to the meeting will enable Mesa Water District (Mesa Water) to make reasonable arrangements to accommodate your requests.

Agenda materials that are public records, which have been distributed to a majority of the Mesa Water Board of Directors (Board), will be available
for public inspection at the District Boardroom, 1965 Placentia Avenue, Costa Mesa, CA and on Mesa Water’s website at www.MesaWater.org. If
materials are distributed to the Board less than 72 hours prior or during the meeting, the materials will be available at the time of the meeting.

ADJOURNMENT
MEMORANDUM

TO: Executive Committee
FROM: Paul E. Shoenberger, P.E., General Manager
DATE: April 26, 2016
SUBJECT: Shared Services Update

RECOMMENDATION

This item is provided for discussion only.

STRATEGIC PLAN

Goal #1: Provide a safe, abundant, and reliable water supply.
Goal #2: Practice perpetual infrastructure renewal and improvement.
Goal #3: Be financially responsible and transparent.
Goal #4: Increase public awareness about Mesa Water® and about water.
Goal #5: Attract and retain skilled employees.
Goal #6: Provide outstanding customer service.
Goal #7: Actively participate in regional water issues.

PRIOR BOARD ACTION/DISCUSSION

None.

DISCUSSION

The General Manager will update the Executive Committee on Shared Services.

FINANCIAL IMPACT

None.

ATTACHMENTS

None.
RECOMMENDATION

Recommend that the Board of Directors approve revisions to the Employee Rules & Regulations.

STRATEGIC PLAN

Goal #5: Attract and retain skilled employees.

PRIOR BOARD ACTION/DISCUSSION

The current Employee Rules & Regulations was approved by the Board of Directors (Board) on June 12, 2014. The Board approved changes to the Standby Program on September 11, 2014 and CalPERS Special Compensation on January 14, 2016.

DISCUSSION

From time to time the Employee Rules & Regulations are updated in compliance with new State and Federal laws, work changes, etc.

At this time, staff is proposing the following three changes:

1. Add Standby Program for General Employees

   Expanding the Standby Program to include General Employees was necessary as staff needed to monitor and be available when overseeing the Water Ambassadors.

2. Add language for CalPERS Special Compensation

   The CalPERS Special Compensation language, previously approved by the Board, needs to be included in the Employee Rules & Regulations.

3. Update language to the Sick Leave section based on changes made to Kin Care Leave and Child Related Activities

   The Sick Leave language update is based on changes made to Labor Code Section 233 – Kin Care Leave and Labor Code Section 230.8 – Child Related Activities

Staff has met with the Mesa Water District Employee Association (MWDEA) to discuss and agree to the various changes to Mesa Water’s Employee Rules and Regulations.

FINANCIAL IMPACT

None.
ATTACHMENTS

Attachment A: Draft Employee Rules & Regulations
Attachment B: Redline Employee Rules & Regulations
RESOLUTION NO. XXXX

RESOLUTION OF THE
MESA WATER DISTRICT BOARD OF DIRECTORS
ADOPTING REVISED EMPLOYEE RULES AND REGULATIONS
SUPERSEDING RESOLUTION NO. 1447

WHEREAS, Mesa Water District (Mesa Water®) is a county water district organized and operating according to California Law; and

WHEREAS, it is the desire of the Board of Directors (Board) to state in a clear and understandable manner the Employee Rules and Regulations of Mesa Water in order that its employees become and remain familiar with the policies relative to employment and promotional practices, compensation, benefits, performance evaluations, disciplinary action, grievance procedures, and other rights of Mesa Water employees in compliance with the laws of the State of California and federal government, and other items relevant to sound human resources practices.

WHEREAS, the Board desires to affirm that, in accordance with the Resolution pertaining to Delegation of Authority to the General Manager, the General Manager may clarify, interpret, and/or revise these Employee Rules and Regulations.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE MESA WATER DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:

1. The foregoing recitals are true and correct and are incorporated herein by this reference. The Employee Rules and Regulations are attached hereto as Attachment A and are incorporated herein by this reference.

2. This Resolution shall be effective upon adoption and shall be in accordance with Attachment A, Employee Rules and Regulations.

3. The Employee Rules and Regulations for employees of the Mesa Water District shall be effective beginning on the business day immediately following adoption of this Resolution.

4. This Resolution shall supersede Resolution No. 1447 and all other pertinent resolutions and actions of the Board, as well as all other Mesa Water Employee Rules and Regulations, with regard to Employee Rules and Regulations.
ADOPTED, SIGNED AND APPROVED this day of May 2016 by the following roll call vote.

AYES: DIRECTORS:
NOES: DIRECTORS:
ABSENT: DIRECTORS:
ABSTAIN: DIRECTORS:

Shawn Dewane
President, Board of Directors

Coleen L. Monteleone
District Secretary
RESOLUTION NO. XXXX

ATTACHMENT A

RESOLUTION OF THE
MESA WATER DISTRICT BOARD OF DIRECTORS
ADOPTING REVISED EMPLOYEE RULES AND REGULATIONS
SUPERSEADING RESOLUTION NO. 1447

Employee Rules and Regulations
May 12, 2016
EMPLOYEE
RULES & REGULATIONS

Adopted: May 12, 2016
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I. GENERAL PROVISIONS

A. Adoption of Employee Rules and Regulations

These Employee Rules and Regulations establish the personnel system for the Mesa Water District, hereinafter referred to as “District” or “Mesa Water®”. The Board of Directors has authority to adopt these Rules and Regulations and all additions, deletions, amendments or other changes to these Rules and Regulations. These Rules and Regulations supersede and replace all previous District employee Rules and Regulations. Mesa Water also follows provisions of the Memoranda of Understanding (MOU) which cover wages, hours and working conditions. If a provision of these rules conflicts with any provision of the MOU, the provision of the MOU will be deemed controlling unless the rules have been negotiated more recently. In addition, there will be work rules, policies and practices that will apply within work units.

These Employee Rules and Regulations do not create any contract of employment, express or implied, or any rights in the nature of a contract.

B. Coverage of Rules and Regulations

These Rules and Regulations apply to all Mesa Water employees unless specifically noted as excluded.

C. Equal Opportunity Employment Policy

Mesa Water subscribes to the public policies of the United States and the State of California as expressed in all applicable statutes that protect the right and opportunity of all persons to seek, obtain and hold employment without discrimination because of race, religious creed, color, age, gender, gender identity or expression, sexual orientation, physical or mental disability, medical condition, national origin, ancestry, genetic information or characteristics, marital status or any other basis protected by law.

Mesa Water will afford equal employment opportunity to all qualified applicants and employees as to terms and conditions of employment, including recruitment, selection, offers of employment, training, promotion, compensation, transfer, discipline and termination.

D. Non-Discrimination, Harassment, and/or Retaliation Policy

Mesa Water District maintains a strict policy prohibiting all forms of discrimination and/or discriminatory harassment in the workplace. This policy applies to all regular, probationary, part-time, term and temporary employees, management, supervisors, Board members and contractors working with Mesa Water. Disciplinary action will be taken against any employee, supervisor, manager or otherwise, who engages in discrimination and/or discriminatory harassment in the workplace. (See Mesa Water District’s detailed Non-Discrimination, Harassment, and/or Retaliation Policy and Complaint Procedure.)
E. Reasonable Accommodation Policy

Mesa Water will comply with the employment-related reasonable accommodation requirements of the California Fair Employment and Housing Act and the Americans with Disabilities Act.

F. Ethics and Appropriate Business Practices

Mesa Water expects all employees to conduct themselves according to high standards of ethical behavior and use only appropriate and permissible business practices. These Rules and Regulations are intended to outline these guidelines, and all employees will be expected to hold themselves and their actions to these standards.
II. DEFINITIONS

The following terms, whenever used herein, will be defined as follows:

Advancement: A salary increase within the limits of the pay range established for a classification.

Anniversary Date: The date of appointment, employment, reinstatement or recall to a position, unless otherwise provided herein.

Applicant: Any person submitting a formal completed and signed application for employment with Mesa Water District.

Appointment: The employment of a person in a position.

At-Will Employee: An employee who does not acquire a property interest in the position held and can be terminated without cause or right to appeal. Management, certain designated Supervisory and Confidential employees, Part-time, Temporary, and Probationary employees are considered at-will employees and serve at the pleasure of the General Manager.

Base Salary or Base Pay: An employee’s regular rate of pay, excluding overtime and any other fringe benefits.

Break in Service: Resignation, discharge, layoff of the employee (if not rehired within one (1) year of layoff), unapproved leave of absence, or approved leave of absence from which the employee fails to return to work.

Business Day: Any day Mesa Water is open for business, which normally includes Monday through Friday, except observed holidays.

CFRA: The California Family Rights Act (State law).

Classification (Class): All positions sufficiently similar in duties, authority, responsibility and working conditions to permit grouping under a common title and to permit the application with equity of common standards of selection, transfer, promotion and compensation.

Classification Level (Level): Generally designated by an “I” for the entry/assistant level or an “II” for the journey-level within a single classification title. Each level is associated with different maximum pay rate based on the minimum experience, job knowledge, and/or certifications to qualify for consideration.

Classification Specification: The written description of a job classification setting forth factors and conditions which are essential functions of positions in a classification.

Classification Plan: The designation of a title for each classification, together with the
specifications for each classification, as prepared and maintained by Human Resources.

**Compensation:** The salary, wage allowances and other forms of valuable considerations, earned by or paid to any employee by reason of service in any position.

**Continuous Service:** Employment with Mesa Water without break or interruption. Neither vacation leave, sick leave, bereavement leave, military leave, jury leave, nor any other authorized absence, whether with or without pay, will be construed as a break or interruption in employment unless expressed as part of an agreement or a condition of an extended leave of absence. In all instances when determining eligibility based upon length of continuous employment, the measurement shall begin with the employee’s most recent date of hire.

**Demotion:** The movement of an employee from one job classification or level to another having a lower maximum rate of pay.

**Discipline:** Dismissal, demotion, suspension, reduction of pay, written reprimand or formal written warning related to actions by an employee for unfavorable conduct or violations of Mesa Water's rules, regulations or policies.

**Dismissal:** Discharge or involuntary termination of employment.

**Displacement:** An action whereby an employee with greater seniority in a classification takes the position of another employee who has less classification seniority.

**District:** Mesa Water District

**Domestic Partner:** A legally recognized partnership as described in the California Family Code Section 297, which is registered with the California Secretary of State.

**Employee:** A person occupying a paid position in Mesa Water. This designation is not intended to include the Board of Directors or outside contractors/consultants.

**Exempt Employee:** An employee in a job classification which is considered exempt from the guidelines of the Federal overtime regulations under the Fair Labor Standards Act (FLSA), and as such, is not eligible for overtime pay.

**FLSA:** Fair Labor Standards Act (Federal law)

**FMLA:** Family and Medical Leave Act (Federal law)

**Full-Time Employee:** An employee whose normal assigned work hours equal an eighty-hour (80) pay period.

**Grievance:** A complaint that the bargaining agreement, rule, or policy has been violated. Note: Not all Mesa Water rules or policies are subject to a grievance procedure.
**Layoff:** The separation of employees from the active work force due to lack of work or funds, or the abolition of the position.

**Leave:** Absence of an employee from work.

**Non-Exempt Employee:** An employee in a job classification which falls within the Federal overtime law (FLSA), and as such, is eligible for overtime pay.

**Out-of-Class Pay:** Compensation given to an employee who is temporarily assigned to a position which is allocated a higher maximum rate of pay, and who is qualified to perform this work.

**Paid Status:** Paid Status includes regularly scheduled work hours, paid sick leave, vacation, holidays, and compensatory time, but excludes overtime.

**Part-Time Employee:** An employee whose normal assigned work hours are fewer than forty (40) hours per work week.

**Part-Time Partially Benefited Employee:** A category of at-will employee hired and scheduled to work part-time a minimum of twenty (20) hours per week on an ongoing basis. Employees in this employment category may receive partial benefits as detailed in their employment offer letters and as permitted by Mesa Water's Employee Benefits Summary Handbook.

**Position:** A combination of duties and responsibilities assigned or delegated by authority, requiring the full or part-time services of an employee.

**Probationary Employee:** A category of employment pertaining to new, full-time Mesa Water employees working within the initial twelve (12) month probationary period in designated job classifications. A probationary employee may be dismissed without cause during the initial twelve (12) month probationary period.

**Probationary Period:** A working test period during which an employee is required to demonstrate fitness for the duties to which the employee is appointed by actual performance of the duties of the position.

1) **New Employee** - New, full-time Mesa Water employees serve an initial twelve (12) month probationary period during which they may be dismissed without cause. (Note: Management, certain designated Supervisory and Confidential employees, Part-time, and Temporary employees are considered “at-will” employees and do not serve a probationary period.)

2) **Promotion/Transfer** - Mesa Water employees who have achieved status as a Regular employee and are promoted or transferred to a different Classification or Level serve a six (6) month probationary period, which is specific to the new Classification/Level and affects the employee’s status as a Regular employee. Failure to successfully pass the Promotion/Transfer probationary period may result in the employee being returned to his/her previously held Classification/Level.
**Promotion:** The movement of an employee from one position to another, which is allocated to a higher maximum rate of pay.

**Recall List:** A list of regular employees who have been laid off from District employment pursuant to these Rules.

**Reclassification:** A reassignment or change in allocation of an individual position by raising it to a higher classification, reducing it to a lower classification or moving it to another classification at the same salary level, on the basis of a reevaluation of the kind, difficulty, or responsibility of duties performed and/or the minimum qualifications in such position.

**Reduction (in pay):** A decrease in salary within the pay range established for a classification.

**Regular Employee:** A category of employment pertaining to full-time employees who have successfully completed the initial twelve (12) month probationary period in particular classifications, and have been retained in employment with Mesa Water as hereafter provided by these Rules.

**Reinstatement:** The re-employment without examination of a former regular full-time employee within one (1) year following layoff or separation from employment with Mesa Water.

**Resignation:** The voluntary termination by an employee from employment with Mesa Water.

**Selection Process:** The process of testing, evaluating, investigating, and/or determining the fitness and qualifications of applicants.

**Seniority:** The total amount of actual continuous service for a full-time employee, excluding breaks in service as defined in these Rules.

**Standby Call-Out:** An after-hours service call that requires the Standby employee to visit the location in person, rather than responding by telephone, radio, computer or other electronic means.

**State Disability Insurance (SDI):** SDI is a partial wage-replacement insurance plan for California workers, funded through employee payroll deductions, and consisting of two programs: 1) the Disability Insurance (DI) program established for workers who suffer a loss of wages when they are unable to work due to a non-work related illness or injury, or a medically disabling condition from pregnancy or childbirth, and 2) the Paid Family Leave (PFL) program established for workers who suffer a loss of wages when they need to take time off from work to care for a seriously ill child, spouse, registered domestic partner, or to bond with a new minor child.

**Suspension:** The temporary separation from Mesa Water service of an employee, with or without pay, for disciplinary purposes.
**Temporary Employee:**

1) **Seasonal:** An at-will employee who works either part or full-time on a temporary basis, and whose position is funded on a seasonal or other limited time period basis normally not to exceed 960 hours in a fiscal year.

2) **Term Employee:** An at-will employee who normally works full-time for the term of a project or assignment.

**Termination:** Separation from employment with Mesa Water.

**Transfer:** A change of an employee from one position to another position in the same classification, or in a comparable classification, or from one department to another.

**Vacancy:** Budgeted position not occupied by an employee.

**Workday:** The number of hours an employee in each position is scheduled to work on each Business Day as set forth in department procedures, exclusive of overtime hours.

**Work Week:** From midday (four (4) hours into the scheduled shift) on Friday to midday the following Friday.
III. GENERAL EMPLOYMENT POLICIES

A. Categories of Employment

1. Probationary Employees

A Probationary employee is a new, full-time employee who is assigned to work eighty (80) hours per pay period and has not completed the initial twelve (12) month probationary period, required of job classifications which are not designated as “at-will.” The probationary period is an extension of the testing process and must be satisfactorily completed before regular status will be granted. While on initial probation, employees are at-will employees.

2. Regular Employees

Regular employees are full-time employees in designated classifications who are normally assigned to work eighty (80) hours per pay period and have completed the initial twelve (12) month probationary period as a new Mesa Water employee.

3. Confidential Employees

Confidential employees are employees who are privy to confidential information used by Mesa Water in the conduct of labor negotiations and/or the addressing of issues with recognized employee organization representatives. Certain Confidential employees in designated job classifications are considered at-will employees.

4. Supervisory Employees

Supervisory employees have the authority to evaluate and make recommendations to hire, transfer, promote, evaluate, discipline or assign other employees. Supervisory positions are normally filled by full-time employees. Depending on the job classification, Supervisory employees may be at-will.

5. Management Employees

Management employees serve at the pleasure of the General Manager and are considered at-will employees. As a management employee there is an expectation that there will be occasional work beyond the hours required of other full-time employees. Management employees do not receive overtime pay but may be compensated under salary and benefits plans that are different from those applicable to other employees.

6. Part-Time Partially Benefited Employees

Part-Time Partially Benefited employees are at-will employees who are hired to work a minimum of twenty (20) scheduled hours per week on an ongoing basis. Employees in this
category may receive partial benefits as detailed in their employment offer letters and as permitted by Mesa Water District’s Employee Benefits Summary Handbook.

7. Temporary Employees

Temporary employees are at-will employees hired to work for a limited period of time in order to meet seasonal or other short-term labor needs.

a. Seasonal Employee: A category of at-will employee who works either part or full-time on a temporary basis, and whose position is funded on a seasonal or other limited time period basis normally not to exceed 960 hours in a fiscal year. Seasonal employees are paid only for hours worked, and do not participate in benefit or leave plans.

b. Term Employee: A category of at-will employee who works either part or full-time and who is hired for a period of time based upon the project or assignment to be done. Term employees may receive benefits as designated in their employment contracts.

B. Hiring and Promotion

1. Posting New Jobs and Vacancies

a. When new jobs are created or vacancies occur, Mesa Water will first attempt to fill them through the recall procedure.

b. If new jobs or vacancies are not filled through recall, Human Resources may post job bulletins on District bulletin boards that the positions are available to be filled by promotion. This job bulletin will specify the title and salary range of the position, the nature of the work, the required/desired qualifications, the date and time of posting and the final filing deadline.

c. If Mesa Water desires a broader base from which to select a candidate, outside advertising may be used. Job bulletins announcing these employment opportunities will also be posted on District bulletin boards.

d. Despite the procedures described in sections (a) through (c) above, Mesa Water may make emergency appointments to satisfy an immediate staffing need.

2. Selection

a. Employees will be selected on the basis of their qualifications for the job and in compliance with laws prohibiting discrimination based on race, religious creed, color, age, gender, gender identity or expression, sexual orientation, physical or mental disability, medical condition, national origin, ancestry, genetic information or characteristics, marital status or any other basis protected by law.
b. The method of selecting a new employee may consist of an evaluation of application materials, written test, performance test, interview, verifications, medical tests and other job-related tests as the General Manager or designee deems necessary and appropriate.

c. The General Manager or designee will make the final decisions as to hiring and promotion from a list of qualified candidates recommended by the Human Resources Department.

d. As part of the selection process, new employees must pass a pre-placement physical examination. Specific job classifications may require a drug and/or alcohol screening.

3. Application for Employment

Job applications will be made on forms provided by the Human Resources Department. All applications must be completed in full and signed by the person applying. The Human Resources Department will not process incomplete or unsigned applications. Applications for positions must be received on or before the final filing date to be considered.

After a prescribed time limit has expired or periodically, if applications are taken on a continuous basis, the Human Resources Department will screen applications to determine those applicants who meet the minimum qualifications for the vacant position. The selection process will be structured to select the applicant who is most highly qualified for the vacancy.

4. Disqualification of Applicants

a. Causes for Disqualification. Mesa Water may reject an application, refuse to examine an applicant, remove the name of an applicant from hiring consideration or refuse to employ an applicant who:

   (1) Does not meet the requirements set forth in the job bulletin;

   (2) Is physically or mentally unfit to perform the essential functions of the job, with reasonable accommodation;

   (3) Has been convicted of a felony or misdemeanor which, on a case-by-case analysis, is related in time and scope to the position in question, except that such conviction may be disregarded if it is determined by the General Manager, or designee, that mitigating circumstances exist;

   (4) Has been dismissed or resigned in lieu of discharge from any position for any cause which would be cause for dismissal from District service, or whose record of employment has not been satisfactory in District service or with any other agency or firm;
(5) Has abandoned any position in District service or has been absent from duty without leave of absence duly granted;

(6) Has made knowing material false statements or who has attempted any fraud or deception in connection with obtaining or retaining employment with Mesa Water;

(7) Refused to be fingerprinted;

(8) Has secured or attempted to secure confidential information concerning an examination which might give such applicant unfair advantage over other applicants;

(9) Refused to take or fails to pass the prescribed medical examination, which may include a drug and/or alcohol screening;

(10) Has separated from District employment and whose name appears on an employment list held exclusively for District employees;

(11) Has failed to produce proper documentation to show a legal right to work in the U.S.;

(12) Is a current user of illegal drugs;

(13) Has failed to submit the employment application as specified by Mesa Water or within time limits; or

(14) For any material cause which, in the judgment of the General Manager or designee, would render the applicant unsuitable for the position.

b. Notice of Disqualification. Human Resources will notify in writing any applicant who is disqualified.

5. Nepotism

Persons related to District employees will not be considered for District employment if such employment could result in a disruption of District business, negatively affect employee morale, or create adverse problems in the areas of safety, supervision, or security. If a District employee enters into marriage with another District employee, and in the opinion of the General Manager it is impossible or undesirable for both employees to continue in employment for a reason(s) noted above, one of the individuals involved must resign or be moved to another position which would eliminate the conflict. In the event that the spouses are unable to determine between themselves which individual should resign, the individual with the least seniority will be dismissed.
6. Physical Examinations

a. Once offered a position with Mesa Water, candidates for initial employment and employees rehired after layoff must successfully pass a physical examination prescribed by Mesa Water.

b. With the approval of the General Manager and upon direction of the department manager, any employee may be required to undergo a physical examination if it is determined that such exam is necessary and related to the performance of the job function.

c. All physical examinations prescribed by Mesa Water will be performed by a licensed physician approved and paid by Mesa Water.

d. An applicant who disagrees with results of an examination administered by Mesa Water District's physician may submit, for District consideration, examination results from a physician of their choice.

7. Department of Motor Vehicles (DMV) Checks

Candidates for District positions which involve the operation of motor vehicles must submit a current DMV summary of their driving record paid for by Mesa Water. Subsequent to employment Mesa Water may require driver summaries from the DMV on employees who are required or could be asked to drive a District vehicle, at least annually or more often as mandated by law.

C. Probationary Periods

1. New Employees

a. The first twelve (12) months of employment will constitute a probationary period during which Mesa Water will review the new employee’s qualifications, references and work performance and determine whether the employment will be continued. New employees are subject to dismissal without cause at any time during this period at the discretion of the General Manager, and such termination will not constitute a cause for grievance or appeal.

b. Periods of time on paid or unpaid leave exceeding five (5) Business Days (consecutive or not) will automatically extend the probationary period by that number the employee is on leave. This leave period is not intended to include authorized paid holidays or vacation.

c. At least one formal written performance evaluation will be conducted halfway through the probationary period.
d. At the conclusion of the probationary period, if it is determined that the new employee is performing to District standards, and Mesa Water continues to need the position, the employee’s status will be changed from probationary to regular. If the employee's performance does not meet District standards, the employee’s employment will be terminated at any time during the probationary period.

2. Promotions, Transfers and Reclassifications

a. In the event of a promotion or transfer, the employee will serve a six (6) month probationary period. During this period a determination will be made as to whether the employee is able to effectively perform the duties and assume the responsibilities of the new position.

b. If it is determined at any time during the probationary period that the employee is not satisfactorily performing the duties of the new position, the employee will be returned to the position previously held unless the position no longer exists. This process may involve displacing other employees.

c. In the event of a reclassification, the employee's job title and/or salary range may be changed to more accurately reflect the responsibilities of the position. The reclassified employee will not be required to serve a new six (6) month probationary period and the employee’s review date will not change.

D. Transfers

A vacant position may also be filled by transfer. A regular employee may initiate a request to transfer to another position in the same or lower classification or level for which the employee is qualified. With the approval of the General Manager or designee and affected department managers, the employee may be transferred to the vacant position. Employees may also be transferred by the General Manager or designee to meet District needs. Transfers will not be used to effectuate a promotion, demotion, reclassification, reduction in pay, or for disciplinary purposes.

E. Reinstatement

With the recommendation of the department manager and approval of the General Manager or designee, an employee who resigned in good standing may, within one (1) year of such resignation, be reinstated without examination in the same or comparable position. Upon reinstatement, the employee may be required to serve a new probationary period. If the employee is reinstated, the employee will be placed at the salary range and step held at the time of resignation and will receive a new anniversary date. No credit for former employment will be granted in computing benefits unless mandated by law.

F. Outside Employment

With the written approval of the General Manager or designee, an employee may engage in
employment other than that with Mesa Water, but only if such outside employment does not (1) interfere with performance of the employee's assigned District duties, including overtime assignments, (2) constitute a conflict of interest, or (3) create an unfavorable District image. On an annual basis, employees must submit written requests on forms provided by Mesa Water for outside employment for approval by the General Manager. These requests shall be maintained in the employee’s personnel file.

F. Training and Development

Mesa Water encourages employee development by providing the opportunity for employee training. Compulsory training may be required as a condition of continued employment. Such training programs may include lecture courses, seminars, demonstrations, reading materials, or other methods for improving job performance. Employees are responsible for any/all required contact hour training needed to obtain and maintain certificates or licenses required to perform their jobs. If the contact hour training is provided by Mesa Water on work time, or if Mesa Water requires an employee to attend a specific program or class, then the fees and time to attend the class will be paid by Mesa Water.

H. Personnel Records

1. Human Resources will maintain the official personnel file for each employee containing name, position, title, salary and such other information as may be relevant to the employee's service with Mesa Water.

2. To insure that District records are correct and current, each employee is responsible for keeping Human Resources promptly informed as to changes in address, phone number, marital status, dependents, and other pertinent personal information.

3. Upon request, and in accordance with District rules and file security, an employee may examine their own official personnel file by appointment only and under the direct observation of a Human Resources staff member.

4. Information in personnel files will not be disclosed to other than authorized District personnel except as may be approved by the concerned employee or required by law.

I. Termination of Employment

1. The effective date of termination of employment is normally the last day worked or in a paid status by an employee. If an employee is on an approved leave of absence and does not return to Mesa Water at the end of such leave, the termination date is the expiration date of the approved leave of absence.

2. An employee who plans to resign is requested to give the supervisor an advance written notice of at least two (2) weeks. Once submitted and accepted by Mesa Water, a resignation may not be withdrawn, except upon approval of the General Manager.
3. Prior to termination, employees are urged to complete an exit interview with the appropriate department manager or designee and are required to return all District property (keys, uniforms, etc.).

4. An employee is deemed to have resigned if the employee is absent for three (3) consecutive workdays without prior authorization and without notification during the period of absence. When Mesa Water believes an employee has been absent without authorization and Mesa Water plans to invoke this provision, a written notice will be sent by certified mail to the employee’s last known address at least five (5) calendar days prior to implementing an automatic resignation. Such notice will contain: 1) a statement of Mesa Water’s intention to implement the employee’s automatic resignation and its effective date; 2) a statement of the reasons for considering the employee to have automatically resigned; 3) a statement of the employee’s right to respond, either orally or in writing, prior to the effective date of such proposed action; and 4) a statement that if the employee fails to respond to the written notice before the effective date of the automatic resignation, it will be implemented as a resignation. Employees separated from employment for job abandonment may be reinstated with such charge removed from the employee’s record upon presentation of justification for absence such as severe accident, severe illness, false arrest or mental or physical impairment which prevented notification.
IV. HOURS OF WORK

G. Work Schedules

1. Mesa Water maintains regular business hours Monday through Friday, exclusive of recognized District holidays. Mesa Water may extend business hours on one or more Business Days to serve its customers, exclusive of recognized holidays.

2. Regularly Scheduled Work Period. The regularly scheduled work period is midday Friday (four (4) hours into the scheduled shift) through midday of the following Friday, except Mesa Water may change the work period of individual employees to meet operating conditions, changing hours of daylight, safety reasons or other situations provided that employees so affected will receive advance notice of any change in regularly scheduled work period.

a. 5/40 Schedule – Employees regularly assigned to work five (5) days in a seven (7) day work period, will be scheduled to work eight (8) hours per day, five (5) days per week.

b. Temporary and Alternate Work Schedule

   (1) Mesa Water reserves the right to consider and, if mutually beneficial, approve a temporary work schedule to accommodate the specific needs of an employee. Justification for a temporary schedule request, anticipated timeframe and method of continuing to accomplish the department workload must be discussed in advance of implementation. Approval for such modification must be obtained from the department manager and General Manager or designee.

   (2) Employees, who wish to request a temporary modification to their work hours, shall submit written justification and discuss the proposal with their department manager. Department managers will discuss such requests with the Management Team to determine whether such modification would be fair and consistent with Mesa Water operating needs. Employees will be notified in writing of the decision. Employees may request a review of denial of such requests with the General Manager.

   c. FLSA Non-Exempt Employees. For purposes of computing overtime pay under the FLSA, the work period for employees will begin at the mid-point of the Friday work day and end on the following Friday at the same time as the mid-point of the previous Friday.

   d. FLSA Exempt Employees. Exempt employees are expected to work the number of hours necessary to meet the standards of job performance. Therefore, exempt employees may occasionally alter their regularly assigned work schedule during a given work week as necessary and as authorized by their department manager or designee. Any alterations that would result in the employee being absent from work for more than four (4) hours in a regularly scheduled workday must be approved in writing in advance by the employee’s department manager or designee and will require the employee to
take paid or unpaid leave of absence in accordance with the benefit provisions of these regulations.

3. Review of District Work Schedules

Mesa Water reserves the right to consider, approve, or modify various regular and alternate work schedules. Prior to the beginning of each calendar year, the department managers shall prepare annual plans for work schedules in their areas of responsibility that will satisfy Mesa Water’s objectives for its customers and operational functions. The General Manager or designee has the authority to approve and modify work schedules for each department and employee of Mesa Water as needed.

The General Manager and department managers shall monitor the effectiveness and efficiency of work schedules and, at least once per year in December, shall determine whether to continue or modify any of the regular or alternate work schedules.

In the spirit of cooperation, employees are encouraged to discuss their suggestions or concerns with their department managers. Subsequently, affected employees may request a review with the General Manager to discuss a work schedule or a planned change in schedule. The decision of the General Manager shall be final.

Except under urgent operational conditions, Mesa Water shall provide reasonable advance notice in writing to affected employees, if a work schedule change is planned.

B. Meal Periods

Meal periods are not counted as time worked and will be scheduled by the supervisor or department manager.

C. Rest Periods

1. A rest period of fifteen (15) minutes may be taken each morning and afternoon and will be counted as time worked.

2. Rest periods will be scheduled by the supervisor for the employees in each group.

3. Employees are encouraged to take their rest periods, but expected not to abuse this time away from work.
V. POSITION CLASSIFICATION

A. Classification specifications describe the essential functions of job classifications and the typical duties that an employee is expected to perform. Classification specifications are not intended to limit the work of those typical duties described since other tasks may be assigned that are similar in nature and within the scope of the job classification.

B. Positions that are similar in type of work, level of difficulty and degree of responsibility are grouped together in the same job classification.

C. When deemed necessary, the General Manager or designee and department managers will review the work performed by employees to determine whether they are correctly classified. If the duties of a position are found to have changed substantially, the department manager may recommend that the position be reevaluated and reclassified. Classification specifications will be prepared for all new job classifications.
VI. PAY

A. Compensation Policy

As a public entity Mesa Water is committed to rendering service at a fair and reasonable cost. Mesa Water's ability to achieve this objective is affected by a number of factors, one of which is the quality and performance of District employees. In order to attract and retain highly competent employees, promote continuous superior performance and give full recognition to District financial constraints, the following will be considered in establishing employee compensation:

1. The impact of compensation on the cost of services, financial position of Mesa Water and overall operational costs.
2. Compensation paid for similar work in other public and private jurisdictions.
3. The general and specific performance of employees.
4. Status of the labor force, economic conditions, recruitment and retention experience and other factors influencing the maintenance of a stable and efficient work force.

B. Salary Ranges

A salary schedule is adopted by Mesa Water, which consists of a series of salary ranges and steps.

C. Merit Increases

1. A merit increase is advancement to a higher step in the salary range in the appropriate job classification and is based upon a recommendation of the department manager upon presentation of evidence indicating that the work of the employee has met or exceeded agreed upon standards. In no case will an employee's salary exceed the maximum range of the assigned job classification.

2. New employees shall receive a progress report three, six and nine months after employment with Mesa Water District. With the six-month evaluation the employee may receive a one-step merit increase. One year after date of hire, the employee will receive a probationary evaluation at which time they may receive a merit increase. Thereafter, the employee will be placed on the September 1 performance evaluation schedule.

3. Annual Evaluations: Employees shall receive at least one (1) performance evaluation per year. Performance evaluations will be prepared, discussed with the employee and a merit increase granted, if applicable, will become effective on September 1st each year. Consideration for future merit increases will occur annually thereafter on September 1.
4. Promotions & Demotions: If an employee is promoted or demoted, the employee will receive a new merit increase eligibility date (anniversary date). Such date will be six (6) months from the effective date of the promotion or demotion with eligibility for future merit increases occurring annually on September 1 thereafter.

5. Merit advancement will be based upon the following:

   a. Determination by the supervisor that the employee’s performance is meeting the expectations of Mesa Water. Such determination relates to the entire job performance including but not limited to the quality of work, level of work effort, job attitude, cooperation, desire to learn, willingness and ability to accept responsibility, punctuality, regularity of attendance, and an obvious desire to excel.

   b. Recommendation of a merit increase by the immediate supervisor and department manager.

   c. Approval of the merit increase by the General Manager.

   d. Approved step increases will be effective at the beginning of the pay period during which the employee’s written performance evaluation occurs.

6. Upon approval of the General Manager, a salary increase of at least one (1) step may be granted to an employee in a service year for proficient job performance provided, however, that no employee’s salary will exceed the maximum of the salary range for the assigned job classification.

7. Upon the employee’s merit increase eligibility date and in case of outstanding job performance, the General Manager may approve a merit increase of two (2) or more steps, provided that an employee’s salary will not exceed the maximum of the salary range for the assigned job classification.

D. Payment of Compensation

1. Base Salary

   Employees will be compensated with a base monthly salary which will be payment for the straight time portion of work performed each month.

2. Pay Day

   Pay periods are two (2) weeks in duration, terminating each alternate Friday. Payment will be made within the week immediately following the end of the pay period.

3. Pay Upon Termination
a. Employees who terminate will receive their final pay on the next regularly scheduled pay day. Final pay is made up of unpaid salary for work performed, accrued and unused vacation, comp time and floating holiday hours to the date of termination. A pay adjustment may be made if any District property is not returned.

b. At the sole discretion of the General Manager, severance pay may be granted to employees terminating under circumstances other than involving gross violation of District rules and regulations.

c. Direct deposit may not be available for the final paycheck.

E. Overtime

Overtime work is a condition of employment for all employees, as may be deemed necessary by the General Manager or designee. Overtime work must be approved in advance by the employee's supervisor, except in emergency situations.

1. Eligibility for Overtime and Premium Pay

   a. Exempt Employees: Employees who are exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) and who regularly work extra hours, attend evening meetings, and/or who are required to participate in job-related weekend activities or functions for which they do not receive paid overtime, may be granted time-off with pay as authorized by the General Manager.

   b. Non-Exempt Employees: Overtime worked by employees who are non-exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) must be authorized in advance by the employee's supervisor, except in emergency situations.

2. Rate of Pay

   a. One and one-half (1.5) times the employee’s regular hourly rate for:

      (1) Hours worked in excess of forty (40) in any regular seven (7) day work period; or

      (2) The first eight (8) hours worked on a District holiday when hours worked are in excess of forty (40) in the regular seven (7) day work period.

   b. Two (2) times the employee’s regular hourly rate for:

      (1) Hours worked in excess of eight (8) on a District holiday or on a scheduled day off when the employee receives prior notification to report to work and when hours worked are in excess of forty (40) in the regular seven (7) day work period; or

      (2) Hours worked in excess of thirteen (13) in any work shift, when hours worked are in excess of forty (40) in the regular seven (7) day work period.
(3) Overtime hours worked in excess of five (5) by an employee directed to work without prior notification on a scheduled day off.

c. For the purpose of calculating hours towards overtime, pay for sick leave, holidays and vacation will be considered as hours worked.

3. Compensatory Time

a. Employees who are eligible to receive compensation for overtime work pursuant to this Section may request in writing that such compensation be in the form of compensatory (comp) time. Upon written approval of the employee’s supervisor, the overtime hours will be credited to the employee’s compensatory time bank in lieu of being paid. Crediting will be on the same basis as payment. For example, one and one-half (1.5) hours of compensatory time will be credited for an overtime hour which would otherwise be paid at the rate of time and one-half. Standby duty hours are not eligible for comp time.

b. Cash payouts for accrued comp time are available once each fiscal year. No additional comp time hours may be accrued after the payroll cut-off date for the fiscal year-end payout (last full pay period in June). No accrued hours may be carried over into the next fiscal year. Employees will be notified of their eligibility for a payout by Financial Services prior to each payout date. Employees will be paid for all accrued comp time hours upon termination.

c. Accumulation maximums will not exceed eighty (80) hours.

d. The scheduling of comp time off is subject to approval of the department manager who may require that requests for comp time off be submitted up to fourteen (14) days in advance of the requested time off. If District needs require a change in scheduled and approved comp time off, reasonable advance notification of such a change will be given to affected employees.

F. Standby Duty

1. General Regulations

a. Standby duty is an assignment of responsibility to remain available to respond rapidly to emergency calls after the regular work day, on holidays and on weekends.

b. The assignment is one (1) week in duration, normally from the end of shift on a particular day of the week to the end of shift on the same day the following week. The Water Operations Supervisor will establish the work schedule within this period for each employee assigned the duty and may grant exchanges of duty for justifiable reasons. Employees who are assigned are authorized to use the duty truck provided by Mesa Water only for District business.
c. Employees assigned to standby duty are those who have completed satisfactory training, live within twenty-five (25) miles to the nearest District boundary and meet all eligibility requirements established by the Water Operations Supervisor.

d. In the event there are an insufficient number of employees to fulfill the requirements for standby duty, the Water Operations Supervisor or designee will assign employees to the standby duty.

e. The department manager may adjust the standby duty schedule assignments in Distribution and Production to minimize additional costs due to an alternate work schedule, and to assure fairness among employees.

f. The Standby Duty Program will be as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Production</th>
<th>Distribution</th>
<th>General Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory Participation</td>
<td>Yes</td>
<td>Yes (for new hires after 9-12-2014)</td>
<td>No, but in the event there are an insufficient number of eligible and qualified employees participating in the standby duty, the Manager or designee will assign employees to standby duty.</td>
</tr>
<tr>
<td>Standby Pay</td>
<td>$350/week ($50/day)</td>
<td>$350/week ($50/day)</td>
<td>$50/day</td>
</tr>
<tr>
<td>Duty Pay</td>
<td>Employee’s regular hourly rate at time and one-half, with a one-hour minimum for standby call-outs.*</td>
<td>Employee’s regular hourly rate at time and one-half, with a one-hour minimum for standby call-outs.*</td>
<td>Employee’s regular hourly rate at time and one-half, with one-hour minimum for standby call-outs.*</td>
</tr>
<tr>
<td>Use of District Truck</td>
<td>Yes</td>
<td>Yes</td>
<td>No, unless pre-approved by Manager or designee. In the event of an emergency, employee would use personal vehicle and submit for mileage reimbursement.</td>
</tr>
<tr>
<td>Trade days with another qualified employee</td>
<td>Yes – subject to Supervisor’s consent</td>
<td>Yes – subject to Supervisor’s consent</td>
<td>Yes – subject to Supervisor’s consent</td>
</tr>
<tr>
<td>Split Shifts</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Paid Daily Duties – assigned by Supervisors</td>
<td>When business need arises</td>
<td>When business need arises</td>
<td>When business need arises</td>
</tr>
</tbody>
</table>

* A standby “call-out” is an after-hours service call that requires the standby employee to visit the location in person, rather than responding by telephone, radio, computer, or other electronic means. Non call-out communications are paid for the actual time worked (no minimum).
G. Establishment of Rates of Pay

1. New Employees
   a. Full-Time Employees

   The starting rate for a newly-hired employee will normally be the first step of the salary range of the class to which the position is allocated. If exceptional qualifications of the candidate indicate that a higher hiring rate would be in Mesa Water's best interest, appointment at a higher step in the salary range may be authorized by the General Manager.

   b. Temporary and Part-Time Employees

   Temporary and part-time employees will be paid in accordance with their employment contract, but not less than the State of California minimum wage.

2. Promotions
   a. Effective upon promotion, employees will be placed in a salary step of the new classification which grants an increase in base salary of at least five percent (5%), provided no employee's base salary will exceed the maximum of the specified salary range.

   b. The base salary of employees who successfully complete the promotion probationary period will be advanced to a step in the salary range appropriate to the employee's level of performance. This increase will be effective upon completion of probation and in no event will exceed the maximum of the range.

3. Demotions
   a. If it is determined at any time during the probationary period that a promoted employee cannot satisfactorily perform the duties of the new position, the employee will be returned to the position and step in the salary range from which promoted.

   b. The base salary of employees demoted at their own request to a position in a lower salary range will be their current salary or the maximum rate of the new position, whichever is lower.

   c. In the event of a disciplinary demotion, the employee's salary will be set at the salary rate of the lower classification, which is at least five percent (5%) less than the rate received in the higher class.

4. Transfers

   The base salary and merit increase eligibility dates of employees transferred to another
classification in the same salary range as their former classification will be unchanged.

5. Recall from Layoff

a. The base salary of employees recalled from layoff to a position in the same salary ranges as that from which they were laid off will be the same step in the salary range they were being paid when laid off.

b. The base salary of employees recalled from layoff or demoted in lieu of layoff to a position in a lower salary range than they occupied when laid off or demoted in lieu of layoff will be their rate at the time of layoff or demotion in lieu of layoff or the maximum rate for the new position, whichever is lower.

6. Out-of-Class Temporary Appointments

Employees who are given an out-of-class temporary appointment to a higher classification will be compensated as follows:

a. Their rate of pay will remain unchanged during the first one hundred sixty (160) hours worked in such appointment.

b. After working in excess of one hundred sixty (160) hours in an out-of-class temporary appointment the employee will be paid the minimum rate of the higher classification or at a rate five percent (5%) higher than their current rate, whichever is higher. In no case will employees be paid a rate in excess of the top step of the salary range for the position to which they are temporarily assigned.

c. Employees must meet the minimum requirements of the higher classification and must be assuming substantially the full range of duties and responsibilities of the higher-level position to be eligible for the out-of-class compensation.

In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Out of Class Temporary Appointments and Compensation for Temporary Assignments pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(3) Premium Pay, Temporary Upgrade Pay.

7. Compensation for Temporary Assignments

With the prior approval of the General Manager, an employee may be granted a temporary pay increase when the employee is temporarily assigned to assume, and regularly performs, some of the duties of a position that is allocated to a higher maximum rate. Generally, eligible assignments are those with an expected duration of at least 160 continuous hours.

In compliance with the California Public Employees’ Retirement System (CalPERS)
regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Out of Class Temporary Appointments and Compensation for Temporary Assignments pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(3) Premium Pay, Temporary Upgrade Pay.

8. Shift Differential

Employees who are assigned on a regular basis to shift work will be compensated an additional five percent (5%) above their normal salary for scheduled hours between the hours of 6:00 p.m. and 5:00 a.m.

In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Shift Differential pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(4) Special Assignment Pay, Shift Differential.

9. Reclassifications

Whenever a position is reclassified and the incumbent is reclassified with the position, the incumbent may be placed at a step equal to the employee’s current salary. If there is no step equal to the employee’s current salary and the reclassification is to a higher salary range, the employee may be placed on the closest step that is above the employee’s current salary. If there is no step equal to the employee’s current salary and the reclassification is to a lower salary range, the employee may be placed on the closest step that is below the employee’s current salary. In some cases the employee may retain the salary for the old classification until the new salary range equals or exceeds the employee’s current salary (y-rate). Final determination of salary step upon reclassification rests with the General Manager.
VII. ATTENDANCE, LEAVES, AND BENEFITS

A. Vacations

1. Vacation Allowances

Full-time Mesa Water employees accrue vacation credit in accordance with the following schedule. Part-time partially benefited employees are eligible to participate in some Mesa Water benefit programs as described in the Employee Benefits Summary Handbook. Temporary employees are ineligible to receive holiday pay unless specified in their employment contract.

<table>
<thead>
<tr>
<th>Period of Continuous Employment</th>
<th>Represented Employees</th>
<th>Supervisory/Confidential &amp; Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st and 2nd years</td>
<td>3.40</td>
<td>3.40</td>
</tr>
<tr>
<td>3rd and 4th years</td>
<td>4.30</td>
<td>4.30</td>
</tr>
<tr>
<td>5th through the 9th years</td>
<td>5.23</td>
<td>5.23</td>
</tr>
<tr>
<td>10th through the 14th years</td>
<td>6.15</td>
<td>6.15</td>
</tr>
<tr>
<td>15th through the 19th years</td>
<td>7.10*</td>
<td>6.15**</td>
</tr>
<tr>
<td>20th year and thereafter</td>
<td>8.00*</td>
<td>6.15**</td>
</tr>
</tbody>
</table>

* Supervisory/Confidential and Management employees initially hired before 7/1/99, including those Mesa Water employees hired before 7/1/1999, who later became part of the Supervisory/Confidential or Management groups.
** Supervisory/Confidential/Management employees initially hired after 7/1/99 only.

a. The maximum vacation accumulation for the Represented Employees is 300 hours. The maximum vacation accumulation for both the Management and Supervisory/Confidential groups is 360 hours.

b. New Mesa Water employees accrue vacation, but may not use it until six (6) months of employment has been completed.

2. Computation of Vacation Credit

a. Vacation credit is accrued on a pay period basis except during the first and last pay periods of employment when pro-rata credit is given for hours worked.
b. Employees must be in paid status more than one-half (1/2) of the pay period to be eligible for vacation credit.

c. Vacation credit at the rate applicable to the affected period of continuous employment will not accrue during unexcused absences or during the following absences, which extend for twenty (20) or more consecutive working days:

(1) Time between a layoff and rehire.

(2) Approved unpaid personal or indefinite military leave of absence, unless otherwise provided by law.

(3) Approved medical leave except when the employee is receiving a payment from Mesa Water which when combined with State Disability Insurance (SDI) or Workers’ Compensation payments results in the employee receiving at least ninety percent (90%) of regular salary.

d. Temporary employees do not accrue vacation credit and are not eligible to take vacation time off.

3. Use of Vacation Credit

a. Vacation credits may not be used during the first six (6) months of employment. The use of vacation credits will not exceed the number of whole days accrued by the employee as of the pay period ending date prior to the day the employee’s vacation commences.

b. The scheduling of vacation time is subject to approval of the department manager who may require that requests for vacations be submitted up to thirty (30) days in advance of the requested start of vacation. If District needs require a change in scheduled and approved vacation, reasonable advance notification of such a change will be given to affected employees.

c. Employees are encouraged to take earned vacation in increments sufficiently long to allow for the rest and rejuvenation which are objectives of the vacation program. Vacation usage of a week’s or more duration will be encouraged. In no event may vacation be used in less than one-half (1/2) hour blocks.

d. Unless approved by the General Manager, the maximum vacation accumulation shall be 300 hours for the Employees’ Group and 360 hours for Management and Supervisory/Confidential Group.

e. Management and Supervisory/Confidential employees who have used a minimum of forty (40) hours vacation during the fiscal year may cash out a total of eighty (80) hours
of vacation. After using a minimum of eighty (80) vacation hours, employees may sell back up to one hundred twenty (120) vacation hours.

f. A District holiday occurring during an employee's vacation will not be considered as a day of vacation.

g. Jury duty occurring during an employee’s vacation will not be considered as a day of vacation until Mesa Water's jury benefit has been exhausted.

h. Subject to the provisions of the Sick Leave section of these rules, an employee who becomes ill while on vacation may use accumulated sick leave in lieu of vacation time for the period of such illness; provided, however, that Mesa Water is not obligated to extend the vacation beyond the scheduled expiration date.

i. An employee who is receiving State Disability Insurance (SDI) or Workers' Compensation payments, and has exhausted sick leave accumulations, may use accrued vacation to supplement said payment provided that the total amount received shall not exceed ninety percent (90%) of regular salary.

j. Vacation may be used as accrued. However, in no event will paid vacation exceed the employee’s accrued vacation as of the end of the most recent pay period.

4. Termination

Employees who terminate will be paid for all accrued and unused vacation at their rate of pay at the time of termination.

B. Holidays

1. Observed Holidays

Mesa Water will provide full-time employees a total of eighty (80) hours for ten (10) specific observed holidays as follows:

- New Year’s Day (January 1) 8 hours
- Martin Luther King’s Birthday (third Monday in January) 8 hours
- Presidents' Day (third Monday in February) 8 hours
- Memorial Day (last Monday in May) 8 hours
- Independence Day (July 4) 8 hours
- Labor Day (first Monday in September) 8 hours
- Veterans’ Day (November 11) 8 hours
- Thanksgiving Day (fourth Thursday in November) 8 hours
- Friday immediately following Thanksgiving Day 8 hours
- Christmas Day (December 25) 8 hours
a. Observed Holidays Falling on Saturday and Sunday

An Observed Holiday falling on Saturday shall be observed on Friday, the day preceding, and a holiday falling on Sunday shall be observed on Monday, the day following.

b. Pay for Observed Holidays

Full-time employees are paid for eight (8) hours at their base hourly rate for each holiday which falls on a day of the week that they would normally work.

For an employee who has an alternate work schedule, and a holiday falls on a Business Day that the employee would normally work nine (9) hours, each affected employee shall use one (1) hour of accumulated vacation leave (if eligible) available floating holiday hours, accumulated comp time, or if none of the above are available, the employee will be given one hour leave without pay, to make up the difference.

For an employee who has an alternate work schedule, and a District observed holiday falls on the employee’s Business Day off, the eight (8) hours of holiday time normally taken on that day may be scheduled on an alternate Business Day, as approved by their supervisor. All holiday hours for a fiscal year must be used prior to the end of the fiscal year in which the hours were accumulated.

2. Floating Holidays

a. Annual Award: Full-time Mesa Water employees receive an award of 9.0 hours of Floating Holiday time at the beginning of each fiscal year. The floating holiday hours are primarily intended to supplement eight (8) hour holidays for those employees who would normally work nine (9) hours, but may be taken at the option of the employee subject to the approval of the department manager or designee.

b. Unused Hours: Any portion of the nine (9) hour floating holiday time which is unused at the end of the fiscal year will be converted to vacation time. Employees hired after the beginning of the fiscal year receive prorated floating holiday hours, with one less hour for each Observed Holiday that has passed, with the exception of the Friday after Thanksgiving, an eight (8) hour holiday. Floating holiday time is created and paid on full-hour basis.

3. Special Holidays

In addition to the ten (10) Observed Holidays, Mesa Water also grants Christmas Eve, December 24th, and New Year’s Eve, December 31st as Special Holidays in years in which these dates fall on a Monday, Tuesday, Wednesday, or Thursday. Employees are paid their normally scheduled work hours as holiday hours on these dates. These Special Holidays do not result in holiday in-lieu or additional floating holiday hours, but are treated the same as Observed Holidays for purposes of calculating Overtime pay.
4. Eligibility for Holiday Pay

a. Eligible employees must be in paid status for their full regularly scheduled workdays before and after the holiday to be eligible for holiday pay.

b. Full-time probationary, regular, supervisory/confidential employees and managers are eligible for holiday pay. Temporary employees are ineligible to receive holiday pay unless specified in their employment contract. Part-time, partially benefited employees receive holiday pay as described in the Mesa Water District’s Employee Benefits Summary Handbook.

c. An employee on an approved medical disability, temporary military training leave of absence or other authorized paid leave will receive Observed and Special holiday pay provided the employee is receiving a payment from Mesa Water which when combined with State Disability or Workers’ Compensation payments results in the employee receiving at least ninety percent (90%) of regular salary. Employees on any type of unpaid leave of absence or unauthorized leave will receive no holiday pay for any holiday occurring during such absence.

d. Employees assigned to standby duty are paid for Observed and Special holidays in accordance with the provisions of the standby duty rules.

e. Employees on jury duty will be paid holiday pay as provided above for any Observed and Special holiday occurring during the periods of jury service.

f. Employees who extend a holiday by unexcused absence on the last regular work day before or the next regular work day after a holiday may be subject to discipline.

C. Leaves

1. Sick Leave

a. Sick Leave Accrual

(1) Full-Time Employees

i. Full-time employees accrue 3.7 hours of sick leave per pay period.

ii. Employees must be in paid status more than one-half of each pay period to be eligible for sick leave accrual. “Paid status” includes regularly scheduled work hours, sick leave, vacation, holidays, and comp time, but excludes overtime.

iii. Sick leave allowance may be carried forward each fiscal year.
iv. Sick leave allowance shall not be credited for unapproved absences or during the following absences, which extend for twenty (20) or more working days:

- Approved personal or indefinite military leave of absence, unless otherwise provided by law.
- Approved medical leave during which the employee is paid less than ninety percent (90%) of regular salary in conjunction with State Disability Insurance (SDI) or Workers’ Compensation.

(2) Part-Time, Temporary, and Limited Term Employees

Part-time, temporary, and limited term employees directly employed by the District are provided with 3 days or 24 hours of paid sick leave at the beginning of each 12-month period in compliance with California’s Paid Sick Leave Law. Any unused paid sick leave from the previous 12-month period will not carryover to the new 12-month period. Part-time, temporary, and limited term employees are not eligible to begin using any accrued paid sick leave until the 90th day of employment with the District.

(3) Family Medical Leave Act (FMLA) and California Family Rights Act (CFRA) will run concurrently as appropriate during medical leave.

b. Use of Sick Leave

Accumulated sick leave with pay is not considered a privilege which an employee may use at their discretion, but will only be allowed for:

(1) For the employee’s own diagnosis, care, or treatment of an existing health condition or preventative care.

(2) For the diagnosis, care, or treatment of an existing health condition or preventative care for an employee’s family member, including:

- Child (including a biological, adopted, or foster child, stepchild, legal ward, or a child to whom the employee stands in loco parentis.)
- Spouse or Registered Domestic Partner
- Parent/Parent-in-law (including biological, adoptive, or foster parent, stepparent, or legal guardian of an employee or the employee’s spouse or registered domestic partner, or a person who stood in loco parentis when the employee was a minor child.)
- Grandparent
- Grandchild
- Sibling

(3) To obtain any relief or services related to being a victim of domestic violence, sexual assault, or stalking including the following with appropriate certification of the need for such services:
• A temporary restraining order or restraining order.
• Other injunctive relief to help ensure the health, safety or welfare of themselves or their children.
• To seek medical attention for injuries caused by domestic violence, sexual assault, or stalking.
• To obtain services from a domestic violence shelter, program, or rape crisis center as a result of domestic violence, sexual assault, or stalking.
• To obtain psychological counseling related to an experience of domestic violence, sexual assault, or stalking.
• To participate in safety planning and take other actions to increase safety from future domestic violence, sexual assault, or stalking, including temporary or permanent relocation.

c. Conditions on Sick Leave Usage

(1) Pursuant to Labor Code Section 233, the District shall permit full-time employees to use in any calendar year the employee's accrued and available sick leave entitlement, in an amount not less than the sick leave that would be accrued during six months at the time of the employee’s then current rate of entitlement for the purposes noted above in this policy under Subsection (b) ["Use of Sick Leave"] without such use of sick leave otherwise affecting the employee’s terms of conditions of employment.

(2) The employee's supervisor must be notified prior to the start of the employee's shift as to the reason for the absence and probable duration of the absence. In addition, the supervisor must be personally contacted as soon as possible, but in no event later than one (1) hour after the beginning of the employee's workday. Consideration will be given for extraordinary circumstances.

(3) Injuries sustained on the job must be reported to the injured employee's supervisor as soon as possible and within twenty-four (24) hours after the injury occurred.

(4) Employees may be required to provide their supervisor with a written statement from the attending physician concerning the reason for the absence and a release to work to the extent permitted by law.

(5) During the course of a medical leave or an extension thereof, if requested by Mesa Water, the employee shall submit to an examination by a physician designated and paid for by Mesa Water. Should Mesa Water’s physician determine that the employee is able to return to work, the medical leave will be terminated in accordance with such physician's findings.

(6) Sick leave may not be used for absence on a holiday on which an employee is scheduled to work to the extent permitted by law.
(7) Sick leave may be used as it is accrued. However, in no event will paid sick leave exceed the employee's accrued sick leave allowance as of the end of the most recent pay period.

(8) The minimum charge to an employee's sick leave allowance will be one-half (1/2) hour. Absences of more than one-half (1/2) hour will be charged to the nearest full hour.

(9) An employee will not receive compensation for unused accrued paid sick leave upon termination, resignation, retirement or other separation from employment from the District.

(10) If an employee separates from District employment and is hired by the District within one-year of the date of separation, up to 6 days or 48 hours of previously accrued and unused paid sick leave hours shall be reinstated to the extent provided under Labor Code Section 246(f). However, if a rehired employee had not yet worked the requisite 90 days of employment to use paid sick leave at the time of separation, the employee must still satisfy the 90 days of employment requirement collectively over the periods of employment with the District before any paid sick leave can be used.

(11) A supplementary payment to SDI, for both the Disability Insurance (DI) and Paid Family Leave (PFL) programs, and to Workers' Compensation payments which, when combined with said payments, results in a maximum payment of ninety percent (90%) of the employee's regular salary. If an employee chooses not to submit a PFL claim under SDI, they may still use up to six-weeks of their accrued Sick Leave to care for a qualifying family member under Mesa Water District's Family Care and Medical Leave policy if the leave qualifies as FMLA or CFRA leave and is due to extraordinary circumstances as approved by the General Manager or designee in advance.

(12) Periods of incapacity due to illness, injury, disability or pregnancy while an employee is on paid vacation may be charged to the employee’s sick leave allowance provided:

i. The incapacity is of such a nature as to prevent the effective use of the vacation and would prevent the performance of normal duties if the employee were not on vacation.

ii. Notice is given to the employee’s supervisor within four (4) calendar days of the onset of the incapacity or the end of the scheduled vacation period, whichever is earlier.

iii. Upon return to work, the employee presents a statement from the attending physician to the extent permitted by law.
2. FMLA/CFRA Leave

Up to twelve (12) workweeks of leave (26 workweeks for injured servicemember leave) without pay for family and medical care leave will be granted to employees who have worked a minimum of 1,250 hours in the twelve (12) months preceding the date of the leave as is outlined in the Family and Medical Leave Act (FMLA). As specified in the FMLA, Mesa Water will maintain the level of benefits to which the employee is entitled per the Memorandum of Understanding with the employee responsible for maintaining a timely schedule of payments for any portion of cost over and above the allocated flex credit amount for which the employee is eligible.

See Mesa Water District’s Family Care and Medical Leave Policy, DM-050, for the most recent information on the FMLA.

3. Pregnancy Leave

A pregnant employee will be entitled to a leave of absence without pay for up to four (4) months so long as the employee’s attending physician certifies that she is physically unable to work due to pregnancy, childbirth or a related medical condition. During this unpaid leave of absence, the District may require the employee to use sick leave and upon expiration of sick leave, the employee has the option of using earned compensatory time and/or vacation credits. The Family and Medical Leave and the California Family Rights Act Leave will run concurrently as appropriate during this medical leave to the extent permitted under 2 C.C.R. Sections 11045-11046. The District will also continue providing health benefits to the employee while on pregnancy leave under the same terms and conditions as if the employee was continuously working.

Upon expiration of the approved leave, the employee will be reinstated to her former position or to a comparable one if the former position is abolished during the period of leave and the employee would otherwise not have been laid off. The comparable position is one having similar terms of pay, location, job content and promotional opportunities. Prior to the employee being reinstated, Human Resources may require a statement from the attending physician that the employee is physically capable of resuming the regular duties of her position.

Failure to return to work after the authorized leave period causes the employee to have no reinstatement rights. An employee who plans to take such a leave should give reasonable notice of the date the leave shall commence and the estimated duration of the leave.

4. Bereavement Leave

a. When an employee is absent from work because of the death of a member of the extended family, the employee may take up to a maximum of five (5) days of paid bereavement leave for each such incident. A maximum of eighty (80) hours per fiscal year may be used.

c. Bereavement leave as provided in this Section will not be charged to the employee’s accumulated sick leave or vacation credits.

5. Personal Leave of Absence

a. The General Manager may grant a personal leave of absence, paid or unpaid, of not more than two (2) calendar weeks to an employee requesting it in writing at least two (2) weeks in advance of the requested start of the leave. If circumstances prevent such advance notice, this requirement may be waived.

b. If an unusual emergency occurs which would prevent the employee from returning to work at the end of the leave, upon formal request, the General Manager may grant one (1) extension of up to two (2) calendar weeks.

6. Unpaid Leave

An employee who desires a leave of absence without pay, not to exceed one (1) year, shall file a written request with the department manager for approval by the General Manager or designee stating position, title, the beginning and ending dates of the proposed leave, and reasons for such request. Leave of absence without pay may be granted for illness exceeding accumulated sick leave, child care absences exceeding pregnancy disability leave, extension of vacation time or any other reason which is deemed to be in the best interests of Mesa Water. An employee shall not be entitled to an unpaid leave as a matter of right unless mandated by law.

Leaves of absence without pay will constitute a break in employment for the purpose of determining employment status and will constitute a termination of all rights and benefits of employment except the right to reemployment as provided herein, except in cases where due process rights have attached. Vacation credits, sick leave credits, increases in salary, all other paid leaves, holidays, fringe benefits and other similar benefits will not accrue to an employee granted such leave during the period of absence. Employees who are out on FMLA leave will have access to coverage under any group medical plan under the same conditions as if the employee had been continuously employed. Upon return following an approved leave of absence, the employee will resume the status and have the rights, benefits, and accumulations thereof which the employee had on the last day preceding such leave of absence, and a new anniversary date may be adopted. Failure on the part of an employee on leave to report promptly at its expiration may be cause for disciplinary action including discharge. Employees on family medical leave without pay will be entitled to a continuation of medical benefits.
a. Job-Related Injury or Occupational Disease

   An employee, who sustains a job related injury or incurs an occupational disease arising out of or during the course of employment, will be granted a leave automatically for the full period of legal temporary disability.

b. Flex Credits

   If an employee is not in a paid status for more than one half (1/2) of the pay period, flex credits will not be paid for that period.

6. Child-Related Activities Leave

Per Labor Code 230.8, any District employee who is a parent, guardian, stepparent, foster parent, or grandparent having custody of one or more children in kindergarten through 12 or attending a licensed child care facility will be allowed up to forty (40) hours each school year, not to exceed eight (8) hours in any calendar month of the year, without pay, to participate in child-related activities. Employees can also use such leave to address a child care provider or school emergency. Such employee must provide reasonable advance notice of the planned absence. The employee may be required to use vacation and/or compensatory time-off to cover the absence. Mesa Water may require the employee to provide documentation from the school as verification that the employee participated in school activities on a specific date and at a particular time. If both parents, guardians or grandparents having custody, work for Mesa Water, only the first requesting employee will be entitled to leave under this provision.

7. Military Leave

Military leave will be granted in accordance with the provisions of state and federal law. An employee requesting leave for this purpose shall provide the department manager, whenever possible, with a copy of the military orders specifying the dates, site and purpose of the activity or mission. Within the limits of such orders, the department manager may determine when the leave is to be taken and may modify the employee’s work schedule to accommodate the request for leave.

8. Jury Duty Leave

Employees who perform jury duty are granted a maximum of seven (7) Business Days off without loss of pay while engaged in activities required by the court provided a Jury Summons and Proof of Service form from the court are provided to the employee’s manager/supervisor. Employees performing jury duty requiring their absence from work in excess of seven (7) Business Days will be granted a leave of absence for the duration of the duty. At the employees’ option, they may use accumulated paid vacation or compensatory time to continue to receive their regular salary. In the absence of paid vacation, the leave will be without pay, however affected employees will continue to receive other District benefits and accrue seniority as if they were working.
9. Voting

Time off work for voting in general, direct primary or presidential primary elections is in accordance with the laws of California which provide, in substance:

a. If a registered voter does not have sufficient time outside working hours in which to vote, the employee may take off enough time from work, when added to available voting time outside working hours that will enable the employee to vote. Up to two (2) hours of such time off work will be allowed before time off is deducted from the employee's pay.

b. Time off from work must be at the beginning or end of the regular work day, whichever will permit the most free time for voting and the least time off work.

c. At least two (2) days' notice in advance of the election must be given by the employee who requests time off work to vote.

10. Conditions of Leave

a. Except as otherwise provided herein, all leaves of absence will be without pay.

b. An employee who engages in outside employment, either for another employer or in self-employment, during a leave of absence may be deemed to have resigned without notice, unless such activity is expressly authorized by Mesa Water at the time the leave is granted.

c. An employee who fails to report to work upon expiration of a leave or an approved extension thereof will be deemed to have resigned without notice.

d. Employees who are absent without approval for more than three (3) consecutive regularly scheduled work days, will be deemed to have resigned without notice.

e. Mesa Water will not advance wages during an employee's waiting period for a leave or disability.

D. Insurance

Mesa Water provides a program of insurance for all eligible full-time employees and their dependents. Part-time partially benefited employees are eligible to participate in some Mesa Water benefit programs as described in the Employee Benefits Summary Handbook. Temporary employees are not covered by Mesa Water's insurance plans unless otherwise specified in their employment contracts.

Details concerning insurance benefits are contained in the Employee Benefits Summary Handbook which is issued from time to time to each eligible employee. This booklet summarizes the provisions of the Group Policy principally affecting the persons insured. The
final interpretation of any specific provision in this booklet is governed by the terms of the official plan documents for each policy. Eligible employees and dependents are covered as follows:

1. Coverage of employees commences on the first day of the month following the date of hire. This is in accordance with current benefit plan requirements that may be modified.

2. Enrolled dependents are covered on the date the employee's insurance is effective or on the date an individual becomes a dependent and is enrolled, whichever is later.

3. With the exception of employees terminated for gross misconduct, employees who lose health care benefits due to termination or a change in category of employment may continue to receive coverage at their own expense through Mesa Water's group policy in accordance with provisions of the Consolidated Omnibus Budget Reconciliation Act (COBRA).

E. Retirement Plan

Mesa Water contracts with California Public Employees Retirement System (CalPERS), which provides benefits to eligible employees upon retiring and, in addition, benefits to eligible employees who become permanently disabled prior to retirement.

F. Tuition Assistance

1. Purpose

In order to encourage full-time Mesa Water employees to develop and improve their job-related skills through continuing education, Mesa Water has established a plan of tuition assistance for employee education.

2. Eligibility

a. To be eligible to participate, employees must have completed six-months of employment with Mesa Water.

b. The course(s) must be approved in advance by the employee's department manager and the General Manager or designee prior to enrollment. Eligible courses must:

   (1) Relate directly to the employee’s present assignments at Mesa Water;

   (2) Not conflict with the employee’s regular work schedule, unless approved by the General Manager; and

   (3) Be given by an accredited or approved college or school which offers full credit toward a degree for such courses. Correspondence courses will be approved,
provided they are given by an accredited college which offers full credit toward a degree for such courses.

3. Reimbursement

Employees, who receive prior approval for courses or a program, continue to be employed by Mesa Water, and achieve a final grade of "C" or better will be reimbursed on a semester or course basis, whichever is applicable, at no more than the California State University rates for California residents for the cost of tuition, normal fees, and books.

G. Career Development

Employees who have completed at least one-year of service with Mesa Water may be eligible for tuition assistance for additional college courses, which while not directly related to their current job, are part of an approved degree or certificate program. Tuition reimbursement approval for these courses shall be dependent upon pre-approval by the General Manager or designee and submission of an Annual Career Development Plan, and subject to the same reimbursement rules as the Tuition Assistance program.

H. Certification and License Reimbursement

1. Many of Mesa Water's job descriptions require certification from various agencies, such as the American Water Works Association, the County of Orange, the Department of Public Health, the State of California and the Department of Motor Vehicles. To encourage employees to obtain the required certification and to promote advancement from within Mesa Water, a certification reimbursement program has been established.

2. Application fees associated with any examination taken for the first time, including all certification upgrades will be paid by the employee. The employee will be reimbursed by Mesa Water upon presenting proof of successfully passing the exam and obtaining the certification.

3. Renewal fees for certification currently held by employees will be paid by Mesa Water directly to the certifying agency. It is the employee's responsibility to submit the certification renewal notice from the State for payment within a timely manner of receipt, as the Regulations require that renewal fees be paid at least four months before the expiration date. Mesa Water will not pay any late fees incurred by employees because of untimely submission of fee invoices to District officials for any reason.

4. Class A driver's license fees will be paid by Mesa Water directly to the Department of Motor Vehicles. Likewise, Mesa Water will make payment directly to the physician providing the physical examination portion of the test. If an employee fails the written or driving portion of the Class A test, the employee will be required to pay any future fees for re-testing, until he/she successfully passes. If the employee fails to pass the written or driving portions of the test prior to termination of employment, the employee will be required to reimburse
Mesa Water for any fees Mesa Water had previously paid to the Department of Motor Vehicles on the employee's behalf.

5. Employees are responsible for enrolling, participating in, and tracking any/all required contact hour training to obtain and maintain the certificates or licenses required to perform their jobs. If the contact hour training is provided by Mesa Water on work time, or if Mesa Water requires an employee to attend a specific program or class, then the fees and time to attend the class will be paid by Mesa Water. Coursework obtained from accredited colleges or universities are subject to tuition assistance as provided for in Chapter VII, Section F.

6. Technical Certification Incentive Program awards an annual payment each December to Supervisory/Confidential employees who hold one or more current and valid certification(s), issued by the California Department of Public Health (DPH) and/or American Water Works Association (AWWA), at a rate of $100 for each certification level above the minimum required in their job specification. Where the employee’s job specification does not indicate a minimum certification level, the maximum annual payment will be $100 per DPH or AWWA certificate held.

In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Technical Certification Incentive Program and Professional Certification Incentive Program pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(2) Educational Pay, Educational Incentive.

7. Professional Certification Incentive Program (PCIP) awards a $500 one-time payment to a Management or Supervisory/Confidential employee who, while employed by Mesa Water, completes an educational course of study or program resulting in a college degree or relevant professional certification, which was approved in advance for the PCIP by Mesa Water’s General Manager.

In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Technical Certification Incentive Program and Professional Certification Incentive Program pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(2) Educational Pay, Educational Incentive.

I. Uniforms

All employees who are provided with uniforms, or receive an annual allowance for safety boots, are required to wear them at all times on the job. Uniforms and safety boots must be clean and in good condition.

In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571) FOR CLASSIC MEMBERS ONLY as defined by the Public Employees’ Pension Act of 2013, the monetary value of the
rental and maintenance of the required uniforms shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(5) Statutory Items, Uniform Allowance.

J. Service Awards

Upon completion of one (1) year and each five (5) year segment of service, employees are presented an appropriate service award by Mesa Water. For calculating years of service, the total number of years worked are counted regardless if a break in service occurs.
VIII. LAYOFF AND RECALL

A. Layoff

1. In the event a reduction in Mesa Water’s labor force becomes necessary, Mesa Water will determine employees who are to be laid off, with consideration given to work needs, work performance and length of continuous employment.

2. Mesa Water will first determine the classifications from which employees subject to layoff will be drawn. All employees in the selected classifications will be subject to layoff, except employees who have special or unique skills essential to District operations. Part-time, temporary and new probationary employees in classifications from which positions are to be eliminated will be subject to layoff or termination prior to regular employees.

3. Work performance will be the primary determinant of the order of layoff among employees subject to layoff. Employees whose performance is the least satisfactory will be laid off first. Among employees whose work performance is relatively equal, those employees with less continuous employment will be laid off first. Performance will be determined by a review of the employee’s last performance evaluation and disciplinary actions, if any, during the last two (2) years.

B. Displacement/Bumping Rights

Regular employees who have been designated for layoff but have held regular status in a lower level classification within the same classification series or department may displace employees in the lower classification provided the employee displacing has greater classification length of service than the incumbent being bumped. The employee bumping must also have a satisfactory or better rating on the last performance evaluation. If an employee in the higher classification has not held status in a lower classification or does not meet the qualifications of the lower classification, then no displacement options will become available to that individual.

C. Reemployment List

1. Regular employees who have received a “meets standards” or better performance evaluation for all of the twelve (12) months prior to layoff, have completed their probationary period, have not been denied a merit increase during the twelve (12) months prior to layoff, and who have been laid off will be placed on a reemployment list for the classification from which they were laid off.

2. Employees laid off for a continuous period in excess of one (1) year shall no longer be eligible for recall, and their names shall be removed from the reemployment list. However, an employee may request that his/her name be retained on the list for an additional year if the request is received prior to the end of the one (1) year period.
D. Recall

1. When new jobs are created or vacancies occur, Human Resources will determine whether there are employees on the reemployment list or employees who have been given notice of intended layoff and who are qualified to fill such jobs. For purposes of this section, “qualified” is defined as an employee who held a regular position with Mesa Water at the time of layoff, has received a “meets standards” or better performance evaluation for all of the twelve (12) months prior to the layoff or to receiving a notice of intended layoff, has not been denied a merit increase during the twelve (12) months prior to layoff and meets all of the minimum requirements for the new or vacant position. In cases where there is no current performance evaluation on file, the most recent performance evaluation will be used.

2. Employees on the reemployment list are eligible to be recalled in reverse order of layoff, first, to a position in the class from which they were laid off. If no vacancies occur in their former class, and if they are qualified, they are eligible for recall to another position in a lower class.

3. An employee who is offered and refuses to accept a position in the class from which laid off, will lose all reemployment rights under these rules.
IX. SAFETY

A. The provisions of Mesa Water District's Safety Policies and Injury and Illness Prevention Program (Mesa Water's Policy HSE-019) are adopted by reference and made part of Mesa Water's Employee Rules & Regulations. Upon employment, employees are given a copy of Mesa Water's Injury and Illness Prevention Program document, made aware of the Safety Policies and are required to comply with their provisions. Attendance at Mesa Water's safety meetings is mandatory unless otherwise approved by the appropriate department manager.

B. Employees are required to conform to District policies governing the operation of District vehicles and use of private vehicles for District business (Mesa Water District's Policy DM-013).
X. PERFORMANCE EVALUATIONS

A. Evaluation Process

Performance evaluation is an on-going process assessing individual employee performance as to such job related factors of quantity and quality of work, ability, reliability, attendance and other work related areas. An employee must give satisfactory performance and meet expected standards to be eligible for a merit increase or promotion. Deficiencies in performance by an employee may result in a decrease in salary, suspension, demotion or dismissal.

Department managers shall periodically rate the performance of each employee; provided, however, that the department managers may delegate the responsibility for rating the performance of specified employees in their departments to that employee’s supervisor. Interim reports may be completed as necessary when changes in work performance occur. Each employee will be informed in such reports of strengths and weaknesses. The employee shall sign the report to acknowledge its contents. The employee will have the opportunity to respond to the performance evaluation within five (5) Business Days unless the department manager grants an extension. The performance reports will not be subject to any grievance and/or appeal procedure.

B. Problem Solving Process

While performance evaluations are not subject to grievance, Mesa Water provides for a problem-solving process to assure open lines of communication between employees and their supervisors, preferably at the lowest possible level within the department.

The problem solving process includes the following steps:

1. An employee who disagrees with the performance evaluation may request a follow-up or second meeting with the evaluator for the purpose of providing additional information and requesting a modification. The employee must request the meeting, in writing, within five (5) Business Days of the date the employee received the evaluation. The evaluator will make a reasonable effort to schedule such a meeting within five (5) Business Days of the request. The employee may bring another employee for support at their option, but this individual may not serve as an advocate or an employee representative at this meeting. The name of the additional employee shall be provided to the evaluator in the written request for the meeting.

The employee and the evaluator shall meet in a spirit of cooperation and attempt to resolve any disagreements or questions. The evaluator may provide a written response to the employee within ten (10) Business Days of the meeting. This additional time may be necessary to research, process new/additional information and prepare a response. A copy of the above-referenced correspondence will be placed, along with the evaluation, in the employee’s personnel file.
2. An employee, who is not satisfied with the written response from the evaluator, may request a meeting with the General Manager or designee to present the same information. Such request shall be made, in writing, within five (5) Business Days of receipt of the response from the evaluator. Every reasonable effort will be made to schedule a meeting within ten (10) Business Days of the request. The employee may bring another employee for support at their option, but this individual may not serve as an advocate or an employee representative at this meeting. The name of the additional employee shall be provided to the General Manager in the written request.

The employee and the General Manager shall meet in a spirit of cooperation and attempt to resolve any disagreements or questions. The General Manager may provide a written response to the employee within ten (10) Business Days of the meeting. This additional time may be necessary to research, process new/additional information and prepare a response. A copy of the above-referenced correspondence will be placed, along with the evaluation, in the employee’s personnel file.

The decision of the General Manager shall be final.

NOTE: As permitted by the Employee Rules and Regulations, Chapter X. Performance Evaluations, an employee shall have the right to submit a written response to the evaluation. If the problem-solving process is utilized, the time frame to submit this rebuttal/response may be increased from five (5) Business Days to an amount of time not to exceed thirty (30) days from the date the employee received the performance evaluation.
XI. GRIEVANCE PROCEDURE

A. Purpose

A grievance procedure has been established for the following purposes:

1. To promote improved employer/employee relations by establishing an appropriate means for determining the validity of grievances; i.e., Mesa Water has violated, misinterpreted or misapplied an obligation to the employee as such obligation is expressed and written in Mesa Water's Employee Rules and Regulations.

2. To provide a method of resolving such claims as closely as possible to the point of origin and as informally as possible.

3. To encourage communications between supervisors and employees.

B. Grievance Procedure Steps

1. Step One: Supervisor

An employee who has a grievance shall first discuss it informally with the immediate supervisor within five (5) Business Days after the employee knew or in the exercise of reasonable diligence should have known of the occurrence of the cause for grievance.

2. Step Two: Department Manager

If the grievance is not resolved within two (2) Business days after its submission in Step One, the employee may submit the grievance in writing to the department manager within five (5) Business Days thereafter. The department manager or designee will meet with the employee within two (2) Business Days after submission of the grievance and will deliver an answer in writing to the employee within two (2) Business Days after such meeting. At this and all subsequent steps in the grievance procedure, the employee has the right and option to present their grievance with or without a representative.

3. Step Three: General Manager

If the grievance is not resolved in Step Two, the employee may submit it in writing to the General Manager within five (5) Business Days after the department manager's answer is received. The General Manager or designee will meet with the employee within five (5) Business Days after receiving the grievance and will deliver an answer to the employee in writing within five (5) Business Days after such meeting. The decision of the General Manager shall be final. If the General Manager is directly involved in the incident, the grievance shall be heard by a neutral third party.
C. General Provisions

1. Upon receiving an employee request, the General Manager or designee may approve the use of regular working hours for an employee to meet with a representative to prepare and present the grievance, otherwise such meeting must be held off the job.

2. If appeal is not made within the time limits indicated, the grievance will be considered to be settled on the basis of the last decision rendered. Any grievance not responded to within the prescribed time limits shown will automatically advance to the next step unless the time limit is extended by mutual agreement.

3. If the grievance is of a sexual harassment nature, the complaint procedure in the Non-Discrimination/Harassment, and/or Policy and Complaint Procedure should be followed (Mesa Water District’s Policy DM-012).

4. Employees are assured freedom from reprisal for using the grievance procedure.
XII. DISCIPLINARY ACTION

A. Cause for Disciplinary Action

It is intended that discipline be imposed primarily for corrective purposes and to address deficiencies in work performance. The following is a non-exclusive list of the more common causes for disciplinary action:

1. Action or inaction contrary to the personnel system, Employee Rules and Regulations and policies of Mesa Water District;

2. Inefficiency or incompetence;

3. Willful disobedience or insubordination;

4. Dishonesty;

5. Possession, distribution, sale, use, or being under the influence of alcohol or illegal drugs or narcotics while on duty or while operating a District vehicle or other potentially dangerous equipment;

6. Discourteous treatment of other employees or the public, or abuse of the employee's position in dealing with other employees or the public;

7. Conviction of a felony or misdemeanor where the type of crime is related to their employment;

8. Absence without approved leave;

9. Neglect of duty;

10. Failure to follow safe working practices or failure to promptly report an injury;

11. Disruptive, disorderly, or unfavorable conduct;

12. Mental or physical incapacity to perform duties, and if disabled are unable to be reasonably accommodated, or present a direct threat to the health and/or safety of self or of others;

13. Excessive absenteeism or tardiness;

14. Workplace violence or credible threats of violence;

15. Damage to, misappropriation or waste of public equipment, property, supplies, or other District resources due to negligence or willful acts;
16. Fraud in securing employment or making a false statement on an application for employment;

17. Abuse of sick leave, i.e., taking sick leave without a doctor’s certificate when one is required, or misuse of sick leave;

18. An egregious act or pattern of poor professional judgment causing harm to Mesa Water; or

19. Other conduct not consistent with the employee’s status as an employee of Mesa Water.

These reasons are indicative and not restrictive and discipline may be based on reasons other than those specifically mentioned above.

B. Kinds of Disciplinary Action

The following disciplinary action may be taken against any employee either by the General Manager or designee:

1. Oral or Written Warning

2. Written Reprimand

3. Suspension: An involuntary absence with or without pay

4. Reduction in Pay, temporary or permanent

5. Demotion: Movement from a position in one class to a position in another class having a lower salary range affected for disciplinary purposes.

6. Dismissal: Discharge from employment with Mesa Water

C. Notification of Proposed Disciplinary Action

Employees having “for cause” rights are entitled to the following procedure before disciplinary action which results in the loss of salary or benefits are implemented:

1. The employee receives a preliminary written notice of the proposed action stating the date it is intended to become effective and the specific grounds and particular facts upon which the proposed action is based.

2. Along with this notice, the employee is provided with any known written materials, reports or documents upon which the action is based.

3. The employee is notified of and has the right to respond informally, either orally, in writing or both, to the proposed charges within a reasonable time. (A copy of the notice will be sent to the General Manager.)
D. Administrative Review

All employees, with the exception of management, probationary, limited term, part-time and temporary employees shall have the right to an Administrative Review of a disciplinary suspension, salary reduction, demotion or dismissal. Such review will be conducted by the General Manager or designee prior to the effective date of the disciplinary action unless unusual circumstances justify an effective date which makes prior review unfeasible. In this event, the review will be conducted within a reasonable period of time after the effective date of the disciplinary action. The employee will be provided copies of materials supportive of the disciplinary action and, if requested, permitted to appear personally before the reviewing officer. The employee will be informed of the decision of the Administrative Review with a final notice of discipline. An Administrative Review will not affect any rights the employee may have under provisions of the Grievance Procedure.

E. Hearing Officer Proceeding

All employees, with the exception of management, probationary, limited term, part-time and temporary employees shall have the right to appeal from a final notice of discipline. The employee must submit the appeal in writing to the Administrative Services Manager, who will forward the appeal to a designated hearing officer. The hearing officer will present his findings in the form of a recommendation to the General Manager, who will make a final decision. The request for an appeal in front of a Hearing Officer must be received no later than 5 calendar days from the date of the final notice of discipline.

Date and Time of the Appeal Hearing – The Hearing Officer will set a date for an appeal hearing within a reasonable time after receipt of a timely written request for appeal. An employee who, having filed a timely request for appeal, has been notified of the time and place of the appeal hearing, and who fails to appear personally at the hearing, may be deemed to have abandoned his or her appeal. In such a case, the Hearing Officer may dismiss the appeal.

Identification of Issues, Witnesses and Evidence – No later than 10 days prior to the appeal hearing, each party will provide the other and the Hearing Officer a statement of the issues to be decided, a list of all witnesses to be called (except rebuttal witnesses), a brief summary of the subject matter of the testimony of each witness, and a copy of all evidence (except rebuttal evidence) to be submitted at the hearing. The District will use numbers to identify its evidence; the employee shall use alphabet letters. Neither party will be permitted to call any witness during the hearing who has not been identified pursuant to this section, nor use any exhibit not provided pursuant to this section, unless that party can show that they could not have reasonably anticipated the need for the witness or exhibit. The Hearing officer will state at the beginning of the hearing the decision as to the precise issue(s) to be decided.
Procedures – The Hearing Officer will explain the procedure that is to be followed including:

1. All disciplinary hearings may, at the discretion of the parties, be either recorded by a court reporter or tape recorded. Any party who requests a transcript of the proceedings must pay for his/her/its own copy of a transcript.

2. Witnesses shall be excluded from the room until their own testimony has been completed and they are released from any possibility of being recalled as witnesses from the current or future proceeding.

3. The Hearing Officer will administer an oath or affirmation to all witnesses.

Each party shall have the right to the following: To call and examine witnesses, present exhibits, introduce exhibits, cross-examine opposing witnesses on any matter relevant to the issues even if that matter was not covered in the direct examination, impeach any witness regardless of which party first called the witness to testify and rebut the evidence against the witness. If the employee does not testify in his/her own behalf, the employee may be called and examined as if under cross-examination.

Exhibits – Documents offered as exhibits are subject to objection by the other side. The Hearing Officer will rule upon objections to documents. The Hearing Officer will also determine when a document will be received as an exhibit. The other party, the Hearing Officer, and the witness shall be presented a copy of an exhibit, if offered.

Conduct of the Hearing – The hearing need not be conducted according to technical rules relating to evidence and witnesses. Any relevant evidence shall be admitted if it is the sort of evidence on which responsible persons are accustomed to rely in the conduct of serious affairs, regardless of the existence of any common law or statutory rule, which might have made improper the admission of such evidence over objection in civil actions. Hearsay evidence may be used for the purpose of supplementing or explaining any direct evidence, but shall not be sufficient in and of itself to support a finding. The rules dealing with privileges shall be effective to the same extent that they are now or hereafter may be recognized in civil actions.

After witnesses and documents have been presented, the Hearing Officer will declare that the receipt of evidence is concluded and the Hearing Officer is ready to proceed with summary and argument of the parties.

Burden of Proof at the Hearing – The District has the burden of proof by a preponderance of the evidence.

Hearing Demeanor and Behavior – All parties and their attorneys or representatives shall not, by written submission or oral presentation, disparage the intelligence, ethics, morals, integrity or personal behavior of their adversaries or the Hearing Officer.
Presentation of the Case – The parties will address their remarks, evidence, and objections, to the Hearing Officer. The Hearing Officer may terminate argument at any time and issue a ruling regarding an objection or any other matter. The Hearing Officer may alter the order of witnesses, limit redundant or irrelevant testimony, or directly question the witness. The hearing shall proceed in the following order unless the Hearing Officer directs otherwise:

1. The District shall be permitted to make an opening statement.

2. The employee shall be permitted to make an opening statement.

3. The District shall produce its evidence.

4. The employee shall produce his or her evidence.

5. The District, followed by the employee, may offer rebuttal evidence.

6. Closing arguments of no more than 20 minutes shall be permitted at the discretion of the Hearing Officer. The District shall have the right to argue first, the employee may argue second, and the District may reserve a portion of its argument time for rebuttal.

Written Briefs by the Parties – The Hearing Officer or the parties may request the submission of written briefs. The Hearing Officer will determine whether to allow written briefs, the deadline for submitting briefs, and the page limit for briefs.

Findings – The Hearing Officer shall render a statement of findings and recommendation to the General Manager within 14 days after the hearing has been completed and the briefs, if any, have been submitted. The decision of the General Manager is final.

Proof of Service of the Written Findings and Decision – The General Manager shall send his/her final statement of written findings and decision, along with a proof of service of mailing, to each of the parties and to each of the parties’ representatives.

Statute of Limitations – The General Manager’s written findings and decision is final. There is no process for reconsideration. Pursuant to Code of Civil Procedure Section 1094.6, the parties have 90 days from the date of the proof of service of mailing of the written findings and decision to appeal the decision to the Superior Court in and for the County of Orange.

F. Record of Disciplinary Action

Written Warnings, as set forth in Section B., which have been included in an employee's personnel file for one (1) year or more may be destroyed, upon request of the employee, provided that during the period since the issuance of such warning(s), the employee's conduct and job performance has been satisfactory.
XIII. EMPLOYEE RIGHTS

A. Employee Rights

Mesa Water and the Mesa Water District Employees Association (MWDEA), associated with the Orange County Employees Association (OCEA), recognize the rights of unit members to form, join, and participate in the activities of the employee organization for the purpose of representation on all matters of employer-employee relations. The scope of representation shall include all matters relating to employment conditions and employer-employee relations including, but not limited to, wages, hours and other terms and conditions of employment. (GC Sections 3502, 3504).

B. Payroll Deductions

1. Membership dues and authorized health insurance premiums of MWDEA/OCEA members in the Represented Unit shall be deducted from employee's pay on the regular pay cycle provided Mesa Water has proof of their membership in the MWDEA/OCEA. Mesa Water shall transmit the dues and the premiums after the pay date, in accordance with the regular accounting/payroll process. In the event of a payroll delay from the outside vendor, Mesa Water will advise the organization and seek to remedy the problem as soon as practicable.

2. Mesa Water will notify MWDEA/OCEA by e-mail of the separation of members in the Represented Unit in a timely manner after they have completed their termination paperwork.

3. OCEA shall notify Mesa Water, in writing, as to the amount of dues deduction required prior to commencing the payroll deduction. In addition, should there be any change in the amount, responsibility for notifying employees and Mesa Water will be that of the employee organization.

C. Employee Information Listing

Upon request, Mesa Water will provide OCEA with a listing of current employees who are in classifications represented by the Unit. This shall include the employees’ names, job classifications, salary ranges and steps.

D. Bulletin Boards

Space on bulletin boards in the employee lunchrooms of both District buildings shall be made available to OCEA/MWDEA for the exclusive use of the Association. Such use shall not interfere with the operation of Mesa Water, nor shall any information be posted that is derogatory to District Board or management, employees or ratepayers. Posted notices shall be dated and signed or initialed by the authorized representatives of OCEA and/or MWDEA responsible for their issuance. Stale notices shall be removed.
XIV. EMPLOYEE REPRESENTATION

A. Grievance Representation

An employee of Mesa Water District may choose to be his/her own representative or may be represented by MWDEA/OCEA in the problem-solving (grievance) procedure.

B. Authorized Problem-Solving Representatives

Authorized problem-solving (grievance) representatives will be regular employees in the same Representation Unit at Mesa Water District, who are members of the MWDEA and designated by OCEA to be representatives in the process. They shall have at least satisfactory performance evaluations and attendance and be knowledgeable about the duties of the affected employee who is being represented.

Once each quarter, OCEA shall send to Mesa Water a notice in writing listing those representatives who have received training in representing employees and are authorized by OCEA to do so on behalf of the organizations.

C. Number of Representatives

Representation at the informal and first steps of the problem-solving (grievance) procedure shall be limited to one (1) authorized representative. OCEA staff representatives may represent the employee at subsequent steps, and may be assisted by the employee representative.

D. OCEA Attendance

If an employee chooses not to be represented by OCEA, OCEA staff may request that Mesa Water permit them to be present at meetings above Step 1 of the grievance procedure. However, the purpose would be solely to protect its duty of fair representation and not to comment on the substance of the grievance itself.

E. Time-Off

Reasonable time off without loss of pay will be given to an employee and an authorized representative for the following purposes: to meet to prepare and/or resolve a grievance, to conduct relevant research on the potential grievance issues or to attend an appeal hearing. Advance approval for release time shall be obtained from the appropriate department manager.

F. Requirements of Time-Off

The following requirements shall apply, at all times:

1. The grievant and one authorized representative shall obtain permission for the time
needed to meet, if during the regular scheduled work hours and define the location of the meeting.

2. They shall make effective use of the release time from work and if there is any question regarding the appropriateness of the use of time, the representatives will respond to the General Manager or designee on the matter.

3. While the work time off shall not be disruptive to the work of the unit or interfere with the work, Mesa Water’s management will make an effort to cooperate with a reasonable request, so long as it is made in advance.

G. Good Faith Effort

Both parties agree that this article shall be applied in good faith, with the mutual goal of assuring good communication and effective resolution of problems.
RESOLUTION NO. 1447XXXX

RESOLUTION OF THE
MESA WATER DISTRICT BOARD OF DIRECTORS
ADOPTING REVISED EMPLOYEE RULES AND REGULATIONS
SUPERSEDING RESOLUTION NO. 13571447

WHEREAS, Mesa Water District (Mesa Water®) is a county water district organized and operating according to California Law; and

WHEREAS, it is the desire of the Board of Directors (Board) to state in a clear and understandable manner the Employee Rules and Regulations of Mesa Water in order that its employees become and remain familiar with the policies relative to employment and promotional practices, compensation, benefits, performance evaluations, disciplinary action, grievance procedures, and other rights of Mesa Water employees in compliance with the laws of the State of California and federal government, and other items relevant to sound human resources practices.

WHEREAS, the Board desires to affirm that, in accordance with the Resolution pertaining to Delegation of Authority to the General Manager, the General Manager may clarify, interpret, and/or revise these Employee Rules and Regulations.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE MESA WATER DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:

1. The foregoing recitals are true and correct and are incorporated herein by this reference. The Employee Rules and Regulations are attached hereto as Attachment A and are incorporated herein by this reference.

2. This Resolution shall be effective upon adoption and shall be in accordance with Attachment A, Employee Rules and Regulations.

3. The Employee Rules and Regulations for employees of the Mesa Water District shall be effective beginning on the business day immediately following adoption of this Resolution.

4. This Resolution shall supersede Resolution No. 13571447 and all other pertinent resolutions and actions of the Board, as well as all other Mesa Water Employee Rules and Regulations, with regard to Employee Rules and Regulations.
ADOPTED, SIGNED AND APPROVED this 42\textsuperscript{th} day of May 2016 June 2014 by the following roll call vote.

AYES: DIRECTORS:
NOES: DIRECTORS:
ABSENT: DIRECTORS:
ABSTAIN: DIRECTORS:

____________________________
Shawn Dewane
President, Board of Directors

____________________________
Coleen L. Monteleone
District Secretary
RESOLUTION NO. 1447XXXX

ATTACHMENT A

RESOLUTION OF THE MESA WATER DISTRICT BOARD OF DIRECTORS ADOPTING REVISED EMPLOYEE RULES AND REGULATIONS SUPERSEDING RESOLUTION NO. 13571447

Employee Rules and Regulations
May 12, 2016
EMPLOYEE RULES & REGULATIONS

Adopted: June 12, 2014
Revised and Adopted: September 11, 2014

Adopted: May 12, 2016
# Mesa Water Employee Rules & Regulations

May 12, 2016

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I. GENERAL PROVISIONS

A. Adoption of Employee Rules and Regulations

These Employee Rules and Regulations establish the personnel system for the Mesa Water District, hereinafter referred to as “District” or “Mesa Water®”. The Board of Directors has authority to adopt these Rules and Regulations and all additions, deletions, amendments or other changes to these Rules and Regulations. These Rules and Regulations supersede and replace all previous District employee Rules and Regulations. Mesa Water also follows provisions of the Memoranda of Understanding (MOU) which cover wages, hours and working conditions. If a provision of these rules conflicts with any provision of the MOU, the provision of the MOU will be deemed controlling unless the rules have been negotiated more recently. In addition, there will be work rules, policies and practices that will apply within work units.

These Employee Rules and Regulations do not create any contract of employment, express or implied, or any rights in the nature of a contract.

B. Coverage of Rules and Regulations

These Rules and Regulations apply to all Mesa Water employees unless specifically noted as excluded.

C. Equal Opportunity Employment Policy

Mesa Water subscribes to the public policies of the United States and the State of California as expressed in all applicable statutes that protect the right and opportunity of all persons to seek, obtain and hold employment without discrimination because of race, religious creed, color, age, gender, gender identity or expression, sexual orientation, physical or mental disability, medical condition, national origin, ancestry, genetic information or characteristics, marital status or any other basis protected by law.

Mesa Water will afford equal employment opportunity to all qualified applicants and employees as to terms and conditions of employment, including recruitment, selection, offers of employment, training, promotion, compensation, transfer, discipline and termination.

C.D. Non-Discrimination, Harassment, and/or Retaliation Policy

Mesa Water District maintains a strict policy prohibiting all forms of discrimination and/or discriminatory harassment in the workplace. This policy applies to all regular, probationary, part-time, term and temporary employees, management, supervisors, Board members and contractors working with Mesa Water. Disciplinary action will be taken against any employee, supervisor, manager or otherwise, who engages in discrimination and/or discriminatory harassment in the workplace. (See Mesa Water District's detailed Non-Discrimination, Harassment, and/or Retaliation Policy and Complaint Procedure.)
D. E.  Reasonable Accommodation Policy

Mesa Water will comply with the employment-related reasonable accommodation requirements of the California Fair Employment and Housing Act and the Americans with Disabilities Act.

E. F.  Ethics and Appropriate Business Practices

Mesa Water expects all employees to conduct themselves according to high standards of ethical behavior and use only appropriate and permissible business practices. These Rules and Regulations are intended to outline these guidelines, and all employees will be expected to hold themselves and their actions to these standards.
II. DEFINITIONS

The following terms, whenever used herein, will be defined as follows:

**Advancement:** A salary increase within the limits of the pay range established for a classification.

**Anniversary Date:** The date of appointment, employment, reinstatement or recall to a position, unless otherwise provided herein.

**Applicant:** Any person submitting a formal completed and signed application for employment with Mesa Water District.

**Appointment:** The employment of a person in a position.

**At-Will Employee:** An employee who does not acquire a property interest in the position held and can be terminated without cause or right to appeal. Management, certain designated Supervisory and Confidential employees, Part-time, Temporary, and Probationary employees are considered at-will employees and serve at the pleasure of the General Manager.

**Base Salary or Base Pay:** An employee’s regular rate of pay, excluding overtime and any other fringe benefits.

**Break in Service:** Resignation, discharge, layoff of the employee (if not rehired within one (1) year of layoff), unapproved leave of absence, or approved leave of absence from which the employee fails to return to work.

**Business Day:** Any day Mesa Water is open for business, which normally includes Monday through Friday, except observed holidays.

**CFRA:** The California Family Rights Act (State law).

**Classification (Class):** All positions sufficiently similar in duties, authority, responsibility and working conditions to permit grouping under a common title and to permit the application with equity of common standards of selection, transfer, promotion and compensation.

**Classification Level (Level):** Generally designated by an “I” for the entry/assistant level or an “II” for the journey-level within a single classification title. Each level is associated with different maximum pay rate based on the minimum experience, job knowledge, and/or certifications to qualify for consideration.

**Classification Specification:** The written description of a job classification setting forth factors and conditions which are essential functions of positions in a classification.

**Classification Plan:** The designation of a title for each classification, together with the
specifications for each classification, as prepared and maintained by Human Resources.

**Compensation:** The salary, wage allowances and other forms of valuable considerations, earned by or paid to any employee by reason of service in any position.

**Continuous Service:** Employment with Mesa Water without break or interruption. Neither vacation leave, sick leave, bereavement leave, military leave, jury leave, nor any other authorized absence, whether with or without pay, will be construed as a break or interruption in employment unless expressed as part of an agreement or a condition of an extended leave of absence. In all instances when determining eligibility based upon length of continuous employment, the measurement shall begin with the employee’s most recent date of hire.

**Demotion:** The movement of an employee from one job classification or level to another having a lower maximum rate of pay.

**Discipline:** Dismissal, demotion, suspension, reduction of pay, written reprimand or formal written warning related to actions by an employee for unfavorable conduct or violations of Mesa Water’s rules, regulations or policies.

**Dismissal:** Discharge or involuntary termination of employment.

**Displacement:** An action whereby an employee with greater seniority in a classification takes the position of another employee who has less classification seniority.

**District:** Mesa Water District

**Domestic Partner:** A legally recognized partnership as described in the California Family Code Section 297, which is registered with the California Secretary of State.

**Employee:** A person occupying a paid position in Mesa Water. This designation is not intended to include the Board of Directors or outside contractors/consultants.

**Exempt Employee:** An employee in a job classification which is considered exempt from the guidelines of the Federal overtime regulations under the Fair Labor Standards Act (FLSA), and as such, is not eligible for overtime pay.

**FLSA:** Fair Labor Standards Act (Federal law)

**FMLA:** Family and Medical Leave Act (Federal law)

**Full-Time Employee:** An employee whose normal assigned work hours equal an eighty-hour (80) pay period.

**Grievance:** A complaint that the bargaining agreement, rule, or policy has been violated. Note: Not all Mesa Water rules or policies are subject to a grievance procedure.
**Layoff:** The separation of employees from the active work force due to lack of work or funds, or the abolition of the position.

**Leave:** Absence of an employee from work.

**Non-Exempt Employee:** An employee in a job classification which falls within the Federal overtime law (FLSA), and as such, is eligible for overtime pay.

**Out-of-Class Pay:** Compensation given to an employee who is temporarily assigned to a position which is allocated a higher maximum rate of pay, and who is qualified to perform this work.

**Paid Status:** Paid Status includes regularly scheduled work hours, paid sick leave, vacation, holidays, and compensatory time, but excludes overtime.

**Part-Time Employee:** An employee whose normal assigned work hours are fewer than forty (40) hours per work week.

**Part-Time Partially Benefited Employee:** A category of at-will employee hired and scheduled to work part-time a minimum of twenty (20) hours per week on an ongoing basis. Employees in this employment category may receive partial benefits as detailed in their employment offer letters and as permitted by Mesa Water’s Employee Benefits Summary Handbook.

**Position:** A combination of duties and responsibilities assigned or delegated by authority, requiring the full or part-time services of an employee.

**Probationary Employee:** A category of employment pertaining to new, full-time Mesa Water employees working within the initial twelve (12) month probationary period in designated job classifications. A probationary employee may be dismissed without cause during the initial twelve (12) month probationary period.

**Probationary Period:** A working test period during which an employee is required to demonstrate fitness for the duties to which the employee is appointed by actual performance of the duties of the position.

1) **New Employee** - New, full-time Mesa Water employees serve an initial twelve (12) month probationary period during which they may be dismissed without cause. (Note: Management, certain designated Supervisory and Confidential employees, Part-time, and Temporary employees are considered “at-will” employees and do not serve a probationary period.)

2) **Promotion/Transfer** - Mesa Water employees who have achieved status as a Regular employee and are promoted or transferred to a different Classification or Level serve a six (6) month probationary period, which is specific to the new Classification/Level and affects the employee’s status as a Regular employee. Failure to successfully pass the Promotion/Transfer probationary period may result in the employee being returned to his/her previously held Classification/Level.
**Promotion:** The movement of an employee from one position to another, which is allocated to a higher maximum rate of pay.

**Recall List:** A list of regular employees who have been laid off from District employment pursuant to these Rules.

**Reclassification:** A reassignment or change in allocation of an individual position by raising it to a higher classification, reducing it to a lower classification or moving it to another classification at the same salary level, on the basis of a reevaluation of the kind, difficulty, or responsibility of duties performed and/or the minimum qualifications in such position.

**Reduction (in pay):** A decrease in salary within the pay range established for a classification.

**Regular Employee:** A category of employment pertaining to full-time employees who have successfully completed the initial twelve (12) month probationary period in particular classifications, and have been retained in employment with Mesa Water as hereafter provided by these Rules.

**Reinstatement:** The re-employment without examination of a former regular full-time employee within one (1) year following layoff or separation from employment with Mesa Water.

**Resignation:** The voluntary termination by an employee from employment with Mesa Water.

**Selection Process:** The process of testing, evaluating, investigating, and/or determining the fitness and qualifications of applicants.

**Seniority:** The total amount of actual continuous service for a full-time employee, excluding breaks in service as defined in these Rules.

**Standby Call-Out:** An after-hours service call that requires the Standby employee to visit the location in person, rather than responding by telephone, radio, computer or other electronic means.

**State Disability Insurance (SDI):** SDI is a partial wage-replacement insurance plan for California workers, funded through employee payroll deductions, and consisting of two programs: 1) the Disability Insurance (DI) program established for workers who suffer a loss of wages when they are unable to work due to a non-work related illness or injury, or a medically disabling condition from pregnancy or childbirth, and 2) the Paid Family Leave (PFL) program established for workers who suffer a loss of wages when they need to take time off from work to care for a seriously ill child, spouse, registered domestic partner, or to bond with a new minor child.

**Suspension:** The temporary separation from Mesa Water service of an employee, with or without pay, for disciplinary purposes.
Temporary Employee:

1) **Seasonal**: An at-will employee who works either part or full-time on a temporary basis, and whose position is funded on a seasonal or other limited time period basis normally not to exceed 960 hours in a fiscal year.

2) **Term Employee**: An at-will employee who normally works full-time for the term of a project or assignment.

Termination: Separation from employment with Mesa Water.

Transfer: A change of an employee from one position to another position in the same classification, or in a comparable classification, or from one department to another.

Vacancy: Budgeted position not occupied by an employee.

Workday: The number of hours an employee in each position is scheduled to work on each Business Day as set forth in department procedures, exclusive of overtime hours.

Work Week: From midday (four (4) hours into the scheduled shift) on Friday to midday the following Friday.
III. GENERAL EMPLOYMENT POLICIES

A. Categories of Employment

1. Probationary Employees

A Probationary employee is a new, full-time employee who is assigned to work eighty (80) hours per pay period and has not completed the initial twelve (12) month probationary period, required of job classifications which are not designated as “at-will.” The probationary period is an extension of the testing process and must be satisfactorily completed before regular status will be granted. While on initial probation, employees are at-will employees.

2. Regular Employees

Regular employees are full-time employees in designated classifications who are normally assigned to work eighty (80) hours per pay period and have completed the initial twelve (12) month probationary period as a new Mesa Water employee.

3. Confidential Employees

Confidential employees are employees who are privy to confidential information used by Mesa Water in the conduct of labor negotiations and/or the addressing of issues with recognized employee organization representatives. Certain Confidential employees in designated job classifications are considered at-will employees.

4. Supervisory Employees

Supervisory employees have the authority to evaluate and make recommendations to hire, transfer, promote, evaluate, discipline or assign other employees. Supervisory positions are normally filled by full-time employees. Depending on the job classification, Supervisory employees may be at-will.

5. Management Employees

Management employees serve at the pleasure of the General Manager and are considered at-will employees. As a management employee there is an expectation that there will be occasional work beyond the hours required of other full-time employees. Management employees do not receive overtime pay but may be compensated under salary and benefits plans that are different from those applicable to other employees.

6. Part-Time Partially Benefited Employees

Part-Time Partially Benefited employees are at-will employees who are hired to work a minimum of twenty (20) scheduled hours per week on an ongoing basis. Employees in this
category may receive partial benefits as detailed in their employment offer letters and as permitted by Mesa Water District’s Employee Benefits Summary Handbook.

7. Temporary Employees

Temporary employees are at-will employees hired to work for a limited period of time in order to meet seasonal or other short-term labor needs.

a. Seasonal Employee: A category of at-will employee who works either part or full-time on a temporary basis, and whose position is funded on a seasonal or other limited time period basis normally not to exceed 960 hours in a fiscal year. Seasonal employees are paid only for hours worked, and do not participate in benefit or leave plans.

b. Term Employee: A category of at-will employee who works either part or full-time and who is hired for a period of time based upon the project or assignment to be done. Term employees may receive benefits as designated in their employment contracts.

B. Hiring and Promotion

1. Posting New Jobs and Vacancies

a. When new jobs are created or vacancies occur, Mesa Water will first attempt to fill them through the recall procedure.

b. If new jobs or vacancies are not filled through recall, Human Resources may post job bulletins on District bulletin boards that the positions are available to be filled by promotion. This job bulletin will specify the title and salary range of the position, the nature of the work, the required/desired qualifications, the date and time of posting and the final filing deadline.

c. If Mesa Water desires a broader base from which to select a candidate, outside advertising may be used. Job bulletins announcing these employment opportunities will also be posted on District bulletin boards.

d. Despite the procedures described in sections (a) through (c) above, Mesa Water may make emergency appointments to satisfy an immediate staffing need.

2. Selection

a. Employees will be selected on the basis of their qualifications for the job and in compliance with laws prohibiting discrimination based on race, religious creed, color, age, gender, gender identity or expression, sexual orientation, physical or mental disability, medical condition, national origin, ancestry, genetic information or characteristics, marital status or any other basis protected by law.
b. The method of selecting a new employee may consist of an evaluation of application materials, written test, performance test, interview, verifications, medical tests and other job-related tests as the General Manager or designee deems necessary and appropriate.

c. The General Manager or designee will make the final decisions as to hiring and promotion from a list of qualified candidates recommended by the Human Resources Department.

d. As part of the selection process, new employees must pass a pre-placement physical examination. Specific job classifications may require a drug and/or alcohol screening.

3. Application for Employment

Job applications will be made on forms provided by the Human Resources Department. All applications must be completed in full and signed by the person applying. The Human Resources Department will not process incomplete or unsigned applications. Applications for positions must be received on or before the final filing date to be considered.

After a prescribed time limit has expired or periodically, if applications are taken on a continuous basis, the Human Resources Department will screen applications to determine those applicants who meet the minimum qualifications for the vacant position. The selection process will be structured to select the applicant who is most highly qualified for the vacancy.

4. Disqualification of Applicants

a. Causes for Disqualification. Mesa Water may reject an application, refuse to examine an applicant, remove the name of an applicant from hiring consideration or refuse to employ an applicant who:

(1) Does not meet the requirements set forth in the job bulletin;

(2) Is physically or mentally unfit to perform the essential functions of the job, with reasonable accommodation;

(3) Has been convicted of a felony or misdemeanor which, on a case-by-case analysis, is related in time and scope to the position in question, except that such conviction may be disregarded if it is determined by the General Manager, or designee, that mitigating circumstances exist;

(4) Has been dismissed or resigned in lieu of discharge from any position for any cause which would be cause for dismissal from District service, or whose record of employment has not been satisfactory in District service or with any other agency or firm;
(5) Has abandoned any position in District service or has been absent from duty without leave of absence duly granted;

(6) Has made knowing material false statements or who has attempted any fraud or deception in connection with obtaining or retaining employment with Mesa Water;

(7) Refused to be fingerprinted;

(8) Has secured or attempted to secure confidential information concerning an examination which might give such applicant unfair advantage over other applicants;

(9) Refused to take or fails to pass the prescribed medical examination, which may include a drug and/or alcohol screening;

(10) Has separated from District employment and whose name appears on an employment list held exclusively for District employees;

(11) Has failed to produce proper documentation to show a legal right to work in the U.S.;

(12) Is a current user of illegal drugs;

(13) Has failed to submit the employment application as specified by Mesa Water or within time limits; or

(14) For any material cause which, in the judgment of the General Manager or designee, would render the applicant unsuitable for the position.

b. Notice of Disqualification. Human Resources will notify in writing any applicant who is disqualified.

5. Nepotism

Persons related to District employees will not be considered for District employment if such employment could result in a disruption of District business, negatively affect employee morale, or create adverse problems in the areas of safety, supervision, or security. If a District employee enters into marriage with another District employee, and in the opinion of the General Manager it is impossible or undesirable for both employees to continue in employment for a reason(s) noted above, one of the individuals involved must resign or be moved to another position which would eliminate the conflict. In the event that the spouses are unable to determine between themselves which individual should resign, the individual with the least seniority will be dismissed.
6. Physical Examinations

   a. Once offered a position with Mesa Water, candidates for initial employment and employees rehired after layoff must successfully pass a physical examination prescribed by Mesa Water.

   b. With the approval of the General Manager and upon direction of the department manager, any employee may be required to undergo a physical examination if it is determined that such exam is necessary and related to the performance of the job function.

   c. All physical examinations prescribed by Mesa Water will be performed by a licensed physician approved and paid by Mesa Water.

   d. An applicant who disagrees with results of an examination administered by Mesa Water District's physician may submit, for District consideration, examination results from a physician of their choice.

7. Department of Motor Vehicles (DMV) Checks

   Candidates for District positions which involve the operation of motor vehicles must submit a current DMV summary of their driving record paid for by Mesa Water. Subsequent to employment Mesa Water may require driver summaries from the DMV on employees who are required or could be asked to drive a District vehicle, at least annually or more often as mandated by law.

C. Probationary Periods

1. New Employees

   a. The first twelve (12) months of employment will constitute a probationary period during which Mesa Water will review the new employee’s qualifications, references and work performance and determine whether the employment will be continued. New employees are subject to dismissal without cause at any time during this period at the discretion of the General Manager, and such termination will not constitute a cause for grievance or appeal.

   b. Periods of time on paid or unpaid leave exceeding five (5) Business Days (consecutive or not) will automatically extend the probationary period by that number the employee is on leave. This leave period is not intended to include authorized paid holidays or vacation.

   c. At least one formal written performance evaluation will be conducted halfway through the probationary period.
d. At the conclusion of the probationary period, if it is determined that the new employee is performing to District standards, and Mesa Water continues to need the position, the employee's status will be changed from probationary to regular. If the employee's performance does not meet District standards, the employee's employment will be terminated at any time during the probationary period.

2. Promotions, Transfers and Reclassifications

a. In the event of a promotion or transfer, the employee will serve a six (6) month probationary period. During this period a determination will be made as to whether the employee is able to effectively perform the duties and assume the responsibilities of the new position.

b. If it is determined at any time during the probationary period that the employee is not satisfactorily performing the duties of the new position, the employee will be returned to the position previously held unless the position no longer exists. This process may involve displacing other employees.

c. In the event of a reclassification, the employee's job title and/or salary range may be changed to more accurately reflect the responsibilities of the position. The reclassified employee will not be required to serve a new six (6) month probationary period and the employee's review date will not change.

D. Transfers

A vacant position may also be filled by transfer. A regular employee may initiate a request to transfer to another position in the same or lower classification or level for which the employee is qualified. With the approval of the General Manager or designee and affected department managers, the employee may be transferred to the vacant position. Employees may also be transferred by the General Manager or designee to meet District needs. Transfers will not be used to effectuate a promotion, demotion, reclassification, reduction in pay, or for disciplinary purposes.

E. Reinstatement

With the recommendation of the department manager and approval of the General Manager or designee, an employee who resigned in good standing may, within one (1) year of such resignation, be reinstated without examination in the same or comparable position. Upon reinstatement, the employee may be required to serve a new probationary period. If the employee is reinstated, the employee will be placed at the salary range and step held at the time of resignation and will receive a new anniversary date. No credit for former employment will be granted in computing benefits unless mandated by law.

F. Outside Employment

With the written approval of the General Manager or designee, an employee may engage in
employment other than that with Mesa Water, but only if such outside employment does not (1) interfere with performance of the employee's assigned District duties, including overtime assignments, (2) constitute a conflict of interest, or (3) create an unfavorable District image. On an annual basis, employees must submit written requests on forms provided by Mesa Water for outside employment for approval by the General Manager. These requests shall be maintained in the employee’s personnel file.

F. Training and Development

Mesa Water encourages employee development by providing the opportunity for employee training. Compulsory training may be required as a condition of continued employment. Such training programs may include lecture courses, seminars, demonstrations, reading materials, or other methods for improving job performance. Employees are responsible for any/all required contact hour training needed to obtain and maintain certificates or licenses required to perform their jobs. If the contact hour training is provided by Mesa Water on work time, or if Mesa Water requires an employee to attend a specific program or class, then the fees and time to attend the class will be paid by Mesa Water.

H. Personnel Records

1. Human Resources will maintain the official personnel file for each employee containing name, position, title, salary and such other information as may be relevant to the employee's service with Mesa Water.

2. To insure that District records are correct and current, each employee is responsible for keeping Human Resources promptly informed as to changes in address, phone number, marital status, dependents, and other pertinent personal information.

3. Upon request, and in accordance with District rules and file security, an employee may examine their own official personnel file by appointment only and under the direct observation of a Human Resources staff member.

4. Information in personnel files will not be disclosed to other than authorized District personnel except as may be approved by the concerned employee or required by law.

I. Termination of Employment

1. The effective date of termination of employment is normally the last day worked or in a paid status by an employee. If an employee is on an approved leave of absence and does not return to Mesa Water at the end of such leave, the termination date is the expiration date of the approved leave of absence.

2. An employee who plans to resign is requested to give the supervisor an advance written notice of at least two (2) weeks. Once submitted and accepted by Mesa Water, a resignation may not be withdrawn, except upon approval of the General Manager.
3. Prior to termination, employees are urged to complete an exit interview with the appropriate department manager or designee and are required to return all District property (keys, uniforms, etc.).

4. An employee is deemed to have resigned if the employee is absent for three (3) consecutive workdays without prior authorization and without notification during the period of absence. When Mesa Water believes an employee has been absent without authorization and Mesa Water plans to invoke this provision, a written notice will be sent by certified mail to the employee’s last known address at least five (5) calendar days prior to implementing an automatic resignation. Such notice will contain: 1) a statement of Mesa Water’s intention to implement the employee’s automatic resignation and its effective date; 2) a statement of the reasons for considering the employee to have automatically resigned; 3) a statement of the employee’s right to respond, either orally or in writing, prior to the effective date of such proposed action; and 4) a statement that if the employee fails to respond to the written notice before the effective date of the automatic resignation, it will be implemented as a resignation. Employees separated from employment for job abandonment may be reinstated with such charge removed from the employee’s record upon presentation of justification for absence such as severe accident, severe illness, false arrest or mental or physical impairment which prevented notification.
IV. HOURS OF WORK

G. Work Schedules

1. Mesa Water maintains regular business hours Monday through Friday, exclusive of recognized District holidays. Mesa Water may extend business hours on one or more Business Days to serve its customers, exclusive of recognized holidays.

2. Regularly Scheduled Work Period. The regularly scheduled work period is midday Friday (four (4) hours into the scheduled shift) through midday of the following Friday, except Mesa Water may change the work period of individual employees to meet operating conditions, changing hours of daylight, safety reasons or other situations provided that employees so affected will receive advance notice of any change in regularly scheduled work period.

   a. 5/40 Schedule – Employees regularly assigned to work five (5) days in a seven (7) day work period, will be scheduled to work eight (8) hours per day, five (5) days per week.

   b. Temporary and Alternate Work Schedule

      (1) Mesa Water reserves the right to consider and, if mutually beneficial, approve a temporary work schedule to accommodate the specific needs of an employee. Justification for a temporary schedule request, anticipated timeframe and method of continuing to accomplish the department workload must be discussed in advance of implementation. Approval for such modification must be obtained from the department manager and General Manager or designee.

      (2) Employees, who wish to request a temporary modification to their work hours, shall submit written justification and discuss the proposal with their department manager. Department managers will discuss such requests with the Management Team to determine whether such modification would be fair and consistent with Mesa Water operating needs. Employees will be notified in writing of the decision. Employees may request a review of denial of such requests with the General Manager.

   c. FLSA Non-Exempt Employees. For purposes of computing overtime pay under the FLSA, the work period for employees will begin at the mid-point of the Friday work day and end on the following Friday at the same time as the mid-point of the previous Friday.

   d. FLSA Exempt Employees. Exempt employees are expected to work the number of hours necessary to meet the standards of job performance. Therefore, exempt employees may occasionally alter their regularly assigned work schedule during a given work week as necessary and as authorized by their department manager or designee. Any alterations that would result in the employee being absent from work for more than four (4) hours in a regularly scheduled workday must be approved in writing in advance by the employee’s department manager or designee and will require the employee to
take paid or unpaid leave of absence in accordance with the benefit provisions of these regulations.

3. Review of District Work Schedules

Mesa Water reserves the right to consider, approve, or modify various regular and alternate work schedules. Prior to the beginning of each calendar year, the department managers shall prepare annual plans for work schedules in their areas of responsibility that will satisfy Mesa Water’s objectives for its customers and operational functions. The General Manager or designee has the authority to approve and modify work schedules for each department and employee of Mesa Water as needed.

The General Manager and department managers shall monitor the effectiveness and efficiency of work schedules and, at least once per year in December, shall determine whether to continue or modify any of the regular or alternate work schedules.

In the spirit of cooperation, employees are encouraged to discuss their suggestions or concerns with their department managers. Subsequently, affected employees may request a review with the General Manager to discuss a work schedule or a planned change in schedule. The decision of the General Manager shall be final.

Except under urgent operational conditions, Mesa Water shall provide reasonable advance notice in writing to affected employees, if a work schedule change is planned.

B. Meal Periods

Meal periods are not counted as time worked and will be scheduled by the supervisor or department manager.

C. Rest Periods

1. A rest period of fifteen (15) minutes may be taken each morning and afternoon and will be counted as time worked.

2. Rest periods will be scheduled by the supervisor for the employees in each group.

3. Employees are encouraged to take their rest periods, but expected not to abuse this time away from work.
V. POSITION CLASSIFICATION

A. Classification specifications describe the essential functions of job classifications and the typical duties that an employee is expected to perform. Classification specifications are not intended to limit the work of those typical duties described since other tasks may be assigned that are similar in nature and within the scope of the job classification.

B. Positions that are similar in type of work, level of difficulty and degree of responsibility are grouped together in the same job classification.

C. When deemed necessary, the General Manager or designee and department managers will review the work performed by employees to determine whether they are correctly classified. If the duties of a position are found to have changed substantially, the department manager may recommend that the position be reevaluated and reclassified. Classification specifications will be prepared for all new job classifications.
VI. PAY

A. Compensation Policy

As a public entity Mesa Water is committed to rendering service at a fair and reasonable cost. Mesa Water's ability to achieve this objective is affected by a number of factors, one of which is the quality and performance of District employees. In order to attract and retain highly competent employees, promote continuous superior performance and give full recognition to District financial constraints, the following will be considered in establishing employee compensation:

1. The impact of compensation on the cost of services, financial position of Mesa Water and overall operational costs.

2. Compensation paid for similar work in other public and private jurisdictions.

3. The general and specific performance of employees.

4. Status of the labor force, economic conditions, recruitment and retention experience and other factors influencing the maintenance of a stable and efficient work force.

B. Salary Ranges

A salary schedule is adopted by Mesa Water, which consists of a series of salary ranges and steps.

C. Merit Increases

1. A merit increase is advancement to a higher step in the salary range in the appropriate job classification and is based upon a recommendation of the department manager upon presentation of evidence indicating that the work of the employee has met or exceeded agreed upon standards. In no case will an employee's salary exceed the maximum range of the assigned job classification.

2. New employees shall receive a progress report three, six and nine months after employment with Mesa Water District. With the six-month evaluation the employee may receive a one-step merit increase. One year after date of hire, the employee will receive a probationary evaluation at which time they may receive a merit increase. Thereafter, the employee will be placed on the September 1 performance evaluation schedule.

3. Annual Evaluations: Employees shall receive at least one (1) performance evaluation per year. Performance evaluations will be prepared, discussed with the employee and a merit increase granted, if applicable, will become effective on September 1st each year. Consideration for future merit increases will occur annually thereafter on September 1.
4. Promotions & Demotions: If an employee is promoted or demoted, the employee will receive a new merit increase eligibility date (anniversary date). Such date will be six (6) months from the effective date of the promotion or demotion with eligibility for future merit increases occurring annually on September 1 thereafter.

5. Merit advancement will be based upon the following:

   a. Determination by the supervisor that the employee’s performance is meeting the expectations of Mesa Water. Such determination relates to the entire job performance including but not limited to the quality of work, level of work effort, job attitude, cooperation, desire to learn, willingness and ability to accept responsibility, punctuality, regularity of attendance, and an obvious desire to excel.

   b. Recommendation of a merit increase by the immediate supervisor and department manager.

   c. Approval of the merit increase by the General Manager.

   d. Approved step increases will be effective at the beginning of the pay period during which the employee’s written performance evaluation occurs.

6. Upon approval of the General Manager, a salary increase of at least one (1) step may be granted to an employee in a service year for proficient job performance provided, however, that no employee’s salary will exceed the maximum of the salary range for the assigned job classification.

7. Upon the employee’s merit increase eligibility date and in case of outstanding job performance, the General Manager may approve a merit increase of two (2) or more steps, provided that an employee’s salary will not exceed the maximum of the salary range for the assigned job classification.

D. Payment of Compensation

1. Base Salary

   Employees will be compensated with a base monthly salary which will be payment for the straight time portion of work performed each month.

2. Pay Day

   Pay periods are two (2) weeks in duration, terminating each alternate Friday. Payment will be made within the week immediately following the end of the pay period.

3. Pay Upon Termination
a. Employees who terminate will receive their final pay on the next regularly scheduled pay day. Final pay is made up of unpaid salary for work performed, accrued and unused vacation, comp time and floating holiday hours to the date of termination. A pay adjustment may be made if any District property is not returned.

b. At the sole discretion of the General Manager, severance pay may be granted to employees terminating under circumstances other than involving gross violation of District rules and regulations.

c. Direct deposit may not be available for the final paycheck.

E. Overtime

Overtime work is a condition of employment for all employees, as may be deemed necessary by the General Manager or designee. Overtime work must be approved in advance by the employee's supervisor, except in emergency situations.

1. Eligibility for Overtime and Premium Pay

   a. Exempt Employees: Employees who are exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) and who regularly work extra hours, attend evening meetings, and/or who are required to participate in job-related weekend activities or functions for which they do not receive paid overtime, may be granted time-off with pay as authorized by the General Manager.

   b. Non-Exempt Employees: Overtime worked by employees who are non-exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) must be authorized in advance by the employee's supervisor, except in emergency situations.

2. Rate of Pay

   a. One and one-half (1.5) times the employee's regular hourly rate for:

      (1) Hours worked in excess of forty (40) in any regular seven (7) day work period; or

      (2) The first eight (8) hours worked on a District holiday when hours worked are in excess of forty (40) in the regular seven (7) day work period.

   b. Two (2) times the employee’s regular hourly rate for:

      (1) Hours worked in excess of eight (8) on a District holiday or on a scheduled day off when the employee receives prior notification to report to work and when hours worked are in excess of forty (40) in the regular seven (7) day work period; or

      (2) Hours worked in excess of thirteen (13) in any work shift, when hours worked are in excess of forty (40) in the regular seven (7) day work period.
(3) Overtime hours worked in excess of five (5) by an employee directed to work without prior notification on a scheduled day off.

c. For the purpose of calculating hours towards overtime, pay for sick leave, holidays and vacation will be considered as hours worked.

3. Compensatory Time

a. Employees who are eligible to receive compensation for overtime work pursuant to this Section may request in writing that such compensation be in the form of compensatory (comp) time. Upon written approval of the employee's supervisor, the overtime hours will be credited to the employee's compensatory time bank in lieu of being paid. Crediting will be on the same basis as payment. For example, one and one-half (1.5) hours of compensatory time will be credited for an overtime hour which would otherwise be paid at the rate of time and one-half. Standby duty hours are not eligible for comp time.

b. Cash payouts for accrued comp time are available once each fiscal year. No additional comp time hours may be accrued after the payroll cut-off date for the fiscal year-end payout (last full pay period in June). No accrued hours may be carried over into the next fiscal year. Employees will be notified of their eligibility for a payout by Financial Services prior to each payout date. Employees will be paid for all accrued comp time hours upon termination.

c. Accumulation maximums will not exceed eighty (80) hours.

d. The scheduling of comp time off is subject to approval of the department manager who may require that requests for comp time off be submitted up to fourteen (14) days in advance of the requested time off. If District needs require a change in scheduled and approved comp time off, reasonable advance notification of such a change will be given to affected employees.

F. Standby Duty

1. General Regulations

a. Standby duty is an assignment of responsibility to remain available to respond rapidly to emergency calls after the regular work day, on holidays and on weekends.

b. The assignment is one (1) week in duration, normally from the end of shift on a particular day of the week to the end of shift on the same day the following week. The Water Operations Supervisor will establish the work schedule within this period for each employee assigned the duty and may grant exchanges of duty for justifiable reasons. Employees who are assigned are authorized to use the duty truck provided by Mesa Water only for District business.
c. Employees assigned to standby duty are those who have completed satisfactory training, live within twenty-five (25) miles to the nearest District boundary and meet all eligibility requirements established by the Water Operations Supervisor.

d. In the event there are an insufficient number of employees to fulfill the requirements for standby duty, the Water Operations Supervisor or designee will assign employees to the standby duty.

e. The department manager may adjust the standby duty schedule assignments in Distribution and Production to minimize additional costs due to an alternate work schedule, and to assure fairness among employees.

f. The Standby Duty Program for Distribution and Production Sections will be as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Production</th>
<th>Distribution</th>
<th>General Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory Participation</td>
<td>Yes</td>
<td>Yes (for new hires after 9-12-2014)</td>
<td>No, but in the event there are an insufficient number of eligible and qualified employees participating in the standby duty, the Manager or designee will assign employees to standby duty.</td>
</tr>
<tr>
<td>Standby Pay</td>
<td>$350/week ($50/day)</td>
<td>$350/week ($50/day)</td>
<td>$50/day</td>
</tr>
<tr>
<td>Duty Pay</td>
<td>Employee’s regular hourly rate at time and one-half, with a one-hour minimum for standby call-outs. *</td>
<td>Employee’s regular hourly rate at time and one-half, with a one-hour minimum for standby call-outs. *</td>
<td>Employee’s regular hourly rate at time and one-half, with one-hour minimum for standby call-outs.*</td>
</tr>
<tr>
<td>Use of District Truck</td>
<td>Yes</td>
<td>Yes</td>
<td>No, unless pre-approved by Manager or designee. In the event of an emergency, employee would use personal vehicle and submit for mileage reimbursement.</td>
</tr>
<tr>
<td>Trade days with another qualified employee</td>
<td>Yes – subject to Supervisor’s consent</td>
<td>Yes – subject to Supervisor’s consent</td>
<td>Yes – subject to Supervisor’s consent</td>
</tr>
<tr>
<td>Split Shifts</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Paid Daily Duties – assigned by Supervisors</td>
<td>When business need arises</td>
<td>When business need arises</td>
<td>When business need arises</td>
</tr>
</tbody>
</table>

* A standby “call-out” is an after-hours service call that requires the standby employee to visit the location in person, rather than responding by telephone, radio, computer, or other electronic means. Non call-out communications are paid for the actual time worked (no minimum).
G. Establishment of Rates of Pay

1. New Employees
   a. Full-Time Employees
      
      The starting rate for a newly-hired employee will normally be the first step of the salary range of the class to which the position is allocated. If exceptional qualifications of the candidate indicate that a higher hiring rate would be in Mesa Water's best interest, appointment at a higher step in the salary range may be authorized by the General Manager.
      
   b. Temporary and Part-Time Employees
      
      Temporary and part-time employees will be paid in accordance with their employment contract, but not less than the State of California minimum wage.

2. Promotions
   a. Effective upon promotion, employees will be placed in a salary step of the new classification which grants an increase in base salary of at least five percent (5%), provided no employee's base salary will exceed the maximum of the specified salary range.
   
      b. The base salary of employees who successfully complete the promotion probationary period will be advanced to a step in the salary range appropriate to the employee’s level of performance. This increase will be effective upon completion of probation and in no event will exceed the maximum of the range.

3. Demotions
   a. If it is determined at any time during the probationary period that a promoted employee cannot satisfactorily perform the duties of the new position, the employee will be returned to the position and step in the salary range from which promoted.
   
      b. The base salary of employees demoted at their own request to a position in a lower salary range will be their current salary or the maximum rate of the new position, whichever is lower.
   
      c. In the event of a disciplinary demotion, the employee’s salary will be set at the salary rate of the lower classification, which is at least five percent (5%) less than the rate received in the higher class.
4. Transfers

The base salary and merit increase eligibility dates of employees transferred to another classification in the same salary range as their former classification will be unchanged.

5. Recall from Layoff

a. The base salary of employees recalled from layoff to a position in the same salary ranges as that from which they were laid off will be the same step in the salary range they were being paid when laid off.

b. The base salary of employees recalled from layoff or demoted in lieu of layoff to a position in a lower salary range than they occupied when laid off or demoted in lieu of layoff will be their rate at the time of layoff or demotion in lieu of layoff or the maximum rate for the new position, whichever is lower.

6. Out-of-Class Temporary Appointments

Employees who are given an out-of-class temporary appointment to a higher classification will be compensated as follows:

a. Their rate of pay will remain unchanged during the first one hundred sixty (160) hours worked in such appointment.

b. After working in excess of one hundred sixty (160) hours in an out-of-class temporary appointment the employee will be paid the minimum rate of the higher classification or at a rate five percent (5%) higher than their current rate, whichever is higher. In no case will employees be paid a rate in excess of the top step of the salary range for the position to which they are temporarily assigned.

c. Employees must meet the minimum requirements of the higher classification and must be assuming substantially the full range of duties and responsibilities of the higher-level position to be eligible for the out-of-class compensation.

In compliance with the California Public Employees' Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Out of Class Temporary Appointments and Compensation for Temporary Assignments pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(3) Premium Pay, Temporary Upgrade Pay.

7. Compensation for Temporary Assignments

With the prior approval of the General Manager, an employee may be granted a temporary pay increase when the employee is temporarily assigned to assume, and regularly performs, some of the duties of a position that is allocated to a higher maximum rate.
Generally, eligible assignments are those with an expected duration of at least 160 continuous hours.

In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Out of Class Temporary Appointments and Compensation for Temporary Assignments pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(3) Premium Pay, Temporary Upgrade Pay.

8. Shift Differential

Employees who are assigned on a regular basis to shift work will be compensated an additional five percent (5%) above their normal salary for scheduled hours between the hours of 6:00 p.m. and 5:00 a.m.

In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Shift Differential pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(4) Special Assignment Pay, Shift Differential.

9. Reclassifications

Whenever a position is reclassified and the incumbent is reclassified with the position, the incumbent may be placed at a step equal to the employee’s current salary. If there is no step equal to the employee’s current salary and the reclassification is to a higher salary range, the employee may be placed on the closest step that is above the employee’s current salary. If there is no step equal to the employee’s current salary and the reclassification is to a lower salary range, the employee may be placed on the closest step that is below the employee’s current salary. In some cases the employee may retain the salary for the old classification until the new salary range equals or exceeds the employee’s current salary (y-rate). Final determination of salary step upon reclassification rests with the General Manager.
VII. ATTENDANCE, LEAVES, AND BENEFITS

A. Vacations

1. Vacation Allowances

Full-time Mesa Water employees accrue vacation credit in accordance with the following schedule. Part-time partially benefited employees are eligible to participate in some Mesa Water benefit programs as described in the Employee Benefits Summary Handbook. Temporary employees are ineligible to receive holiday pay unless specified in their employment contract.

<table>
<thead>
<tr>
<th>Period of Continuous Employment</th>
<th>Represented Employees</th>
<th>Supervisory/Confidential &amp; Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st and 2nd years</td>
<td>3.40</td>
<td>3.40</td>
</tr>
<tr>
<td>3rd and 4th years</td>
<td>4.30</td>
<td>4.30</td>
</tr>
<tr>
<td>5th through the 9th years</td>
<td>5.23</td>
<td>5.23</td>
</tr>
<tr>
<td>10th through the 14th years</td>
<td>6.15</td>
<td>6.15</td>
</tr>
<tr>
<td>15th through the 19th years</td>
<td>7.10*</td>
<td>6.15**</td>
</tr>
<tr>
<td>20th year and thereafter</td>
<td>8.00*</td>
<td>6.15**</td>
</tr>
</tbody>
</table>

* Supervisory/Confidential and Management employees initially hired before 7/1/99, including those Mesa Water employees hired before 7/1/1999, who later became part of the Supervisory/Confidential or Management groups.

** Supervisory/Confidential/Management employees initially hired after 7/1/99 only.

a. The maximum vacation accumulation for the Represented Employees is 300 hours. The maximum vacation accumulation for both the Management and Supervisory/Confidential groups is 360 hours.

b. New Mesa Water employees accrue vacation, but may not use it until six (6) months of employment has been completed.

2. Computation of Vacation Credit

a. Vacation credit is accrued on a pay period basis except during the first and last pay periods of employment when pro-rata credit is given for hours worked.
b. Employees must be in paid status more than one-half (1/2) of the pay period to be eligible for vacation credit.

c. Vacation credit at the rate applicable to the affected period of continuous employment will not accrue during unexcused absences or during the following absences, which extend for twenty (20) or more consecutive working days:

(1) Time between a layoff and rehire.

(2) Approved unpaid personal or indefinite military leave of absence, unless otherwise provided by law.

(3) Approved medical leave except when the employee is receiving a payment from Mesa Water which when combined with State Disability Insurance (SDI) or Workers’ Compensation payments results in the employee receiving at least ninety percent (90%) of regular salary.

d. Temporary employees do not accrue vacation credit and are not eligible to take vacation time off.

3. Use of Vacation Credit

a. Vacation credits may not be used during the first six (6) months of employment. The use of vacation credits will not exceed the number of whole days accrued by the employee as of the pay period ending date prior to the day the employee’s vacation commences.

b. The scheduling of vacation time is subject to approval of the department manager who may require that requests for vacations be submitted up to thirty (30) days in advance of the requested start of vacation. If District needs require a change in scheduled and approved vacation, reasonable advance notification of such a change will be given to affected employees.

c. Employees are encouraged to take earned vacation in increments sufficiently long to allow for the rest and rejuvenation which are objectives of the vacation program. Vacation usage of a week’s or more duration will be encouraged. In no event may vacation be used in less than one-half (1/2) hour blocks.

d. Unless approved by the General Manager, the maximum vacation accumulation shall be 300 hours for the Employees’ Group and 360 hours for Management and Supervisory/Confidential Group.

e. Management and Supervisory/Confidential employees who have used a minimum of forty (40) hours vacation during the fiscal year may cash out a total of eighty (80) hours
of vacation. After using a minimum of eighty (80) vacation hours, employees may sell back up to one hundred twenty (120) vacation hours.

f. A District holiday occurring during an employee's vacation will not be considered as a day of vacation.

g. Jury duty occurring during an employee’s vacation will not be considered as a day of vacation until Mesa Water’s jury benefit has been exhausted.

h. Subject to the provisions of the Sick Leave section of these rules, an employee who becomes ill while on vacation may use accumulated sick leave in lieu of vacation time for the period of such illness; provided, however, that Mesa Water is not obligated to extend the vacation beyond the scheduled expiration date.

i. An employee who is receiving State Disability Insurance (SDI) or Workers' Compensation payments, and has exhausted sick leave accumulations, may use accrued vacation to supplement said payment provided that the total amount received shall not exceed ninety percent (90%) of regular salary.

j. Vacation may be used as accrued. However, in no event will paid vacation exceed the employee’s accrued vacation as of the end of the most recent pay period.

4. Termination

Employees who terminate will be paid for all accrued and unused vacation at their rate of pay at the time of termination.

B. Holidays

1. Observed Holidays

Mesa Water will provide full-time employees a total of eighty (80) hours for ten (10) specific observed holidays as follows:

- New Year's Day (January 1) 8 hours
- Martin Luther King’s Birthday (third Monday in January) 8 hours
- Presidents' Day (third Monday in February) 8 hours
- Memorial Day (last Monday in May) 8 hours
- Independence Day (July 4) 8 hours
- Labor Day (first Monday in September) 8 hours
- Veterans' Day (November 11) 8 hours
- Thanksgiving Day (fourth Thursday in November) 8 hours
- Friday immediately following Thanksgiving Day 8 hours
- Christmas Day (December 25) 8 hours
a. Observed Holidays Falling on Saturday and Sunday

An Observed Holiday falling on Saturday shall be observed on Friday, the day preceding, and a holiday falling on Sunday shall be observed on Monday, the day following.

b. Pay for Observed Holidays

Full-time employees are paid for eight (8) hours at their base hourly rate for each holiday which falls on a day of the week that they would normally work.

For an employee who has an alternate work schedule, and a holiday falls on a Business Day that the employee would normally work nine (9) hours, each affected employee shall use one (1) hour of accumulated vacation leave (if eligible) available floating holiday hours, accumulated comp time, or if none of the above are available, the employee will be given one hour leave without pay, to make up the difference.

For an employee who has an alternate work schedule, and a District observed holiday falls on the employee’s Business Day off, the eight (8) hours of holiday time normally taken on that day may be scheduled on an alternate Business Day, as approved by their supervisor. All holiday hours for a fiscal year must be used prior to the end of the fiscal year in which the hours were accumulated.

2. Floating Holidays

a. Annual Award: Full-time Mesa Water employees receive an award of 9.0 hours of Floating Holiday time at the beginning of each fiscal year. The floating holiday hours are primarily intended to supplement eight (8) hour holidays for those employees who would normally work nine (9) hours, but may be taken at the option of the employee subject to the approval of the department manager or designee.

b. Unused Hours: Any portion of the nine (9) hour floating holiday time which is unused at the end of the fiscal year will be converted to vacation time. Employees hired after the beginning of the fiscal year receive prorated floating holiday hours, with one less hour for each Observed Holiday that has passed, with the exception of the Friday after Thanksgiving, an eight (8) hour holiday. Floating holiday time is created and paid on full-hour basis.

3. Special Holidays

In addition to the ten (10) Observed Holidays, Mesa Water also grants Christmas Eve, December 24th, and New Year’s Eve, December 31st as Special Holidays in years in which these dates fall on a Monday, Tuesday, Wednesday, or Thursday. Employees are paid their normally scheduled work hours as holiday hours on these dates. These Special Holidays do not result in holiday in-lieu or additional floating holiday hours, but are treated the same as Observed Holidays for purposes of calculating Overtime pay.
4. Eligibility for Holiday Pay

a. Eligible employees must be in paid status for their full regularly scheduled workdays before and after the holiday to be eligible for holiday pay.

b. Full-time probationary, regular, supervisory/confidential employees and managers are eligible for holiday pay. Temporary employees are ineligible to receive holiday pay unless specified in their employment contract. Part-time, partially benefited employees receive holiday pay as described in the Mesa Water District’s Employee Benefits Summary Handbook.

c. An employee on an approved medical disability, temporary military training leave of absence or other authorized paid leave will receive Observed and Special holiday pay provided the employee is receiving a payment from Mesa Water which when combined with State Disability or Workers’ Compensation payments results in the employee receiving at least ninety percent (90%) of regular salary. Employees on any type of unpaid leave of absence or unauthorized leave will receive no holiday pay for any holiday occurring during such absence.

d. Employees assigned to standby duty are paid for Observed and Special holidays in accordance with the provisions of the standby duty rules.

e. Employees on jury duty will be paid holiday pay as provided above for any Observed and Special holiday occurring during the periods of jury service.

f. Employees who extend a holiday by unexcused absence on the last regular work day before or the next regular work day after a holiday may be subject to discipline.

C. Leaves

1. Sick Leave

a. Sick Leave Accrual

(1) Full-Time Employees

i. Full-time employees accrue 3.7 hours of sick leave per pay period.

ii. Employees must be in paid status more than one-half of each pay period to be eligible for sick leave accrual. “Paid status” includes regularly scheduled work hours, sick leave, vacation, holidays, and comp time, but excludes overtime.

(3) Temporary, limited-term and part-time employees are not eligible for sick leave.

iii. Sick leave allowance may be carried forward each fiscal year.
iv. (5) Sick leave allowance shall not be credited for unapproved absences or during the following absences, which extend for twenty (20) or more working days:

- (a) Approved personal or indefinite military leave of absence, unless otherwise provided by law.
- (b) Approved medical leave during which the employee is paid less than ninety percent (90%) of regular salary in conjunction with State Disability Insurance (SDI) or Workers' Compensation.

(2) Part-Time, Temporary, and Limited Term Employees

Part-time, temporary, and limited term employees directly employed by the District are provided with 3 days or 24 hours of paid sick leave at the beginning of each 12-month period in compliance with California's Paid Sick Leave Law. Any unused paid sick leave from the previous 12-month period will not carryover to the new 12-month period. Part-time, temporary, and limited term employees are not eligible to begin using any accrued paid sick leave until the 90th day of employment with the District.

(3) (6) Family Medical Leave Act (FMLA) and California Family Rights Act (CFRA) will run concurrently as appropriate during medical leave.

b. Use of Sick Leave

Accumulated sick leave with pay is not considered a privilege which an employee may use at their discretion, but will only be allowed for:

(1) Absences caused by an employee's incapacitation which resulted from illness, injury, or disability except if such incapacitation occurred while the employee was engaged in outside employment, was a result of outside employment, was purposely self-inflicted or was caused by willful misconduct. For the employee's own diagnosis, care, or treatment of an existing health condition or preventative care.

(2) Quarantine imposed by public health authorities. For the diagnosis, care, or treatment of an existing health condition or preventative care for an employee's family member, including:

- Child (including a biological, adopted, or foster child, stepchild, legal ward, or a child to whom the employee stands in loco parentis.)
- Spouse or Registered Domestic Partner
- Parent/Parent-in-law (including biological, adoptive, or foster parent, stepparent, or legal guardian of an employee or the employee’s spouse or registered domestic partner, or a person who stood in loco parentis when the employee was a minor child.)
- Grandparent
• Grandchild
• Sibling

(3) Medical and dental office appointments for the employee or "immediate family member", with the approval of the employee's supervisor, which will be granted only if the employee satisfies the supervisor that an appointment cannot be made at a time outside the regular work day. "Immediate family member" will include the employee's spouse, children, parent, and domestic partner. Child will include biological, foster, adopted, step-child, legal ward, child standing in loco parentis or child of domestic partner. Parents will include biological, foster, adoptive, step-parent, or legal guardian. To obtain any relief or services related to being a victim of domestic violence, sexual assault, or stalking including the following with appropriate certification of the need for such services:

• A temporary restraining order or restraining order.
• Other injunctive relief to help ensure the health, safety or welfare of themselves or their children.
• To seek medical attention for injuries caused by domestic violence, sexual assault, or stalking.
• To obtain services from a domestic violence shelter, program, or rape crisis center as a result of domestic violence, sexual assault, or stalking.
• To obtain psychological counseling related to an experience of domestic violence, sexual assault, or stalking.
• To participate in safety planning and take other actions to increase safety from future domestic violence, sexual assault, or stalking, including temporary or permanent relocation.

(4) Voluntarily induced periods of physical incapacitation, provided that not more than twenty (20) days may be used in any calendar year.

(5) A supplementary payment to SDI, for both the Disability Insurance (DI) and Paid Family Leave (PFL) programs, and to Workers' Compensation payments which, when combined with said payments, results in a maximum payment of ninety percent (90%) of the employee's regular salary. If an employee chooses not to submit a PFL claim under SDI, they may still use up to six-weeks of their accrued Sick Leave to care for a qualifying family member under Mesa Water District's Family Care and Medical Leave policy if the leave qualifies as FMLA or CFRA leave and is due to extraordinary circumstances as approved by the General Manager or designee in advance.

(6) Periods of incapacity due to illness, injury, disability or pregnancy while an employee is on paid vacation may be charged to the employee's sick leave allowance provided:

(a) The incapacity is of such a nature as to prevent the effective use of the vacation
and would prevent the performance of normal duties if the employee were not on vacation.

(b) Notice is given to the employee's supervisor within four (4) calendar days of the onset of the incapacity or the end of the scheduled vacation period, whichever is earlier.

(c) Upon return to work, the employee presents a statement from the attending physician.

c. Conditions on Sick Leave Usage

(1) Pursuant to Labor Code Section 233, the District shall permit full-time employees to use in any calendar year the employee’s accrued and available sick leave entitlement, in an amount not less than the sick leave that would be accrued during six months at the time of the employee's then current rate of entitlement for the purposes noted above in this policy under Subsection (b) ["Use of Sick Leave"] without such use of sick leave otherwise affecting the employee’s terms of conditions of employment.

(2) The employee's supervisor must be notified prior to the start of the employee's shift as to the reason for the absence and probable duration of the absence. In addition, the supervisor must be personally contacted as soon as possible, but in no event later than one (1) hour after the beginning of the employee’s workday. Consideration will be given for extraordinary circumstances.

(3) Injuries sustained on the job must be reported to the injured employee's supervisor as soon as possible and within twenty-four (24) hours after the injury occurred.

(4) Upon return to work after an absence due to personal illness, injury, or disability, employees may be required to provide their supervisor with a written statement from the attending physician concerning the reason for the absence and a release to work to the extent permitted by law.

(5) During the course of a medical leave or an extension thereof, if requested by Mesa Water, the employee shall submit to an examination by a physician designated and paid for by Mesa Water. Should Mesa Water’s physician determine that the employee is able to return to work, the medical leave will be terminated in accordance with such physician’s findings.
(5)(6) Sick leave may not be used for absence on a holiday on which an employee is scheduled to work to the extent permitted by law.

(6)(7) Sick leave may be used as it is accrued. However, in no event will paid sick leave exceed the employee’s accrued sick leave allowance as of the end of the most recent pay period.

(8) The minimum charge to an employee's sick leave allowance will be one-half (1/2) hour. Absences of more than one-half (1/2) hour will be charged to the nearest full hour.

(9) An employee will not receive compensation for unused accrued paid sick leave upon termination, resignation, retirement or other separation from employment from the District.

(10) If an employee separates from District employment and is hired by the District within one-year of the date of separation, up to 6 days or 48 hours of previously accrued and unused paid sick leave hours shall be reinstated to the extent provided under Labor Code Section 246(f). However, if a rehired employee had not yet worked the requisite 90 days of employment to use paid sick leave at the time of separation, the employee must still satisfy the 90 days of employment requirement collectively over the periods of employment with the District before any paid sick leave can be used.

(11) A supplementary payment to SDI, for both the Disability Insurance (DI) and Paid Family Leave (PFL) programs, and to Workers' Compensation payments which, when combined with said payments, results in a maximum payment of ninety percent (90%) of the employee's regular salary. If an employee chooses not to submit a PFL claim under SDI, they may still use up to six-weeks of their accrued Sick Leave to care for a qualifying family member under Mesa Water District’s Family Care and Medical Leave policy if the leave qualifies as FMLA or CFRA leave and is due to extraordinary circumstances as approved by the General Manager or designee in advance.

(12) Periods of incapacity due to illness, injury, disability or pregnancy while an employee is on paid vacation may be charged to the employee’s sick leave allowance provided:

i. The incapacity is of such a nature as to prevent the effective use of the vacation and would prevent the performance of normal duties if the employee were not on vacation.
ii. Notice is given to the employee’s supervisor within four (4) calendar days of the onset of the incapacity or the end of the scheduled vacation period, whichever is earlier.

(7) iii. Upon return to work, the employee presents a statement from the attending physician to the extent permitted by law.

d. Family Sick Leave

(1) Employees who accrue sick leave are permitted to use accrued and available sick leave equal to a maximum of six (6) month’s accrual to attend to an illness of a child, parent, spouse or domestic partner. This leave, provided under California Labor Code Sections 233 and 234, is granted on a calendar year basis and does not extend the maximum period of family leave to which an employee is entitled under FMLA or CFRA.

Child shall include biological, foster, adopted, step-child, legal ward, child standing in loco parentis or child of domestic partner. Parents shall include biological, foster, adoptive, step-parent or legal guardian. Mesa Water may require a doctor’s certificate to verify the illness or disability of the family member.

(2) Up to twelve (12) workweeks of leave without pay for family and medical care leave will be granted employees who have worked a minimum of 1,250 hours in the twelve (12) months preceding the date of the leave as is outlined in the Family and Medical Leave Act (Act). As specified in the Act, Mesa Water will maintain the level of benefits to which the employee is entitled per the Memorandum of Understanding with the employee responsible for maintaining a timely schedule of payments for any portion of cost over and above the allocated flex credit amount for which the employee is eligible.

See Mesa Water District’s Family Care and Medical Leave Policy, DM-050, for the most recent information on the FMLA.

With a timely request by the employee and verification, such leave will be approved in the following instances:

(a) For the birth or adoption of a child of the employee;

(b) To care for a newborn child of the employee;

(c) To care for the employee’s parent, child, spouse, or domestic partner who has a serious health condition;

(d) For placement of a child for foster care; or
(e) For the employee’s own serious health condition which makes the employee unable to perform their job.

(f) Any qualifying exigency arising out of the fact that the spouse, son, daughter, or parent is on or has been notified of an impending call to covered duty in the Armed Forces.

(g) Special 26-week Provision: If the eligible employee is the caregiver for a qualifying family member (spouse, son, daughter, or next of kin of a covered service member suffering from an illness or injury sustained in the line of duty, while on active military duty. This includes veterans who are undergoing medical treatment, recuperation, or therapy for serious injury or illness if the veteran was a member of the Armed Guards at any time during a period of 5 years proceeding the date on which the veteran undergoes the medical treatment, recuperation, or therapy.

2. Pregnancy FMLA/CFRA Leave

Up to twelve (12) workweeks of leave (26 workweeks for injured servicemember leave) without pay for family and medical care leave will be granted to employees who have worked a minimum of 1,250 hours in the twelve (12 months preceding the date of the leave as is outlined in the Family and Medical Leave Act (FMLA). As specified in the FMLA, Mesa Water will maintain the level of benefits to which the employee is entitled per the Memorandum of Understanding with the employee responsible for maintaining a timely schedule of payments for any portion of cost over and above the allocated flex credit amount for which the employee is eligible.

See Mesa Water District’s Family Care and Medical Leave Policy, DM-050, for the most recent information on the FMLA.

2.3. Pregnancy Leave

A pregnant employee will be entitled to a leave of absence with or without pay for up to four (4) months so long as the employee’s attending physician certifies that she is physically unable to work due to pregnancy, childbirth or a related medical condition. During said unpaid leave of absence with or without pay, the District may require the employee to use sick leave and upon expiration of sick leave, the employee has the option of using accumulated sick leave, earned compensatory time and/or vacation credits. The Family and Medical Leave and the California Family Rights Act Leave will run concurrently as appropriate during this medical leave to the extent permitted under 2 C.C.R. Sections 11045-11046. The District will also continue providing health benefits to the employee while on pregnancy leave under the same terms and conditions as if the employee was continuously working.
Upon expiration of the approved leave, the employee will be reinstated to her former position or to a comparable one if the former position is abolished during the period of leave and the employee would otherwise not have been laid off. The comparable position is one having similar terms of pay, location, job content and promotional opportunities. Prior to the employee being reinstated, Human Resources may require a statement from the attending physician that the employee is physically capable of resuming the regular duties of her position.

Failure to return to work after the authorized leave period causes the employee to have no reinstatement rights. An employee who plans to take such a leave should give reasonable notice of the date the leave shall commence and the estimated duration of the leave.

3.4. Bereavement Leave

a. When an employee is absent from work because of the death of a member of the extended family, the employee may take up to a maximum of five (5) days of paid bereavement leave for each such incident. A maximum of eighty (80) hours per fiscal year may be used.


c. Bereavement leave as provided in this Section will not be charged to the employee’s accumulated sick leave or vacation credits.

4.5. Personal Leave of Absence

a. The General Manager may grant a personal leave of absence, paid or unpaid, of not more than two (2) calendar weeks to an employee requesting it in writing at least two (2) weeks in advance of the requested start of the leave. If circumstances prevent such advance notice, this requirement may be waived.

b. If an unusual emergency occurs which would prevent the employee from returning to work at the end of the leave, upon formal request, the General Manager may grant one (1) extension of up to two (2) calendar weeks.

5.6. Unpaid Leave

An employee who desires a leave of absence without pay, not to exceed one (1) year, shall file a written request with the department manager for approval by the General Manager or
designee stating position, title, the beginning and ending dates of the proposed leave, and reasons for such request. Leave of absence without pay may be granted for illness exceeding accumulated sick leave, child care absences exceeding pregnancy disability leave, extension of vacation time or any other reason which is deemed to be in the best interests of Mesa Water. An employee shall not be entitled to an unpaid leave as a matter of right unless mandated by law.

Leaves of absence without pay will constitute a break in employment for the purpose of determining employment status and will constitute a termination of all rights and benefits of employment except the right to reemployment as provided herein, except in cases where due process rights have attached. Vacation credits, sick leave credits, increases in salary, all other paid leaves, holidays, fringe benefits and other similar benefits will not accrue to an employee granted such leave during the period of absence. Employees who are out on FMLA leave will have access to coverage under any group medical plan under the same conditions as if the employee had been continuously employed. Upon return following an approved leave of absence, the employee will resume the status and have the rights, benefits, and accumulations thereof which the employee had on the last day preceding such leave of absence, and a new anniversary date may be adopted. Failure on the part of an employee on leave to report promptly at its expiration may be cause for disciplinary action including discharge. Employees on family medical leave without pay will be entitled to a continuation of medical benefits.
a. Job-Related Injury or Occupational Disease

An employee, who sustains a job related injury or incurs an occupational disease arising out of or during the course of employment, will be granted a leave automatically for the full period of legal temporary disability.

b. Flex Credits

If an employee is not in a paid status for more than one half (1/2) of the pay period, flex credits will not be paid for that period.

6. School Activity-Child-Related Activities Leave

Per Labor Code 230.8, any District employee who is a parent, guardian, stepparent, foster parent, or grandparent having custody of one or more children in kindergarten or grades 1 through 12 or attending a licensed day-child care facility will be allowed up to forty (40) hours each school year, not to exceed eight (8) hours in any calendar month of the school year, without pay, to participate in child-related activities of the school of their child. Employees can also use such leave to address a child care provider or school emergency. Such employee must provide reasonable advance notice of the planned absence. The employee may be required to use vacation and/or compensatory time-off to cover the absence. Mesa Water may require the employee to provide documentation from the school as verification that the employee participated in school activities on a specific date and at a particular time. If both parents, guardians or grandparents having custody, work for Mesa Water, only the first requesting employee will be entitled to leave under this provision.

7. Military Leave

Military leave will be granted in accordance with the provisions of state and federal law. An employee requesting leave for this purpose shall provide the department manager, whenever possible, with a copy of the military orders specifying the dates, site and purpose of the activity or mission. Within the limits of such orders, the department manager may determine when the leave is to be taken and may modify the employee’s work schedule to accommodate the request for leave.

8. Jury Duty Leave

Employees who perform jury duty are granted a maximum of seven (7) Business Days off without loss of pay while engaged in activities required by the court provided a Jury Summons and Proof of Service form from the court are provided to the employee’s manager/supervisor. Employees performing jury duty requiring their absence from work in excess of seven (7) Business Days will be granted a leave of absence for the duration of the duty. At the employees’ option, they may use accumulated paid vacation or compensatory time to continue to receive their regular salary. In the absence of paid vacation, the leave will be without pay, however affected employees will continue to receive other District benefits and accrue seniority as if they were working.
9. Voting

Time off work for voting in general, direct primary or presidential primary elections is in accordance with the laws of California which provide, in substance:

a. If a registered voter does not have sufficient time outside working hours in which to vote, the employee may take off enough time from work, when added to available voting time outside working hours that will enable the employee to vote. Up to two (2) hours of such time off work will be allowed before time off is deducted from the employee's pay.

b. Time off from work must be at the beginning or end of the regular work day, whichever will permit the most free time for voting and the least time off work.

c. At least two (2) days' notice in advance of the election must be given by the employee who requests time off work to vote.

10. Conditions of Leave

a. Except as otherwise provided herein, all leaves of absence will be without pay.

b. An employee who engages in outside employment, either for another employer or in self-employment, during a leave of absence may be deemed to have resigned without notice, unless such activity is expressly authorized by Mesa Water at the time the leave is granted.

c. An employee who fails to report to work upon expiration of a leave or an approved extension thereof will be deemed to have resigned without notice.

d. Employees who are absent without approval for more than three (3) consecutive regularly scheduled work days, will be deemed to have resigned without notice.

e. Mesa Water will not advance wages during an employee's waiting period for a leave or disability.

D. Insurance

Mesa Water provides a program of insurance for all eligible full-time employees and their dependents. Part-time partially benefited employees are eligible to participate in some Mesa Water benefit programs as described in the Employee Benefits Summary Handbook. Temporary employees are not covered by Mesa Water's insurance plans unless otherwise specified in their employment contracts.

Details concerning insurance benefits are contained in the Employee Benefits Summary Handbook which is issued from time to time to each eligible employee. This booklet summarizes the provisions of the Group Policy principally affecting the persons insured.
final interpretation of any specific provision in this booklet is governed by the terms of the official plan documents for each policy. Eligible employees and dependents are covered as follows:

1. Coverage of employees commences on the first day of the month following the date of hire. This is in accordance with current benefit plan requirements that may be modified.

2. Enrolled dependents are covered on the date the employee's insurance is effective or on the date an individual becomes a dependent and is enrolled, whichever is later.

3. With the exception of employees terminated for gross misconduct, employees who lose health care benefits due to termination or a change in category of employment may continue to receive coverage at their own expense through Mesa Water's group policy in accordance with provisions of the Consolidated Omnibus Budget Reconciliation Act (COBRA).

E. Retirement Plan

Mesa Water contracts with California Public Employees Retirement System (CalPERS), which provides benefits to eligible employees upon retiring and, in addition, benefits to eligible employees who become permanently disabled prior to retirement.

F. Tuition Assistance

1. Purpose

   In order to encourage full-time Mesa Water employees to develop and improve their job-related skills through continuing education, Mesa Water has established a plan of tuition assistance for employee education.

2. Eligibility

   a. To be eligible to participate, employees must have completed six-months of employment with Mesa Water.

   b. The course(s) must be approved in advance by the employee's department manager and the General Manager or designee prior to enrollment. Eligible courses must:

      (1) Relate directly to the employee’s present assignments at Mesa Water;

      (2) Not conflict with the employee’s regular work schedule, unless approved by the General Manager; and

      (3) Be given by an accredited or approved college or school which offers full credit toward a degree for such courses. Correspondence courses will be approved,
provided they are given by an accredited college which offers full credit toward a degree for such courses.

3. Reimbursement

Employees, who receive prior approval for courses or a program, continue to be employed by Mesa Water, and achieve a final grade of "C" or better will be reimbursed on a semester or course basis, whichever is applicable, at no more than the California State University rates for California residents for the cost of tuition, normal fees, and books.

G. Career Development

Employees who have completed at least one-year of service with Mesa Water may be eligible for tuition assistance for additional college courses, which while not directly related to their current job, are part of an approved degree or certificate program. Tuition reimbursement approval for these courses shall be dependent upon pre-approval by the General Manager or designee and submission of an Annual Career Development Plan, and subject to the same reimbursement rules as the Tuition Assistance program.

H. Certification and License Reimbursement

1. Many of Mesa Water's job descriptions require certification from various agencies, such as the American Water Works Association, the County of Orange, the Department of Public Health, the State of California and the Department of Motor Vehicles. To encourage employees to obtain the required certification and to promote advancement from within Mesa Water, a certification reimbursement program has been established.

2. Application fees associated with any examination taken for the first time, including all certification upgrades will be paid by the employee. The employee will be reimbursed by Mesa Water upon presenting proof of successfully passing the exam and obtaining the certification.

3. Renewal fees for certification currently held by employees will be paid by Mesa Water directly to the certifying agency. It is the employee’s responsibility to submit the certification renewal notice from the State for payment within a timely manner of receipt, as the Regulations require that renewal fees be paid at least four months before the expiration date. Mesa Water will not pay any late fees incurred by employees because of untimely submission of fee invoices to District officials for any reason.

4. Class A driver’s license fees will be paid by Mesa Water directly to the Department of Motor Vehicles. Likewise, Mesa Water will make payment directly to the physician providing the physical examination portion of the test. If an employee fails the written or driving portion of the Class A test, the employee will be required to pay any future fees for re-testing, until he/she successfully passes. If the employee fails to pass the written or driving portions of the test prior to termination of employment, the employee will be required to reimburse
Mesa Water for any fees Mesa Water had previously paid to the Department of Motor Vehicles on the employee's behalf.

5. Employees are responsible for enrolling, participating in, and tracking any/all required contact hour training to obtain and maintain the certificates or licenses required to perform their jobs. If the contact hour training is provided by Mesa Water on work time, or if Mesa Water requires an employee to attend a specific program or class, then the fees and time to attend the class will be paid by Mesa Water. Coursework obtained from accredited colleges or universities are subject to tuition assistance as provided for in Chapter VII, Section F.

6. Technical Certification Incentive Program awards an annual payment each December to Supervisory/Confidential employees who hold one or more current and valid certification(s), issued by the California Department of Public Health (DPH) and/or American Water Works Association (AWWA), at a rate of $100 for each certification level above the minimum required in their job specification. Where the employee’s job specification does not indicate a minimum certification level, the maximum annual payment will be $100 per DPH or AWWA certificate held.

   In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Technical Certification Incentive Program and Professional Certification Incentive Program pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(2) Educational Pay, Educational Incentive.

7. Professional Certification Incentive Program (PCIP) awards a $500 one-time payment to a Management or Supervisory/Confidential employee who, while employed by Mesa Water, completes an educational course of study or program resulting in a college degree or relevant professional certification, which was approved in advance for the PCIP by Mesa Water’s General Manager.

   In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571), the monetary value of Technical Certification Incentive Program and Professional Certification Incentive Program pay shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(2) Educational Pay, Educational Incentive.

I. Uniforms

All employees who are provided with uniforms, or receive an annual allowance for safety boots, are required to wear them at all times on the job. Uniforms and safety boots must be clean and in good condition.

   In compliance with the California Public Employees’ Retirement System (CalPERS) regulations and definition of Special Compensation (2 CCR Section 571) FOR CLASSIC MEMBERS ONLY as defined by the Public Employees’ Pension Act of 2013, the monetary value of the
rental and maintenance of the required uniforms shall be reported to CalPERS as Special Compensation as described in Title 2 CCR, Section 571(a)(5) Statutory Items, Uniform Allowance.

J. Service Awards

Upon completion of one (1) year and each five (5) year segment of service, employees are presented an appropriate service award by Mesa Water. For calculating years of service, the total number of years worked are counted regardless if a break in service occurs.
VIII. LAYOFF AND RECALL

A. Layoff

1. In the event a reduction in Mesa Water’s labor force becomes necessary, Mesa Water will determine employees who are to be laid off, with consideration given to work needs, work performance and length of continuous employment.

2. Mesa Water will first determine the classifications from which employees subject to layoff will be drawn. All employees in the selected classifications will be subject to layoff, except employees who have special or unique skills essential to District operations. Part-time, temporary and new probationary employees in classifications from which positions are to be eliminated will be subject to layoff or termination prior to regular employees.

3. Work performance will be the primary determinant of the order of layoff among employees subject to layoff. Employees whose performance is the least satisfactory will be laid off first. Among employees whose work performance is relatively equal, those employees with less continuous employment will be laid off first. Performance will be determined by a review of the employee’s last performance evaluation and disciplinary actions, if any, during the last two (2) years.

B. Displacement/Bumping Rights

Regular employees who have been designated for layoff but have held regular status in a lower level classification within the same classification series or department may displace employees in the lower classification provided the employee displacing has greater classification length of service than the incumbent being bumped. The employee bumping must also have a satisfactory or better rating on the last performance evaluation. If an employee in the higher classification has not held status in a lower classification or does not meet the qualifications of the lower classification, then no displacement options will become available to that individual.

C. Reemployment List

1. Regular employees who have received a “meets standards” or better performance evaluation for all of the twelve (12) months prior to layoff, have completed their probationary period, have not been denied a merit increase during the twelve (12) months prior to layoff, and who have been laid off will be placed on a reemployment list for the classification from which they were laid off.

2. Employees laid off for a continuous period in excess of one (1) year shall no longer be eligible for recall, and their names shall be removed from the reemployment list. However, an employee may request that his/her name be retained on the list for an additional year if the request is received prior to the end of the one (1) year period.
D. Recall

1. When new jobs are created or vacancies occur, Human Resources will determine whether there are employees on the reemployment list or employees who have been given notice of intended layoff and who are qualified to fill such jobs. For purposes of this section, “qualified” is defined as an employee who held a regular position with Mesa Water at the time of layoff, has received a “meets standards” or better performance evaluation for all of the twelve (12) months prior to the layoff or to receiving a notice of intended layoff, has not been denied a merit increase during the twelve (12) months prior to layoff and meets all of the minimum requirements for the new or vacant position. In cases where there is no current performance evaluation on file, the most recent performance evaluation will be used.

2. Employees on the reemployment list are eligible to be recalled in reverse order of layoff, first, to a position in the class from which they were laid off. If no vacancies occur in their former class, and if they are qualified, they are eligible for recall to another position in a lower class.

3. An employee who is offered and refuses to accept a position in the class from which laid off, will lose all reemployment rights under these rules.
IX. SAFETY

A. The provisions of Mesa Water District's Safety Policies and Injury and Illness Prevention Program (Mesa Water’s Policy HSE-019) are adopted by reference and made part of Mesa Water's Employee Rules & Regulations. Upon employment, employees are given a copy of Mesa Water's Injury and Illness Prevention Program document, made aware of the Safety Policies and are required to comply with their provisions. Attendance at Mesa Water's safety meetings is mandatory unless otherwise approved by the appropriate department manager.

B. Employees are required to conform to District policies governing the operation of District vehicles and use of private vehicles for District business (Mesa Water District's Policy DM-013).
X. PERFORMANCE EVALUATIONS

A. Evaluation Process

Performance evaluation is an on-going process assessing individual employee performance as to such job related factors of quantity and quality of work, ability, reliability, attendance and other work related areas. An employee must give satisfactory performance and meet expected standards to be eligible for a merit increase or promotion. Deficiencies in performance by an employee may result in a decrease in salary, suspension, demotion or dismissal.

Department managers shall periodically rate the performance of each employee; provided, however, that the department managers may delegate the responsibility for rating the performance of specified employees in their departments to that employee’s supervisor. Interim reports may be completed as necessary when changes in work performance occur. Each employee will be informed in such reports of strengths and weaknesses. The employee shall sign the report to acknowledge its contents. The employee will have the opportunity to respond to the performance evaluation within five (5) Business Days unless the department manager grants an extension. The performance reports will not be subject to any grievance and/or appeal procedure.

B. Problem Solving Process

While performance evaluations are not subject to grievance, Mesa Water provides for a problem-solving process to assure open lines of communication between employees and their supervisors, preferably at the lowest possible level within the department.

The problem solving process includes the following steps:

1. An employee who disagrees with the performance evaluation may request a follow-up or second meeting with the evaluator for the purpose of providing additional information and requesting a modification. The employee must request the meeting, in writing, within five (5) Business Days of the date the employee received the evaluation. The evaluator will make a reasonable effort to schedule such a meeting within five (5) Business Days of the request. The employee may bring another employee for support at their option, but this individual may not serve as an advocate or an employee representative at this meeting. The name of the additional employee shall be provided to the evaluator in the written request for the meeting.

The employee and the evaluator shall meet in a spirit of cooperation and attempt to resolve any disagreements or questions. The evaluator may provide a written response to the employee within ten (10) Business Days of the meeting. This additional time may be necessary to research, process new/additional information and prepare a response. A copy of the above-referenced correspondence will be placed, along with the evaluation, in the employee’s personnel file.
2. An employee, who is not satisfied with the written response from the evaluator, may request a meeting with the General Manager or designee to present the same information. Such request shall be made, in writing, within five (5) Business Days of receipt of the response from the evaluator. Every reasonable effort will be made to schedule a meeting within ten (10) Business Days of the request. The employee may bring another employee for support at their option, but this individual may not serve as an advocate or an employee representative at this meeting. The name of the additional employee shall be provided to the General Manager in the written request.

The employee and the General Manager shall meet in a spirit of cooperation and attempt to resolve any disagreements or questions. The General Manager may provide a written response to the employee within ten (10) Business Days of the meeting. This additional time may be necessary to research, process new/additional information and prepare a response. A copy of the above-referenced correspondence will be placed, along with the evaluation, in the employee’s personnel file.

The decision of the General Manager shall be final.

NOTE: As permitted by the Employee Rules and Regulations, Chapter X. Performance Evaluations, an employee shall have the right to submit a written response to the evaluation. If the problem-solving process is utilized, the time frame to submit this rebuttal/response may be increased from five (5) Business Days to an amount of time not to exceed thirty (30) days from the date the employee received the performance evaluation.
XI. GRIEVANCE PROCEDURE

A. Purpose

A grievance procedure has been established for the following purposes:

1. To promote improved employer/employee relations by establishing an appropriate means for determining the validity of grievances; i.e., Mesa Water has violated, misinterpreted or misapplied an obligation to the employee as such obligation is expressed and written in Mesa Water's Employee Rules and Regulations.

2. To provide a method of resolving such claims as closely as possible to the point of origin and as informally as possible.

3. To encourage communications between supervisors and employees.

B. Grievance Procedure Steps

1. Step One: Supervisor

An employee who has a grievance shall first discuss it informally with the immediate supervisor within five (5) Business Days after the employee knew or in the exercise of reasonable diligence should have known of the occurrence of the cause for grievance.

2. Step Two: Department Manager

If the grievance is not resolved within two (2) Business days after its submission in Step One, the employee may submit the grievance in writing to the department manager within five (5) Business Days thereafter. The department manager or designee will meet with the employee within two (2) Business Days after submission of the grievance and will deliver an answer in writing to the employee within two (2) Business Days after such meeting. At this and all subsequent steps in the grievance procedure, the employee has the right and option to present their grievance with or without a representative.

3. Step Three: General Manager

If the grievance is not resolved in Step Two, the employee may submit it in writing to the General Manager within five (5) Business Days after the department manager's answer is received. The General Manager or designee will meet with the employee within five (5) Business Days after receiving the grievance and will deliver an answer to the employee in writing within five (5) Business Days after such meeting. The decision of the General Manager shall be final. If the General Manager is directly involved in the incident, the grievance shall be heard by a neutral third party.
C. General Provisions

1. Upon receiving an employee request, the General Manager or designee may approve the use of regular working hours for an employee to meet with a representative to prepare and present the grievance, otherwise such meeting must be held off the job.

2. If appeal is not made within the time limits indicated, the grievance will be considered to be settled on the basis of the last decision rendered. Any grievance not responded to within the prescribed time limits shown will automatically advance to the next step unless the time limit is extended by mutual agreement.

3. If the grievance is of a sexual harassment nature, the complaint procedure in the Non-Discrimination/Harassment, and/or Policy and Complaint Procedure should be followed (Mesa Water District’s Policy DM-012).

4. Employees are assured freedom from reprisal for using the grievance procedure.
XII. DISCIPLINARY ACTION

A. Cause for Disciplinary Action

It is intended that discipline be imposed primarily for corrective purposes and to address deficiencies in work performance. The following is a non-exclusive list of the more common causes for disciplinary action:

1. Action or inaction contrary to the personnel system, Employee Rules and Regulations and policies of Mesa Water District;
2. Inefficiency or incompetence;
3. Willful disobedience or insubordination;
4. Dishonesty;
5. Possession, distribution, sale, use, or being under the influence of alcohol or illegal drugs or narcotics while on duty or while operating a District vehicle or other potentially dangerous equipment;
6. Discourteous treatment of other employees or the public, or abuse of the employee's position in dealing with other employees or the public;
7. Conviction of a felony or misdemeanor where the type of crime is related to their employment;
8. Absence without approved leave;
9. Neglect of duty;
10. Failure to follow safe working practices or failure to promptly report an injury;
11. Disruptive, disorderly, or unfavorable conduct;
12. Mental or physical incapacity to perform duties, and if disabled are unable to be reasonably accommodated, or present a direct threat to the health and/or safety of self or of others;
13. Excessive absenteeism or tardiness;
14. Workplace violence or credible threats of violence;
15. Damage to, misappropriation or waste of public equipment, property, supplies, or other District resources due to negligence or willful acts;
16. Fraud in securing employment or making a false statement on an application for employment;

17. Abuse of sick leave, i.e., taking sick leave without a doctor’s certificate when one is required, or misuse of sick leave;

18. An egregious act or pattern of poor professional judgment causing harm to Mesa Water; or

19. Other conduct not consistent with the employee’s status as an employee of Mesa Water.

These reasons are indicative and not restrictive and discipline may be based on reasons other than those specifically mentioned above.

B. Kinds of Disciplinary Action

The following disciplinary action may be taken against any employee either by the General Manager or designee:

1. Oral or Written Warning

2. Written Reprimand

3. Suspension: An involuntary absence with or without pay

4. Reduction in Pay, temporary or permanent

5. Demotion: Movement from a position in one class to a position in another class having a lower salary range affected for disciplinary purposes.

6. Dismissal: Discharge from employment with Mesa Water

C. Notification of Proposed Disciplinary Action

Employees having “for cause” rights are entitled to the following procedure before disciplinary action which results in the loss of salary or benefits are implemented:

1. The employee receives a preliminary written notice of the proposed action stating the date it is intended to become effective and the specific grounds and particular facts upon which the proposed action is based.

2. Along with this notice, the employee is provided with any known written materials, reports or documents upon which the action is based.

3. The employee is notified of and has the right to respond informally, either orally, in writing or both, to the proposed charges within a reasonable time. (A copy of the notice will be sent to the General Manager.)
D. Administrative Review

All employees, with the exception of management, probationary, limited term, part-time and temporary employees shall have the right to an Administrative Review of a disciplinary suspension, salary reduction, demotion or dismissal. Such review will be conducted by the General Manager or designee prior to the effective date of the disciplinary action unless unusual circumstances justify an effective date which makes prior review unfeasible. In this event, the review will be conducted within a reasonable period of time after the effective date of the disciplinary action. The employee will be provided copies of materials supportive of the disciplinary action and, if requested, permitted to appear personally before the reviewing officer. The employee will be informed of the decision of the Administrative Review with a final notice of discipline. An Administrative Review will not affect any rights the employee may have under provisions of the Grievance Procedure.

E. Hearing Officer Proceeding

All employees, with the exception of management, probationary, limited term, part-time and temporary employees shall have the right to appeal from a final notice of discipline. The employee must submit the appeal in writing to the Administrative Services Manager, who will forward the appeal to a designated hearing officer. The hearing officer will present his findings in the form of a recommendation to the General Manager, who will make a final decision. The request for an appeal in front of a Hearing Officer must be received no later than 5 calendar days from the date of the final notice of discipline.

Date and Time of the Appeal Hearing – The Hearing Officer will set a date for an appeal hearing within a reasonable time after receipt of a timely written request for appeal. An employee who, having filed a timely request for appeal, has been notified of the time and place of the appeal hearing, and who fails to appear personally at the hearing, may be deemed to have abandoned his or her appeal. In such a case, the Hearing Officer may dismiss the appeal.

Identification of Issues, Witnesses and Evidence – No later than 10 days prior to the appeal hearing, each party will provide the other and the Hearing Officer a statement of the issues to be decided, a list of all witnesses to be called (except rebuttal witnesses), a brief summary of the subject matter of the testimony of each witness, and a copy of all evidence (except rebuttal evidence) to be submitted at the hearing. The District will use numbers to identify its evidence; the employee shall use alphabet letters. Neither party will be permitted to call any witness during the hearing who has not been identified pursuant to this section, nor use any exhibit not provided pursuant to this section, unless that party can show that they could not have reasonably anticipated the need for the witness or exhibit. The Hearing officer will state at the beginning of the hearing the decision as to the precise issue(s) to be decided.
Procedures – The Hearing Officer will explain the procedure that is to be followed including:

1. All disciplinary hearings may, at the discretion of the parties, be either recorded by a court reporter or tape recorded. Any party who requests a transcript of the proceedings must pay for his/her/its own copy of a transcript.

2. Witnesses shall be excluded from the room until their own testimony has been completed and they are released from any possibility of being recalled as witnesses from the current or future proceeding.

3. The Hearing Officer will administer an oath or affirmation to all witnesses.

Each party shall have the right to the following: To call and examine witnesses, present exhibits, introduce exhibits, cross-examine opposing witnesses on any matter relevant to the issues even if that matter was not covered in the direct examination, impeach any witness regardless of which party first called the witness to testify and rebut the evidence against the witness. If the employee does not testify in his/her own behalf, the employee may be called and examined as if under cross-examination.

Exhibits – Documents offered as exhibits are subject to objection by the other side. The Hearing Officer will rule upon objections to documents. The Hearing Officer will also determine when a document will be received as an exhibit. The other party, the Hearing Officer, and the witness shall be presented a copy of an exhibit, if offered.

Conduct of the Hearing – The hearing need not be conducted according to technical rules relating to evidence and witnesses. Any relevant evidence shall be admitted if it is the sort of evidence on which responsible persons are accustomed to rely in the conduct of serious affairs, regardless of the existence of any common law or statutory rule, which might have made improper the admission of such evidence over objection in civil actions. Hearsay evidence may be used for the purpose of supplementing or explaining any direct evidence, but shall not be sufficient in and of itself to support a finding. The rules dealing with privileges shall be effective to the same extent that they are now or hereafter may be recognized in civil actions.

After witnesses and documents have been presented, the Hearing Officer will declare that the receipt of evidence is concluded and the Hearing Officer is ready to proceed with summary and argument of the parties.

Burden of Proof at the Hearing – The District has the burden of proof by a preponderance of the evidence.

Hearing Demeanor and Behavior – All parties and their attorneys or representatives shall not, by written submission or oral presentation, disparage the intelligence, ethics, morals, integrity or personal behavior of their adversaries or the Hearing Officer.
Presentation of the Case – The parties will address their remarks, evidence, and objections, to the Hearing Officer. The Hearing Officer may terminate argument at any time and issue a ruling regarding an objection or any other matter. The Hearing Officer may alter the order of witnesses, limit redundant or irrelevant testimony, or directly question the witness. The hearing shall proceed in the following order unless the Hearing Officer directs otherwise:

1. The District shall be permitted to make an opening statement.

2. The employee shall be permitted to make an opening statement.

3. The District shall produce its evidence.

4. The employee shall produce his or her evidence.

5. The District, followed by the employee, may offer rebuttal evidence.

6. Closing arguments of no more than 20 minutes shall be permitted at the discretion of the Hearing Officer. The District shall have the right to argue first, the employee may argue second, and the District may reserve a portion of its argument time for rebuttal.

Written Briefs by the Parties – The Hearing Officer or the parties may request the submission of written briefs. The Hearing Officer will determine whether to allow written briefs, the deadline for submitting briefs, and the page limit for briefs.

Findings – The Hearing Officer shall render a statement of findings and recommendation to the General Manager within 14 days after the hearing has been completed and the briefs, if any, have been submitted. The decision of the General Manager is final.

Proof of Service of the Written Findings and Decision – The General Manager shall send his/her final statement of written findings and decision, along with a proof of service of mailing, to each of the parties and to each of the parties’ representatives.

Statute of Limitations – The General Manager’s written findings and decision is final. There is no process for reconsideration. Pursuant to Code of Civil Procedure Section 1094.6, the parties have 90 days from the date of the proof of service of mailing of the written findings and decision to appeal the decision to the Superior Court in and for the County of Orange.

F. Record of Disciplinary Action

Written Warnings, as set forth in Section B., which have been included in an employee's personnel file for one (1) year or more may be destroyed, upon request of the employee, provided that during the period since the issuance of such warning(s), the employee's conduct and job performance has been satisfactory.
XIII. EMPLOYEE RIGHTS

A. Employee Rights

Mesa Water and the Mesa Water District Employees Association (MWDEA), associated with the Orange County Employees Association (OCEA), recognize the rights of unit members to form, join, and participate in the activities of the employee organization for the purpose of representation on all matters of employer-employee relations. The scope of representation shall include all matters relating to employment conditions and employer-employee relations including, but not limited to, wages, hours and other terms and conditions of employment. (GC Sections 3502, 3504).

B. Payroll Deductions

1. Membership dues and authorized health insurance premiums of MWDEA/OCEA members in the Represented Unit shall be deducted from employee's pay on the regular pay cycle provided Mesa Water has proof of their membership in the MWDEA/OCEA. Mesa Water shall transmit the dues and the premiums after the pay date, in accordance with the regular accounting/payroll process. In the event of a payroll delay from the outside vendor, Mesa Water will advise the organization and seek to remedy the problem as soon as practicable.

2. Mesa Water will notify MWDEA/OCEA by e-mail of the separation of members in the Represented Unit in a timely manner after they have completed their termination paperwork.

3. OCEA shall notify Mesa Water, in writing, as to the amount of dues deduction required prior to commencing the payroll deduction. In addition, should there be any change in the amount, responsibility for notifying employees and Mesa Water will be that of the employee organization.

C. Employee Information Listing

Upon request, Mesa Water will provide OCEA with a listing of current employees who are in classifications represented by the Unit. This shall include the employees’ names, job classifications, salary ranges and steps.

D. Bulletin Boards

Space on bulletin boards in the employee lunchrooms of both District buildings shall be made available to OCEA/MWDEA for the exclusive use of the Association. Such use shall not interfere with the operation of Mesa Water, nor shall any information be posted that is derogatory to District Board or management, employees or ratepayers. Posted notices shall be dated and signed or initialed by the authorized representatives of OCEA and/or MWDEA responsible for their issuance. Stale notices shall be removed.
XIV. EMPLOYEE REPRESENTATION

A. Grievance Representation

An employee of Mesa Water District may choose to be his/her own representative or may be represented by MWDEA/OCEA in the problem-solving (grievance) procedure.

B. Authorized Problem-Solving Representatives

Authorized problem-solving (grievance) representatives will be regular employees in the same Representation Unit at Mesa Water District, who are members of the MWDEA and designated by OCEA to be representatives in the process. They shall have at least satisfactory performance evaluations and attendance and be knowledgeable about the duties of the affected employee who is being represented.

Once each quarter, OCEA shall send to Mesa Water a notice in writing listing those representatives who have received training in representing employees and are authorized by OCEA to do so on behalf of the organizations.

C. Number of Representatives

Representation at the informal and first steps of the problem-solving (grievance) procedure shall be limited to one (1) authorized representative. OCEA staff representatives may represent the employee at subsequent steps, and may be assisted by the employee representative.

D. OCEA Attendance

If an employee chooses not to be represented by OCEA, OCEA staff may request that Mesa Water permit them to be present at meetings above Step 1 of the grievance procedure. However, the purpose would be solely to protect its duty of fair representation and not to comment on the substance of the grievance itself.

E. Time-Off

Reasonable time off without loss of pay will be given to an employee and an authorized representative for the following purposes: to meet to prepare and/or resolve a grievance, to conduct relevant research on the potential grievance issues or to attend an appeal hearing. Advance approval for release time shall be obtained from the appropriate department manager.

F. Requirements of Time-Off

The following requirements shall apply, at all times:

1. The grievant and one authorized representative shall obtain permission for the time
needed to meet, if during the regular scheduled work hours and define the location of the meeting.

2. They shall make effective use of the release time from work and if there is any question regarding the appropriateness of the use of time, the representatives will respond to the General Manager or designee on the matter.

3. While the work time off shall not be disruptive to the work of the unit or interfere with the work, Mesa Water’s management will make an effort to cooperate with a reasonable request, so long as it is made in advance.

G. Good Faith Effort

Both parties agree that this article shall be applied in good faith, with the mutual goal of assuring good communication and effective resolution of problems.
RECOMMENDATION

Recommend that the Board of Directors approve the selection of Ralph Andersen & Associates to perform a classification and compensation study in an amount not to exceed $55,910.

STRATEGIC PLAN

Goal #5: Attract and retain skilled employees.

PRIOR BOARD ACTION/DISCUSSION

The Board of Directors previously adopted a four-year contract (January 1, 2014 through December 31, 2017) with Orange County Employees Association (OCEA). The contract terms included the requirement that:

Classification and Compensation Study: Mesa Water® will schedule and endeavor to complete a Classification and Compensation Study by December 31, 2016 with the Study results to be implemented effective the first full pay period following January 1, 2017. The salary target will be median plus 8.5% and the Mesa Water® Board of Directors shall determine implementation of the Classification and Compensation Study results. No salaries will be reduced as a result of the Classification and Compensation Study.

DISCUSSION

On February 29, 2016, Mesa Water® distributed a Request for Proposal to 9 firms. Mesa Water® received proposals by the April 8, 2016 deadline from three firms: Gallagher Benefits Services, Koff & Associates, and Ralph Andersen & Associates. Several firms let staff know that they were unable to propose due to conflict timelines for other projects.

Each of the proposals were reviewed and scored separately by five members of a selection committee composed of Human Resources, an employee representative from OCEA, the Supervisory/Confidential employee unit, as well as one outside expert – the Human Resources and Risk Manager from a local water district.

Based on the proposal ratings of the selection committee two firms were selected for interviews: Ralph Andersen & Associates, and Koff & Associates.
On April 21, 2016, the selection committee interviewed the two firms to evaluate their qualifications and depth of experience in comparable work. Below is a summary of the selection process results:

<table>
<thead>
<tr>
<th>Finalist Interviewed on 4/21/16</th>
<th>RANK</th>
<th>RATING</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ralph Andersen &amp; Associates</td>
<td>1</td>
<td>4.6</td>
<td>$55,910</td>
</tr>
<tr>
<td>Koff &amp; Associates</td>
<td>2</td>
<td>3.9</td>
<td>$55,250</td>
</tr>
</tbody>
</table>

While each of the consultants provided a qualified approach, the selection committee ranked Ralph Andersen & Associates as the top choice based on their understanding of the scope of work, firm and staff qualifications, and comprehensiveness of the proposal.

FINANCIAL IMPACT

$100,000 is budgeted for the Classification & Compensation Study in fiscal year 2016; no funds have been spent to date.

ATTACHMENTS

Attachment A: Ralph Andersen & Associates Proposal
Attachment B: Koff & Associates Proposal
Proposal to Conduct a Classification and Compensation Consulting Study for Mesa Water District

Submitted: April 5, 2016
Ralph Andersen & Associates
Name of Business/Company:
Ralph Andersen & Associates

Business/Company Address:
5800 Stanford Ranch Road, Suite 410
Rocklin, California 95765

Telephone Number(s):
(916) 630-4900
(916) 630-4900 fax

E-mail Address:
info@ralphandersen.com
Doug@ralphandersen.com (Project Manager)

Website Address:
www.ralphandersen.com

Federal Tax ID Number:
94-2299383

Type of Business – (Sole Proprietorship; Partnership; Corporation; or Other (Explain):
California Corporation

Number of Years in Business:
44 years

Name, title, telephone number and, if different, address of person(s) authorized to represent business entity:
Doug Johnson, Vice President
(916) 630-4900 ext. 121

Name, title, telephone number and, if different, address of person(s) authorized to sign contracts for the business entity:
Heather Renschler, President/CEO
(916) 630-4900 ext. 118

Robert Burg, Executive Vice President
(916) 630-4900 ext. 116

Certificate of Insurance showing a minimum of $1 M in Professional Liability (not included in page count).
See Copy of Certificate of Insurance on the following pages.
**CERTIFICATE OF LIABILITY INSURANCE**

**DATE (MM/DD/YYYY):** 01/27/2016

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFER NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

**PRODUCER**
(916) 387-6800 (888) 250-8403
Ice Insurance Agency
813 F Street, 2nd Floor
Sacramento, CA 95814

**INSURED**
Ralph Andersen & Associates
5800 Stanford Ranch Rd., #400
Rocklin, CA 95765

**INSURER(S) AFFORDING COVERAGE**

<table>
<thead>
<tr>
<th>NAIC #</th>
<th>INSURER</th>
</tr>
</thead>
<tbody>
<tr>
<td>18056</td>
<td>Philadelphia Indemnity Insurance Company</td>
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<tr>
<td>22357</td>
<td>Hartford Accident &amp; Indemnity Company</td>
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**COVERAGES**

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<tr>
<th>TYPE OF INSURANCE</th>
<th>POLICY NUMBER</th>
<th>POLICY EFF (MM/DD/YYYY)</th>
<th>POLICY EXP (MM/DD/YYYY)</th>
<th>LIMITS</th>
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<td>01/01/2016</td>
<td>11/10/2016</td>
<td>EACH OCCURRENCE $1,000,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DAMAGE TO RENTED PREMISES (EA occurrence) $100,000</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>MED EXP (Any one person) $5,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>PERSONAL &amp; ADV INJURY $1,000,000</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>GENERAL AGGREGATE $3,000,000</td>
</tr>
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<td></td>
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<td>PRODUCTS - COMPOD AGG $3,000,000</td>
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<td>AUTOMOBILE LIABILITY</td>
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<td>BODILY INJURY (Per accident) $</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>PROPERTY DAMAGE (Per accident) $</td>
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<td></td>
<td></td>
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<td>$2,000,000 Aggregate</td>
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<td>UMBRELLA LIABILITY</td>
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<td>01/10/2016</td>
<td>11/10/2016</td>
<td>EACH OCCURRENCE $1,000,000</td>
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<td></td>
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<td>AGGREGATE $1,000,000</td>
</tr>
<tr>
<td>WORKERS COMPENSATION AND EMPLOYERS’ LIABILITY</td>
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<td>10/20/2015</td>
<td>10/20/2016</td>
<td>E.L. EACH ACCIDENT $1,000,000</td>
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<td>E.L. DISEASE - EA EMPLOYEES $1,000,000</td>
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<td>E.L. DISEASE - POLICY LIMIT $1,000,000</td>
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<td>ERRORS AND OMISSIONS</td>
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<td>11/10/2016</td>
<td>$2,000,000 Per Occurrence</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,000,000 Aggregate</td>
</tr>
</tbody>
</table>

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES**

, and its appointed and elected officials, officers, agents and employees

**CERTIFICATE HOLDER**

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

Authorized Representative

© 1988-2010 ACORD CORPORATION. All rights reserved.
THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BUSINESSOWNERS POLICY-ELITE ENHANCEMENT

This endorsement modifies insurance provided under the following:

BUSINESSOWNERS LIABILITY COVERAGE FORM
BUSINESSOWNERS SPECIAL PROPERTY COVERAGE FORM

It is understood and agreed that the following extensions only apply in the event that no other specific coverage for the indicated loss exposures are provided under this policy. If such specific coverage applies, the terms, conditions and limits of that coverage are the sole and exclusive coverage applicable under this policy.

Throughout this endorsement the words “you” and “your” refer to the Named Insured shown in the Declarations. The words “we”, “us” and “our” refer to the Company providing this insurance.

Part 1: Property Coverage Enhancements:

The following amendments are a part of the BUSINESSOWNERS SPECIAL PROPERTY COVERAGE FORM:

1. Increased Glass Limits

   Section A. Coverage, item 4.b. is replaced by:

   b. With respect to glass (other than glass building blocks) that is part of the interior of a building or structure, or part of an outdoor sign, we will not pay more than $3,000 for the total of all loss or damage in any one occurrence. This Limitation does not apply to loss or damage by the “specified causes of loss”, except vandalism.

2. Increased Fire Department Service Charge

   Section A. Coverage, item 5.c. is replaced by:

   c. Fire Department Service Charge
      When the fire department is called to save or protect Covered Property from a Covered Cause of Loss, we will pay up to $3,000 for your liability for fire department service charges:
      (1) Assumed by contract or agreement prior to loss; or
      (2) Required by local ordinance.

3. Reduced Waiting Period and Longer Duration for Civil Authority Coverage

   Section A. Coverage, item 5.i. is replaced by:

   i. Civil Authority
      We will pay for the actual loss of Business Income you sustain and necessary Extra Expense caused by action of civil authority that prohibits access to the described premises due to direct physical loss of or damage to property, other than at the described premises, caused by or resulting from any Covered Cause of Loss. The coverage for Business Income will begin 48 hours after the time of that action and will apply for a period of up to three consecutive weeks after coverage begins.
The coverage for necessary Extra Expense will begin immediately after the time of that action and ends:

(1) 5 consecutive weeks after the time of that action; or
(2) When your Business Income coverage ends; whichever is later.

The definitions of Business Income and Extra Expense contained in the Business Income and Extra Expense Additional Coverages also apply to this Civil Authority Additional Coverage. The Civil Authority Additional Coverage is not subject to the Limits of Insurance.

4. Broadened Personal Property Coverage

Section A. Coverage, item 1.b., the first paragraph is replaced by:

b. Personal Property located in or on the buildings at the described premises or in the open (or in a vehicle) within 1,250 feet of the described premises, including:

5. Increased limits for Personal Property Off Premises

Section A. Coverage, item 6.b. is replaced by:

b. Personal Property Off Premises
You may extend the insurance that applies to Business Personal Property to apply to covered Business Personal Property, other than “money” and “securities”, “valuable papers and records” or accounts receivable, while it is in the course of transit or temporarily at a premises you do not own, lease or operate. The most we will pay for loss or damage under this Extension is $10,000.

6. Increased limits for Outdoor Property

Section A. Coverage, item 6.c. is replaced by:

c. Outdoor Property
You may extend the insurance provided by this policy to apply to your outdoor fences, radio and television antennas (including satellite dishes), signs (other than signs attached to buildings), trees, shrubs and plants, including debris removal expense, caused by or resulting from any of the following causes of loss:

(1) Fire;
(2) Lightning;
(3) Explosion;
(4) Riot or Civil Commotion; or
(5) Aircraft.

The most we will pay for loss or damage under this Extension is $5,000, but not more than $1,000 for any one tree, shrub or plant.

7. Fire Extinguisher Recharge

Section A. Coverage, item 6. Coverage Extensions will also include:

You may extend the insurance provided by this coverage form to cover expenses you incur to recharge portable fire extinguishers, dry chemical, carbon dioxide, or liquid automatic fire extinguishing systems and the cost of resetting automatic fuel shut-off connections, if any of the above are discharged to fight a fire or are discharged due to a mechanical malfunction.

The most we will pay for loss or damage under this extension is $3,000.
8. **Business Income Enhancement**

Section A. Coverage, item 5. Additional Coverages, section f. Business Income is amended as follows:

The reference to “60 days” as the limitation on payroll expenses is replaced by “365 days.”

9. **Lock Replacement**

Section A. Coverage, item 6. Coverage Extensions will also include:

You may extend the insurance provided by this coverage form to cover necessary expense to repair or replace exterior or interior door locks of a covered building:

a) If your door keys are stolen in a covered theft loss; or
b) When your property is damaged and your door keys are stolen by the burglars.

The most we will pay under this extension of $250 for any one occurrence.

10. **Removal of Sewer Backup Exclusion**

Section B. Exclusions, item g(3) is amended to include:

Backups of sewers will not be excluded, but the most we will pay for such losses is $500 in the policy period.

**Part 2: Liability Coverage Enhancements:**

The following amendments are a part of the BUSINESSOWNERS LIABILITY COVERAGE FORM:

1. **Medical Payments**

If Medical Payments Coverage (Coverage A.2.) is not otherwise excluded from this Coverage Part: The Medical Expense Limit is changed subject to all the terms of Limits Of Insurance (Section D) to the greater of:

   a. $10,000; or
   b. The Medical Expense Limit shown in the Declarations of this Coverage Part.

2. **Supplementary Payments**

In the Supplementary Payments – (Coverage A.1.d.):

1. The limit for the cost of bail bonds (item (2)) is changed from $250 to $500; and
2. The limit for loss of earnings (item (4)) is changed from $250 a day to $500 a day.

3. **Blanket Additional Insureds**

Who is An Insured (Section C) is amended to include the following, but only for liability arising out of the negligence of the Named Insured:

Each of the following is also an Insured:

   a. any Contractor, including contracting governmental entities, who hires you as their subcontractor;
   b. any person or organization who has an ownership interest in you;
   c. any lessor of leased equipment, who rents equipment to you, but only with respect to liability arising out of the maintenance, operation, or use by you, provided however that this...
item c. will not apply to (1) any occurrence which takes place after the equipment lease expires; or (2) “Bodily Injury” or “Property Damage” arising out of the negligence of the lessor or contractor engaged to operate the leased equipment; and
d. any owner, mortgagor, lessor, landlord, condominium association or manager of a premises leased by you, but only for “occurrences” that take place while you occupy the premises, provided however that this item d. will not apply to structural alterations, new construction, or demolition operations; and

With regard to parties applicable under items a. through d. above, the Insurer and the Named Insured agree to waive rights of recovery, as provided within the policy.

Nothing contained in this section C. shall serve to nullify matters excluded under section B. of the policy.

4. Bodily Injury - Mental Anguish

The definition of “bodily injury” is changed to read:

“Bodily Injury”:
a. Means bodily injury, sickness or disease sustained by a person, and includes mental anguish resulting from any of these; and
b. Except for mental anguish, includes death resulting from the foregoing (item a. above) at any time.

5. Liberalization

If we revise this endorsement to provide more coverage without additional premium charge, we will automatically provide the additional coverage to all endorsement holders as of the day the revision is effective in your state.

6. Employee Indemnification Defense Coverage

Under SUPPLEMENTARY PAYMENTS – COVERAGES A.1.d., the following is added:

(8) We will pay on your behalf defense costs incurred by an “employee” in a criminal proceeding, provided, however that you must have a prior written agreement with such “employee” whereby you agree to indemnify the “employee” for such defense costs, and the agreement includes a provision for repayment of defense costs in the event of an adverse judgment. The most we will pay for any "employee" who is alleged to be directly involved in a criminal proceeding is $2,500 regardless of the number of employees, claims or "suits" brought or persons or organizations making claims or bringing "suits."

7. Amendment of Aggregate Limit

SECTION D.4. – Aggregate Limits, item B is replaced by:

b. All other injury or damage, including medical expenses, arising from all "occurrences" during the policy period is three times the Liability and Medical Expenses limit. This limitation does not apply to "property damage" to premises while rented to you or temporarily occupied by you with permission of the owner, arising out of fire or explosion.

8. Amendment to Watercraft Exclusion

Part B- Exclusions, item g.(2)(a) is amended by the following:

The phrase “less than 26 feet” is replaced by “less than 51 feet.”
**Part 3: Amendment of Conditions:**

1. Other provisions of the policy notwithstanding, this policy will be primary for all losses covered herein, and the existence of other insurance will not serve to reduce our obligation.

2. You will have the right to waive our rights of recovery prior to a loss with respect to any party. This must be done in writing to affect our rights.
April 5, 2016

Shelly L. Cisneros
Senior Human Resources Analyst
Mesa Water District
1965 Placentia Avenue
Costa Mesa, California 92627

Dear Ms. Cisneros:

We are pleased to submit one original and eight copies and one electronic version of our proposal to conduct a Classification and Compensation Study for 50 employees currently allocated to 37 job classifications. To facilitate your review, the proposal includes the following:

- **Firm Qualification and Experience** – A summary of the firm, including our history and the services we provide.
- **References** – References for the project team.
- **Staff Experience and Availability** – A list of the consultants who will be assigned to the project.
- **Scope of Work Understanding and Schedule** – Our approach to successful project management, a description of methodologies, and a detailed work plan that has proven to be successful in completing similar projects.
- **Fee Proposal** – Submitted separately, the fee proposal provides a ‘fixed fee’ for completing the study as proposed in the work plan, with a breakdown of staff hours and expenses.

I am certain that you will find our work plan is responsive to each of your study objectives, and our reputation and experience are unmatched in successfully completing consulting engagements of this nature. Ralph Andersen & Associates is a leader in providing local government consulting services and has successfully completed hundreds of classification and compensation studies.

The full resources of the firm will be available to perform consulting services for the duration of the project. Doug Johnson, Vice President, will be the Project Manager for this engagement and will have the assistance of an experienced consulting team. If you have any questions or need additional information, please do not hesitate to contact me at (916) 630-4900. We look forward to the opportunity to work with you on this important assignment.

Sincerely,

Doug Johnson
Vice President

www.ralphandersen.com
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Section 1
Firm Qualifications and Experience

Ralph Andersen & Associates has over 44 years of local government consulting experience serving the needs of cities, counties, utilities, special districts, community colleges, schools, non-profit organizations, and state governments. Key service areas of the firm include:

- Human Resources Consulting
- Executive Search
- Management Consulting.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the Sacramento area (Rocklin, California). A multi-disciplined, full-service local government consulting organization, Ralph Andersen & Associates is dedicated to helping our clients improve operating efficiency and organizational effectiveness. The firm employs 17 full-time staff, three part-time staff, and has additional contractors and affiliations as needed to provide a full range of services. A corporate organization chart is provided below.

For this project, staff from the firm’s human resources practice will provide the consulting services. The human resource practice focuses on those services that are not easily provided by in-house human resources staff. Key services include:

- Human Resources Consulting
- Executive Search
- Management Consulting.
• **Classification Studies** – These projects include job analysis, class plan development, position allocation, career ladders, class specifications, FLSA analysis, ADA compliance, and related analysis.

• **Compensation Studies** – The firm provides a full range of compensation services including labor market selection, base salary and benefit surveys, private-public data comparisons, benchmark selection, and internal relationship analysis.

• **Organizational Analysis** – Ralph Andersen & Associates has been a leader in providing organizational assessments using best practices along with market metrics and benchmarks.

• **Expert Testimony and Arbitration Support** – The firm has had significant experience providing technical support in arbitration and mediation hearings and has significant experience working with labor and management groups. This expertise includes the selection of comparable agencies and the elements of compensation appropriate for labor market surveys.

• **Job Evaluation Systems** – In addition to having a copyrighted Point Factor Job Evaluation System, the staff of Ralph Andersen & Associates have significant expertise in developing customized job evaluation systems and “hybrid” solutions.

• **Performance Management Programs** – Performance management serves as a foundation for measuring tracking organization and employee performance. We have several standard systems that have demonstrated success in a variety of public agencies. In addition, Ralph Andersen & Associates can develop tailored performance management systems to fit the unique needs of our clients.

• **Pay-for-Performance/Incentive Programs** – Ralph Andersen & Associates is a leader in developing effective pay-for-performance programs for public agencies including merit progression systems, lump sum and incentive programs, and other mechanisms tied to employee or organizational measurement criteria.

• **Technical Assistance** – Ralph Andersen & Associates also provides a full range of hourly technical assistance including conducting job audits, support for labor relations, and expert testimony.

The firm’s stability is demonstrated by our 44-year history and an experienced leadership team. The approach our firm uses to conduct classification and compensation studies is customized to the specific needs and objectives of each client. While the work plan we have provided in this proposal is proven, we are happy to adapt our work plan and approach as needed during project initiation meetings and throughout the process. Our firm has an outstanding reputation working with elected officials, managers, and labor representatives. Our goal is to provide products and deliverables that ensure implementation by the District.

Some of the reasons we think Ralph Andersen & Associates is best suited to conduct this project include the following:

• A transparent and collaborative process. We have significant experience working with diverse stakeholders and ensuring that the project deliverables meet the objectives of the District. Our efforts include briefing sessions, meetings, workshops, and a comprehensive and interactive review of draft reports. We are confident in our ability to research and respond to issues that require clarification and to provide information and data that responds to issues of disagreement.

• Custom data presentations including base salary and benefits data. We do not rely on “canned” data analysis tools. The firm uses dynamic Excel spreadsheets that can be
customized to array and present the data specifically to meet the District’s objectives. Our benefits and total compensation analysis includes datasheets for all survey jobs.

- We are one of the few firms that have experience with private sector data analysis. We subscribe to the largest private sector database in North America, which is updated quarterly. This data can be regionalized to fit the recruitment region of the District.

- Our process allows for extensive review and input by managers, employees, labor representatives, and elected officials. We provide easy to review draft reports and work with the District to ensure that the final reports meet or exceed all study objectives.

Additional information about the firm’s services and background can be found at our web site at www.ralphandersen.com.

References
The staff of Ralph Andersen & Associates has extensive experience providing services directly related to those sought by Mesa Water District for hundreds of clients. The following references represent just a small sample of similar assignments conducted by the firm. We are certain you will find that our record and our reputation are outstanding.

Olivenhain Municipal Water District
Scope of Work: Total Compensation Studies (2010, 2012, 2015). The firm conducts triennial surveys that includes salary, benefits, and demographic information for all District job classifications. The data is used to determine an overall salary adjustment and additional equity adjustments to the pay plan.

Contact: Thomas Wood, Human Resources Manager
1966 Olivenhain Road, Encinitas, CA 92024
(760) 632-4211
twood@olivenhain.com

Otay Water District
Scope of Work: Total Compensation Studies (2012, 2013, 2014). This project has included a comprehensive salary and benefits survey for use in labor negotiations and strategy development by the Board of Directors. Project activities included significant interaction with board members and labor representatives.

Contact: Kelli Williamson, Human Resources Manager
2554 Sweetwater Springs, Spring Valley, CA 91978
(619) 670-2227
kwilliamson@otaywater.gov
Santa Ana Watershed Project Authority

Scope of Work: Classification and Compensation Study (2014). This project included a comprehensive classification and compensation study and was challenging due to the unique nature of the agency. The consultants worked with executive management to define a compensation strategy, identify comparable employers, and analyze the impacts of retirement plans on the agency’s ability to recruit and retain staff. The study included updated job descriptions, salary range recommendations, and a salary and benefits survey.

Contact: Celeste Cantu, General Manager
11615 Sterling Ave, Riverside, CA 92503
(951) 354-4247
ccantu@sawpa.org

A five year client listing is provided in Appendix C.
Section 2
Staff Experience and Availability

Consultants, complemented by consulting firms, define the difference between success and failure in projects of this nature. Ralph Andersen & Associates understands that selection of a project team with the right mix of skills and experience is the most important decision that will be made during the study. The team must be well led and the project well managed if the study objectives are to be achieved.

In defining the project team for this engagement, consideration of the current workload of all consulting staff was taken into account to ensure our ability to fully meet your stated needs and objectives. Doug Johnson, Vice President, will serve as the Project Manager and will have responsibility for all primary contact with the District as well as all on-site review meetings and presentations. Mr. Johnson has managed hundreds of consulting engagements including large public agencies throughout California and the United States.

As shown in the chart, the staffing for this project will include:

- **Doug Johnson, Vice President** – Mr. Johnson will serve as the project manager and will conduct all on-site meetings, prepare all written reports, and serve as chief analyst on the project. He is the firm’s most experienced project manager and has expertise in working with special districts similar to Mesa Water District, including prior experience working with the District.

- **Jeff McMURDO, Consultant** – Mr. McMURDO is the most experienced consultant at the firm and has extensive experience conducting employee interviews, developing classification recommendations, developing job descriptions, and collecting and analyzing market data.
• **Rachel Adams** – Ms. Adams has extensive research and analytical experience conducting market studies and is also involved in employee interviews and the development of job descriptions.

All three of these staff members are available for the scheduled duration of the project. Anticipated workloads for all staff have been considered in assigning staff to this project. The firm’s staffing and project management systems allow for multiple studies to be conducted simultaneously without impacting the completion dates of the project. Brief staff resumes are provided in Appendix A.

Additional firm resources, including support staff and project consultants, will be available to ensure successful and timely completion of the study. The firm does not use or rely on subcontractors for classification and compensation studies.

### Work Breakdown Structure

As requested, the following provides a summary of the anticipated hours by task for the Project Manager, Consultants, and support staff.

<table>
<thead>
<tr>
<th>Project Phase/Task</th>
<th>Project Mgr</th>
<th>Consultant</th>
<th>Support</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare for initial meetings and project initiation</td>
<td>2</td>
<td>2</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Task 1- Conduct project initiation meetings and briefings</td>
<td>12</td>
<td></td>
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<td>12</td>
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<td>Task 2- Employees complete questionnaires</td>
<td>2</td>
<td>4</td>
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<td>10</td>
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<td>Task 3- Employee Interviews</td>
<td>8</td>
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<td>Task 4- Prepare and review draft classification report</td>
<td>18</td>
<td>25</td>
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<tr>
<td>Task 5- Prepare class specifications</td>
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<td>36</td>
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<td>Task 6- Undertake review process</td>
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<td>18</td>
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<td>Task 7- Finalize classification plan</td>
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<tr>
<td>Task 8- Discuss and document compensation policy</td>
<td>3</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Task 9- Collect compensation data</td>
<td>30</td>
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<td></td>
<td>180</td>
</tr>
<tr>
<td>Task 10- Compile and format data</td>
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<tr>
<td>Task 11- Audit and finalize compensation data</td>
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<td>2</td>
<td></td>
<td>6</td>
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<td>Task 12- Conduct internal relationship analysis</td>
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<td>Task 14- Develop implementation strategies</td>
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<td>Task 15- Prepare/review preliminary reports</td>
<td>12</td>
<td>4</td>
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<td>Task 16- Prepare and present final reports</td>
<td>8</td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>139</strong></td>
<td><strong>297</strong></td>
<td><strong>16</strong></td>
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</table>
Section 3
Scope of Work Understanding and Schedule

Mesa Water District is interested in conducting a Classification and Compensation Study involving all of the District’s 50 employees currently allocated to 37 job classifications. To ensure that the District’s objectives are met, the following key study components and anticipated end-products are included in the work plan developed by Ralph Andersen & Associates.

- Conduct a meeting with District representatives at project initiation to confirm the study goals, objectives, and deliverables
- Conduct briefing sessions with employees at the beginning of the study to explain the study process and answer questions
- Conduct an extensive review of background documents
- Distribute job analysis questionnaires and conduct supplemental interviews with employees involved in the classification analysis
- Develop classification recommendations including job titles, position allocations, and updated job descriptions
- Review historical practices and recommend survey agencies, survey job classifications, and identify data collection needs
- Conduct a custom salary and benefit survey; collect and analyze the market data
- Develop draft and final reports incorporating all findings, analyses, study recommendations, and supporting data
- Present the findings to managers, employees, labor representatives, project committees, and the District’s Board, as needed.

Ralph Andersen & Associates has a strong commitment to develop and implement customized and tailored classification and compensation systems. While we have broad expertise and experience from hundreds of successful consulting assignments, we are committed to a “customer service” approach to all of our client engagements. This assures the preparation of study end-products that are uniquely customized to Mesa Water District.

Ralph Andersen & Associates has extensive experience working with special districts and local government and we do not anticipate any significant challenges. Given our experience, we are confident in our ability to adapt and enhance our work plan and analyses to overcome any issues that would impair successful implementation of the study. Examples of challenges we have dealt with previously include:

- **Managing Due Dates** – Keeping a classification and compensation study on track requires adequate resources by the consultant and timely responses to requested information from the District. This includes scheduling meetings, the completion of questionnaires, reviewing and responding to draft recommendations, and obtaining input from key stakeholders. We will shift and adapt schedules, add meetings, and provide supplemental


analyses in order to keep the project moving and ensure completion on time. Where possible, the consultants will make up any time lost due to receiving information late from the District. Our work plan allows for overlapping the classification and compensation study to ensure both are completed on time.

- **Working with Stakeholders** – Our work plan includes opportunities for involvement by key stakeholders including employees, managers, labor representatives, and the Board of Directors. Occasionally, this involvement can become a challenge, particularly when there are significant disagreements. We believe in being fully transparent and our consultants are experienced in explaining the results of our analysis, identifying options and alternatives to mitigate concerns, and providing appropriate context from market agencies to understand potential impacts on recruitment and retention.

- **Doing More than Anticipated** – The firm has a solid track record in going the extra mile to ensure successful completion and acceptance of the study. This includes conducting follow-up analyses, responding to concerns and issues in writing, and engaging stakeholders regarding issues and concerns. We have conducted a number of studies that required additional effort, beyond what was anticipated or budgeted, and we are committed to successful completion without making it a cost or budget issue for the client.

We have a strong commitment to exceeding our client’s expectations and will work with District stakeholders to ensure successful completion of the study.

**Project Management**

The firm utilizes a project management system that helps meet project deadlines while balancing the firm’s staff resources. The following schedule shows the anticipated work plan with major milestones for completing the classification and compensation study. This schedule identifies key dates that will keep the project on track. We make every effort to make up time in project schedules should the District require additional time for completing questionnaires or reviewing preliminary and draft recommendations.

As indicated in the schedule, we anticipate having the compensation survey completed by the beginning of August which give a healthy buffer for developing a series of draft report with a final report completed by mid-September. This schedule fits within the 109 day and 120 proposed schedule for draft and final reports, respectively. The project manager will work with District staff at study initiation to fine-tune the project schedule. We have conducted many studies within the timeframe requested by the District.
As part of our ongoing communication with District Human Resources Staff, we will maintain a project completion and status schedule that shows the percentage completion of each task as well as the schedule for future/upcoming tasks. A sample status schedule is provided below.

While it is important to keep the project on schedule, our approach emphasizes deliverables that meet the objectives of the District. We are committed to being fully responsive to the questions, issues, and data needs required of the project and will prepare sufficient documents to ensure study acceptance and implementation. This includes necessary follow-up research, additional meetings, and alternative scenarios/models. Our analytical tools are designed for “what-if” scenarios and the ability to quickly determine the result and cost impacts of specific policy decisions.

The firm anticipates allocating three consultants on this project, all of whom will have sufficient availability to meet the timing requirements of the District. Our staff are all full-time members of the firm and have worked successfully together on numerous large classification and compensation projects.

The approach and methodologies used by Ralph Andersen & Associates meet industry professional standards and best practices. Our consultants are well-versed in the requirements of a successful classification and compensation study including legal, ethical, and confidentiality issues required of such projects. We understand that our work product reflects on the reputation of the District, and we are proactive in making sure that our approach and deliverables are defensible, credible, and ethical.

Ralph Andersen & Associates does not share or reuse client data or information. We maintain strict confidentiality of documents and information provided by the District. Furthermore, we will work with the District to ensure working documents remain confidential and that final reports are prepared in a manner that meets the public disclosure requirements of the District.

**Methodologies**

Ralph Andersen & Associates will apply several technical and administrative methodologies in creating the District’s updated classification and compensation plans. An overview of all key methodologies is described below.
Background Data Analysis

The consultant team will identify a wide range of background data that will be collected from the District as part of the study. The consultant team will provide the District with a complete list of background needs upon initiation of the project.

Materials collected and reviewed during this initial stage of the project will, at a minimum, include:

- Organization charts
- Planning documents
- Existing class specifications
- Budgets
- Current pay plan and related salary schedules
- Benefits summaries
- Memorandums of Understanding
- Relevant administrative rules and procedures.

These materials provide an understanding of the District’s personnel system and of current applicable policies and procedures.

Job Analysis Questionnaires

Project consultants will distribute a Job Analysis Questionnaire (JAQ) to all study employees identified for analysis in the classification phase of the study. Two versions of the questionnaire will be used with one focusing more on job description updates while the other will be used for more detailed analysis of issue areas. The questionnaire provides an opportunity for employees to fully describe the duties and responsibilities of their position and provides the information necessary to resolve classification issues including job function consolidation resulting from workforce reductions. The questionnaire is also designed to record data regarding other job related information such as the knowledge, skills, abilities, and physical requirements necessary to perform the work, as well as supervisory and managerial responsibilities.

Each questionnaire will be reviewed by the employee’s supervisory and managerial staff to ensure completeness and accuracy. Once completed, they will be forwarded to the consultants for examination prior conducting job analysis interviews. The questionnaire will be distributed and explained in detail during an employee briefing session at the initiation of the project. Appendix D includes a sample Job Analysis Questionnaire. However, all questionnaires used by Ralph Andersen & Associates can be tailored to the specific objectives of the study and the unique organizational characteristics of the District.

Job Analysis Interviews

As a supplement to the questionnaires, project consultants will conduct interviews with designated employees, including all employees where significant classification issues are identified during project initiation tasks. This will ensure that the consultants are able to obtain information regarding any existing job classification issues as well as confirm job duties and tasks performed.
Compensation Policy Development

This methodology relates to the identification and documentation of the District’s compensation philosophies, policies, and procedures. The consulting team will confirm specific policies, both implicit and explicit, and assess their impact on the District’s overall ability to attract, recruit, employ, advance, and retain high quality personnel. These policies and practices will include the relative labor market position the District seeks to maintain in the competitive labor market, the types of employers with which the District chooses to compete, and the relative importance placed on internal equity vs. market forces in the development of the salary plan. This assessment can be conducted through meetings with managers or with broader input using a workshop session that includes project team members, managers, labor representatives, and the District’s Board.

Compensation Data Collection and Analysis

The methodology utilized in collecting and analyzing compensation data involves an extensive process to ensure accuracy, reliability, and completeness. Ralph Andersen & Associates does not rely on published or previously collected data; all data is collected personally by the consulting team, who have, based on the classification analysis, an in-depth knowledge and understanding of the survey classifications.

Supporting our approach to labor market surveys, this component of the study will include the development of a comprehensive survey scope, the collection of base salary, salary structure, and benefits data through written and electronic materials and telephone calls, and the analysis of the data at the survey market mean, median, and requested percentiles.

Project Tasks

Task 1 – Project Kick-off Meetings

The consultants will begin all administrative and coordinative efforts in support of the project initiation meetings and briefings. Among other things, this will include:

- Preparation of a project schedule
- Identification and review of background data including existing class specifications, organization charts, budgets, employee listings, salary schedules, and related information
- Identification of scheduling parameters for meetings and interaction with various District employee groups.

This initial step in the study process will be used to identify significant classification and compensation concerns that should be addressed during the course of the study. The consultants will discuss the best approach for identifying issue areas including an independent assessment of the current classification plan by the consultant, input by human resources staff, and input from managers, labor representatives, and other stakeholders.

The consultants will meet with the District’s project manager and other staff as appropriate to ensure a full understanding of project objectives and deliverables. The project work plan and schedule will be adapted to achieve the objectives.

Initial project meetings will also include employee orientation and briefing sessions in relation to the study process, timing, and objectives.
**Task 2 – Employees Complete Questionnaires**

The JAQ provides employees with an opportunity to describe the duties and responsibilities of their positions with an emphasis on job related information such as knowledge, skills, abilities, and physical capabilities required to perform the work assigned. Space is also provided on the questionnaire for employees to make any additional comments they wish. The completed questionnaires are reviewed by supervisory and managerial staff, with space provided for their comments. A short form questionnaire will be available to all employees to provide updated information regarding assigned duties. A more detailed questionnaire will be used for positions and classifications where specific issues or questions have been identified. Appendix D includes a sample JAQ.

**Task 3 – Conduct Job Analysis Interviews**

Prior to conducting interviews, the consultants will thoroughly review the completed questionnaires. The consultants will evaluate position duties and responsibilities, classification series, class titles, job families, reporting relationships, and internal relationships. Based on this preliminary analysis, the project team will identify areas of concern that will be clarified or probed during the job analysis interviews.

The consultants will assume responsibility for the preparation of the employee interview schedule. The District’s Project Manager, or designee, will be responsible for scheduling interview rooms, notifying employees, and related coordinating activities. We anticipate interviewing at least one person from each job classification, all employees where significant position classification issues exist, and a sampling of employees beyond the issue areas. All employees requesting an interview will be included in the interview process.

**Task 4 – Prepare and Review Preliminary Classification Report**

With the completion of the employee interviews, a preliminary classification report will be prepared. Key components of the preliminary report will include:

- Identification of all key issues identified in the classification analysis
- Recommended job titles
- Employee allocations.

In preparing the preliminary classification report, each position is analyzed according to the criteria set forth at initial review meetings. Such criteria typically will include factors relating to job knowledge, experience, training, decision making, management control, working conditions, and outside contacts. Like positions are grouped into tentative classes forming the basis for initial class definition. The recommendations will also include FLSA analysis.

The preliminary classification report will be reviewed with key management staff prior to preparing class specifications. Because the concepts provide the foundation for the resulting classification plan, management review of the recommendations in their respective areas of responsibility is essential.

**Task 5 – Prepare Class Specifications**

Once the preliminary classification recommendations have been reviewed, the project consultants will revise, update, or create new class specifications based on the issues identified in previous tasks. The District’s current job description format will be maintained as appropriate. The class specifications will be drafted and undergo a management/employee review process to ensure they
accurately and adequately describe the scope of responsibilities. Once finalized, they will be provided to the District in both an electronic and hard-copy format.

**Task 6 – Undertake Management/Employee Review Process**

As an important component of the overall classification study, the project consultant team will provide additional opportunities for employee participation and input through the conduct of an employee review process. These steps will (1) build and facilitate the District’s understanding of the newly developed classification plan, (2) enhance employee commitment and understanding of the recommended system by giving each employee the opportunity to comment on the system and (3) ensure that the consultants receive as much information as possible regarding the nature and responsibilities of the various positions in order to make appropriate and equitable final classification recommendations. The various subtasks within this portion of the project are as follows.

**Task 6.1 – Distribute class specifications to all employees included within the study scope** – Each employee will receive an individual copy of the specification for the class to which his/her position has been allocated along with a Position Allocation Notice and Employee Review Form. This will provide employees with an opportunity to review and comment on their proposed classification and allocation. These comments will then be forwarded to management for review and comment.

**Task 6.2 – Review written comments received from employees** – All written comments or suggestions from employees regarding the recommended class plan will be thoroughly reviewed and analyzed by the project consultants. Based upon written responses received, the consultant team will incorporate appropriate suggested revisions into the final classification plan.

**Task 6.3 – Conduct follow-up telephone interviews as necessary** – Based upon the analysis of written comments forwarded to the project consultants and where consultant staff needs further information prior to finalizing recommendations, follow-up interviews will be conducted by the project consultants with individual employees. This step will further clarify and refine any remaining problems or issues.

**Task 7 – Finalize the Classification Recommendations**

With the completion of the employee appeal process, the consultants will finalize all classification study recommendations. Supporting the finalization of the classification plan, each employee who submitted a notice for review will receive a direct response from the project consultants. This response will specifically outline the consultant’s understanding of the employee’s concern, specify the steps taken to resolve the concern, and indicate to the employee the substance of the consultant’s final recommendation.

**Task 8 – Discuss and Document Compensation Policy**

The District’s compensation policy directly impacts all study end-products resulting from the compensation components of the analysis. As a starting point for this phase of the study, therefore, we propose that the consulting team meet with key management staff to clarify and confirm the District’s compensation policy. Important considerations to be discussed include historical practices, recruitment and retention issues, pros and cons of the current compensation system, and reliance on external market data versus internal equity for purposes of setting salaries. The consultants will work with appropriate District representatives to determine
comparison agencies and the scope of compensation data to be collected. Our proposal includes the tasks necessary to identify comparable employers and conduct a custom market survey.

Our analysis of the potential and recommended survey employers will be documented in a memorandum report after consultation with appropriate District representatives. If desired, the consultants can conduct a workshop session that identifies labor market selection parameters, options, and pros/cons of different market approaches. The draft labor market recommendations will be reviewed by appropriate District representatives so that all questions and issues are resolved. In that these decisions directly impact the parameters of the market survey, as well as the design and structure of the resulting compensation plan, our suggested approach recommends that these study tasks occur prior to the collection and analysis of the market data.

**Task 9 – Collect Compensation Data**

After the compensation policy discussion, the consultant team will collect and analyze the compensation data. Our proposed approach would include:

- An initial contact to each labor market employer included in the study to explain the purpose and scope of the survey and confirm cooperation.
- The collection and analysis of source documents from each survey agency including position control documents, job descriptions, salary schedules, benefit summaries, and MOUs.
- The confirmation of all compensation data through telephone calls, email, and other means. This will assure that comparability is established and that all compensation data is factual and complete.

Although Ralph Andersen & Associates makes every effort to gain cooperation and participation from the survey agencies, full cooperation cannot be guaranteed. However, we have historically been very successful in obtaining the necessary information and have found that the majority of agencies are willing to participate. Our survey can also include the collection and analysis of private sector data using private databases the firm subscribes to.

**Task 10 – Compile and Format Compensation Data**

The salary data, once collected and thoroughly reviewed for completeness and accuracy, will be appropriately formatted and the results tabulated in a consistent and uniform manner by the project consultants. The analysis will include pay structure trends and base salary analysis to ensure all appropriate comparison criteria is available for developing recommendations. Through the use of spreadsheet applications developed by our office, it is anticipated that standard formulas will be applied in the calculation of the survey data mean, median, and selected percentiles, with the corresponding percentage relationship to the market data also calculated. Data presentation will be customized to fit the District’s objectives.

**Task 11 – Audit and Finalize Compensation Data**

Prior to developing specific salary recommendations, the consultants will thoroughly review and audit the collected survey data. This will include a detailed analysis of data reliability, comparability, statistical validity, and consistency. This audit will be conducted by the Project Manager independent of the consultant who collected that data. This will ensure that the most accurate and defensible survey data is utilized in comparing the District’s compensation plan to the pay practices of the labor market. This analysis will also include the preparation of graphs and other presentation materials to aide in understanding the market relationships broken down by employee/bargaining group.
Task 12 – Conduct Internal Relationship Analysis

Using the results of the job evaluation analysis, the consultants will analyze internal pay relationships. The internal pay relationship analysis will involve a number of steps in order to arrive at sound and equitable relationships for the new compensation plan. Among others, the most important of these will include:

- Analysis of existing and historical pay relationships
- Development of consistent, uniform, and realistic guidelines for determining internal relationships
- Recommendation of equitable and appropriate internal relationship differentials based on the above.

In developing consistent internal relationship guidelines, the results of the job evaluation tasks will be used to determine an equitable pay structure. Since the balance of market values versus internal values can be a policy issue, options and methodologies for achieving an appropriate balance of internal and external salary equity will be reviewed with the District before developing the salary range recommendations.

Task 13 – Develop Salary Recommendations

Based upon the results of the internal relationships analysis and the labor market survey, the project consultants will develop salary recommendations for all job classes included as a part of the study process. These salary recommendations will clearly document the means of determining the appropriate pay range and the computation of the dollar and percentage difference between the current maximum salary and the recommended maximum salary.

Before finalizing the recommendations, a careful audit of the results will be undertaken to ensure that internal salary compression or compaction does not result.

Task 14 – Develop Implementation Strategy Options and Compute Implementation Costs

Recognizing that public agencies often have limited funds available for implementation, the project consultants will develop several strategies for implementing the recommended salary structure. Such strategies will address:

- The placement of individual employees into ranges and steps
- Implementation phasing according to the needs and priorities of the District
- Integration of the study recommendations with the balance of the District’s human resource management system including recruitment, selection, and performance appraisal.

The cost estimates will reflect District-wide impacts, as well as impacts on individual employees. The cost estimates will serve as a basis for the District to make necessary policy decisions to implement the compensation system in an orderly and effective manner.

Task 15 – Prepare and Review Preliminary Report

The Preliminary Report documents all classification and compensation study recommendations and the supporting information used for developing the recommendations. Specifically, the Preliminary Report will include the following:
• The District’s documented compensation policy including survey agencies and survey classifications
• Results of the labor market salary survey using tables and graphs
• Documentation of selected benchmark classifications and the related job families
• Appendices containing detailed labor market data sheets, recommended salary schedules, and supporting documentation.

The project consultants will conduct an in-depth review of the Preliminary Compensation Report with the District. Any needed corrections, clarifications, or modifications will be discussed at this time.

**Task 16 – Prepare and Submit Final Reports**

The Final Reports will incorporate any appropriate revisions identified and submitted during the review of the preliminary reports and will serve as the administrative and procedural manuals for updating and maintaining the classification and compensation plans. The submittal of final reports will also include on-site presentations to managers, labor representatives, and the District’s Board. It is not uncommon for a series of draft reports to be prepared, each incrementally addressing feedback and policy direction by the District.

**Work Schedule**

Projects of this nature are highly sensitive. Because of this sensitivity and the anxiety experienced by many employees when going through this type of process, it is beneficial to complete the analysis in the most expedient manner feasible. Assuming full cooperation of the District and the survey agencies, our project schedule assumes that all study activities will be completed within sixteen (16) weeks.

* Anticipated on-site meetings; key milestones shown in blue
Appendix A
Resumes of Key Staff
Doug Johnson, Vice President

Mr. Johnson is currently a Vice President with Ralph Andersen & Associates and has over 27 years of local government consulting experience. Mr. Johnson has 14 years of experience with Ralph Andersen & Associates in addition to 13 years as President of Johnson & Associates, a human resources consulting firm.

Mr. Johnson has served as a project manager and chief analyst on hundreds of consulting projects and leads an experienced team of consultants for a variety of classification, compensation, and related human resources projects. Mr. Johnson is the firm’s expert in job analysis, market comparability, compensation, benefits, and related matters.

Mr. Johnson’s experience includes serving as an expert witness in arbitration, fact-finding, and mediation proceedings. He has extensive experience working with elected officials, public executives, staff members, labor organizations, and ad-hoc committees. He leads the firm’s human resource consulting services and participates in all facets of the firm’s recruitments.

Mr. Johnson’s experience includes projects with public agencies throughout the United States including cities, counties, utilities, community colleges, school districts, special districts, non-profit organizations, and private companies. Specific areas of expertise include:

- Job classification studies
- Job evaluation system design and implementation
- Pay plan development and administration
- Market comparability research and analysis
- Total compensation analysis including dynamic analytical tools
- Private sector data analysis
- Performance management.

Mr. Johnson has lead and worked on hundreds of similar compensation projects including all of the projects listed in Appendix C. Recent projects include classification and compensation studies for Sacramento, Richmond, Stockton, San Bernardino, Modesto, Lake Forest, Laguna Hills, Palo Alto, Napa County, Sonoma County, Orange County Fire Authority, Irvine Ranch Water District, Santa Ana Watershed Project Authority, and Shoreline, Washington.

Mr. Johnson holds a Bachelor of Arts degree in Psychology with a minor in Communication Studies from California State University, Sacramento. His course work emphasized organizational development and performance incentives. He is an active member of WorldAtWork, The Total Rewards Association.
Jeff McMurdo, Consultant

Mr. McMurdo has over 15 years of consulting experience including five years with Ralph Andersen & Associates. He serves on a variety of project consulting teams focusing on classification and compensation plan development. He has primary responsibility for conducting market research on compensation studies and participates extensively in the employee interview and review phases of classification studies. Key responsibilities of Mr. McMurdo include:

- Conducting job analysis interviews, analyzing positions and job classifications, and preparing job descriptions.
- Designing survey data collection forms, questionnaires, and related instruments.
- Market survey research including the review and analysis of budgets, organization charts, MOUs, job descriptions, salary schedules, and benefit documents.
- Data compilation including job comparability, range structure analysis, benefit data, and related survey information.

He has conducted over a hundred compensation surveys including recent surveys for the cities of Anaheim, Fresno, San Bernardino, Palo Alto, Temple City, Ketchikan, Laguna Hills, Reno, Sacramento, Stockton, and Sunnyvale. He has also worked with a number of special districts including Olivenhain Municipal Water District, Otay Water District, and Monterey Regional Water Pollution Control Agency. He has worked on most of the projects listed in Appendix A. Current projects include classification and compensation studies for Richmond, Palo Alto, Napa County, Kern County Employees’ Retirement Association, Santa Ana Watershed Project Authority, and Shoreline, Washington.

Mr. McMurdo holds a Bachelor of Science degree in Business Administration from California State University, Sacramento. His course work emphasized human resource management.

Rachel Adams, Consultant

Ms. Adams is a Consultant in her second year with Ralph Andersen & Associates and has extensive data collection and research experience. She serves as a staff consultant on the full range of human resources projects. Her experience includes participation in classification studies and conducting large and complex compensation surveys. Ms. Adams’ expertise includes:

- Participation in classification job audits and development of classification recommendations and class specifications.
- Collection and analysis of labor market salary and benefit data.
- Development of salary recommendations.

Ms. Adams has worked on a number of large surveys including projects for the cities of Hayward, Stockton, San Bernardino, Palo Alto, Lake Forest, Laguna Hills, Modesto, and Sacramento. She has also worked on projects for Napa County, Coachella Valley Water District, and Santa Ana Watershed Project Authority. Current projects include classification and compensation studies for Richmond, San Pablo, Palo Alto, Napa County, and Shoreline, Washington.

Ms. Adams holds a Bachelor of Arts degree in International Relations and Spanish and a minor in Mathematics from Calvin College.
Appendix B
Professional Services Agreement
Acceptance Form
Appendix B: Professional Services Agreement Acceptance Form

Firm Name: Ralph Andersen & Associates

Address: 5800 Stanford Ranch Road, Suite 410

City Rocklin State CA Zip Code 95765

Telephone: (916) 630-4900 Fax: (916) 630-4911

I have reviewed the RFP and Professional Services Agreement in its entirety. Our firm will execute the Professional Services Agreement with no exceptions.

Printed Name of Authorized Representative: Heather Renschler, President/CEO

Signature of Authorized Representative: [signature]

Date: April 5, 2016
Appendix C
Five Year Client Listing
## Appendix C
### Five Year Client Listing

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<th>Agency</th>
<th>Scope of Services</th>
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<td>Classification &amp; Compensation Study for Miscellaneous Management Positions</td>
<td>Kristine Ridge</td>
<td>(714) 765-5258</td>
<td><a href="mailto:kridge@anaheim.net">kridge@anaheim.net</a></td>
</tr>
<tr>
<td>200 S. Anaheim Blvd.</td>
<td></td>
<td>Human Resources Director</td>
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<td>Anaheim, CA 92805</td>
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<tr>
<td>City of Antioch</td>
<td>Classification &amp; Compensation Study</td>
<td>Deborah McHenry</td>
<td>(925) 779-7021</td>
<td><a href="mailto:dmchenry@ci.antioch.ca.us">dmchenry@ci.antioch.ca.us</a></td>
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<tr>
<td>200 H Street Antioch, CA 94509</td>
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<td>Human Resources Director</td>
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<tr>
<td>City of Arcadia</td>
<td>Total Compensation Study; Update Total Compensation Study; Technical Assistance</td>
<td>Tracey Hause</td>
<td>(626) 574-5425</td>
<td><a href="mailto:thause@ci.arcadia.ca.us">thause@ci.arcadia.ca.us</a></td>
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<tr>
<td>240 W. Huntington Drive</td>
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<td>Administrative Services</td>
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<td>Arcadia, CA 91066</td>
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<tr>
<td>City of Auburn</td>
<td>Classification &amp; Compensation Study; Technical Assistance</td>
<td>David Mackowiak</td>
<td>(530) 534-3071</td>
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<td>1225 Lincoln Way</td>
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<td>Human Resources Practitioners</td>
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<td>Auburn, CA 95603</td>
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<tr>
<td>City of Camarillo</td>
<td>Classification &amp; Total Compensation Study</td>
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<td><a href="mailto:ykueny@ci.camarillo.ca.us">ykueny@ci.camarillo.ca.us</a></td>
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<tr>
<td>601 Carmen Drive</td>
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<td>Deputy Director, Human</td>
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<td>Camarillo, CA 93010</td>
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<tr>
<td>City of Carson</td>
<td>Total Compensation Study</td>
<td>Gail McMahon</td>
<td>(310) 952-1736</td>
<td><a href="mailto:gcmcmahon@carson.ca.us">gcmcmahon@carson.ca.us</a></td>
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<tr>
<td>701 E. Carson Street</td>
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<td>Director of Human Resources</td>
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<td>Carson, CA 90749</td>
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<tr>
<td>City of Ceres</td>
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<td>2720 Second Street</td>
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<td>Ceres, CA 95307</td>
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<tr>
<td>City of Concord</td>
<td>Police Officers Association (POA) Compensation Survey</td>
<td>Mark Gregersen</td>
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<td>428 J Street, Ste. 400</td>
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<td>Principal Consultant</td>
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<td>Sacramento, CA 95814</td>
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<td>City of Davis</td>
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<td>Mark Gregersen</td>
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<td>City of Elk Grove</td>
<td>Classification &amp; Total Compensation Study</td>
<td>Jeannine Seher</td>
<td>Human Resources Manager</td>
<td>(916) 478-2226</td>
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<tr>
<td>City of Escondido</td>
<td>Multiple classification and compensation studies of various employee groups since 2001</td>
<td>Sheryl Bennett</td>
<td>Human Resources Director</td>
<td>(760) 839-4587</td>
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<td>City of Fairfield</td>
<td>Compensation Studies for Police and Fire Classes</td>
<td>Steve Janice</td>
<td>Employee Relations Manager</td>
<td>(707) 428-7758</td>
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<td></td>
<td>1000 Webster Street Fairfield, CA 94533</td>
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<td>City of Fresno</td>
<td>Compensation Survey</td>
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<td>City of Fresno</td>
<td>Classification &amp; Compensation – Mid-Management Job Classes</td>
<td>Jeff Cardell</td>
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<td>2600 Fresno Street, Room 1070 Fresno, CA 93721</td>
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<td>City of Hayward</td>
<td>Comprehensive Compensation Analysis – HAME Survey Unrepresented Classes</td>
<td>Vanessa Lopez</td>
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<td>777 B Street Hayward, CA 94541</td>
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<td>City of Hercules</td>
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<td>Jenny E. Smith</td>
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<tr>
<td>City of Hermosa Beach</td>
<td>Classification and Compensation Study</td>
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<td>1315 Valley Drive Hermosa Beach, CA 90254</td>
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<td>City of Kenai</td>
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</table>
| City of Ketchikan, AK        | Classification & Compensation Study  
Technical Assistance  
Classification and Compensation - Technical Assistance  
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Human Resources Manager | (907) 228-5623                  | mariem@city.ketchikan.ak.us |
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| 24035 El Toro Road  
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| City of Lake Forest          | Professional Human Resources Consulting Services  
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Technical Assistance  
Compensation Survey Update  
Partial Classification Review and Full Compensation Study | Debra Rose  
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Fire Study  
Survey Update  
Police Fire Update 2015 | Joe Lopez  
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Modesto, CA 95354            |                                                                                   |                                     |                        |                                    |
<table>
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<th>Agency</th>
<th>Scope of Services</th>
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<tr>
<td>City of Norwalk</td>
<td>Total Compensation Study</td>
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<td>City of Pleasant Hill</td>
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<tr>
<td>100 Gregory Lane Pleasant Hill, CA 94523</td>
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<tr>
<td>City of Reno, NV</td>
<td>Classification &amp; Compensation Study</td>
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<td>City of Sacramento</td>
<td>Fire Survey Update</td>
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<td>Utilities Management Organization and Classification Review</td>
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<td>City of San Pablo</td>
<td>Classification &amp; Compensation Study – 4 Non-sworn Police Classifications</td>
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<td>13831 San Pablo Ave.</td>
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<tr>
<td>City of Simi Valley and Ventura County</td>
<td>Citywide Classification and Compensation Study and Management-level Organizational</td>
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<td>Waterworks District No. 8</td>
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<td>Deputy Director/Human Resource</td>
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<td>City of South Lake Tahoe</td>
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<tr>
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<td>Compensation Survey – Deposition</td>
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<td>City of Stockton</td>
<td>Fire Update 2015</td>
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<tr>
<td>City of Temple City</td>
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<td>Tracey L. Hause</td>
<td>(626) 285-2171 ext. 2314</td>
<td><a href="mailto:thause@templecity.us">thause@templecity.us</a></td>
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<tr>
<td>City of Vacaville</td>
<td>Technical Assistance on various classification and compensation matters</td>
<td>Chas Howard</td>
<td>(707) 449-5136</td>
<td><a href="mailto:choward@ci.vacaville.ca.us">choward@ci.vacaville.ca.us</a></td>
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<tr>
<td>City of Vallejo</td>
<td>Sworn Police Retiree Health Survey</td>
<td>Mark Gregersen</td>
<td>(916) 258-8807</td>
<td><a href="mailto:mgregersen@publiclawgroup.com">mgregersen@publiclawgroup.com</a></td>
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<td>Agency</td>
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<td><strong>Counties</strong></td>
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<td>Suzanne R. Mason</td>
<td>(707) 253-4303</td>
<td><a href="mailto:suzanne.mason@countyofnapa.org">suzanne.mason@countyofnapa.org</a></td>
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<tr>
<td>Napa County</td>
<td>Classification &amp; Compensation Study for Management Employees</td>
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<td>1195 Third Street</td>
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<td>Napa, CA 94559</td>
<td>Compensation Study for Sworn Management Employees</td>
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<td>Compensation Study for Health Officer and Director of Public Health Management</td>
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<td>Survey</td>
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<tr>
<td>Sacramento County</td>
<td>Deputy Sheriff Arbitration Support; Compensation Analyses Involving Unrepresented County Classifications</td>
<td>Mark Norris Administrator, Internal Services Agency</td>
<td>(916) 874-7097</td>
<td><a href="mailto:norrism@saccounty.net">norrism@saccounty.net</a></td>
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<tr>
<td>700 H Street</td>
<td>Deposition (Porter Scott)</td>
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<td>Sacramento, CA 95814</td>
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<tr>
<td>Sacramento County</td>
<td>Police Management Arbitration</td>
<td>Robert Bonner</td>
<td>Director of Labor Relations</td>
<td>(916) 874-7085</td>
<td><a href="mailto:bonnerr@saccounty.net">bonnerr@saccounty.net</a></td>
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<td>700 H Street, Room 4667</td>
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<tr>
<td>San Bernardino County</td>
<td>Compensation Survey</td>
<td>Marianne S. Mortimer</td>
<td>Stradling Attorneys at Law</td>
<td>(424) 214-7014</td>
<td><a href="mailto:MMortimer@SYCR.com">MMortimer@SYCR.com</a></td>
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<td>100 Wilshire Blvd., 4th</td>
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<td>Santa Monica, CA 90401</td>
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<tr>
<td>San Joaquin County</td>
<td>Multiple classification and compensation studies of various employee groups</td>
<td>Marilyn Maskell</td>
<td>Principal Human Resources Analyst</td>
<td>(209) 468-3276</td>
<td><a href="mailto:mmaskell@sjgov.org">mmaskell@sjgov.org</a></td>
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<tr>
<td>24 South Hunter Street</td>
<td>conducted since 1998</td>
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<td>Stockton, CA 95202</td>
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<tr>
<td>San Luis Obispo County</td>
<td>Classification and Compensation (27 positions)</td>
<td>Mark Gregersen</td>
<td>Principal Consultant</td>
<td>(916) 258-8807</td>
<td><a href="mailto:mgregersen@publiclawgroup.com">mgregersen@publiclawgroup.com</a></td>
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<tr>
<td>428 J Street, Ste. 400</td>
<td>Management Compensation Study – Phase III</td>
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<tr>
<td>Sacramento, CA 95814</td>
<td>SLOCEA Survey – Phase V</td>
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<tr>
<td>San Mateo County</td>
<td>Compensation Study</td>
<td>Donna Vaillancourt</td>
<td>Human Resources Director</td>
<td>(650) 363-4132</td>
<td><a href="mailto:dvaillancourt@smcgov.org">dvaillancourt@smcgov.org</a></td>
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<tr>
<td>455 County Center, 5th</td>
<td>Salary Survey (5 Classes)</td>
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<td>Redwood City, CA 94063</td>
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<tr>
<td>Solano County</td>
<td>Compensation Policy Analysis</td>
<td>Marc A. Fox</td>
<td>Director of Human Resources</td>
<td>(707) 784-2552</td>
<td><a href="mailto:MAFox@SolanoCounty.com">MAFox@SolanoCounty.com</a></td>
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<tr>
<td>675 Texas Street</td>
<td>Compensation and Benefit Survey</td>
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<tr>
<td>Fairfield, CA 94533</td>
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<tr>
<td>Sonoma County</td>
<td>Regional Parks – 5 Classifications Class &amp; Partial Comp</td>
<td>Lisa Conner</td>
<td>Human Resources Analyst III</td>
<td>(707) 565-5119</td>
<td><a href="mailto:Lisa.conner@sonoma-county.org">Lisa.conner@sonoma-county.org</a></td>
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<td>575 Administration Drive</td>
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<td>Santa Rosa, CA 95403</td>
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<td>Sonoma County</td>
<td>Class Matching</td>
<td>Mark Gregersen</td>
<td>Principal Consultant</td>
<td>(916) 258-8807</td>
<td><a href="mailto:mgregersen@publiclawgroup.com">mgregersen@publiclawgroup.com</a></td>
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<td>Stanislaus County</td>
<td>Countywide Total Compensation Survey (Phase I)</td>
<td>Mark Gregersen</td>
<td>Principal Consultant</td>
<td>(916) 258-8807</td>
<td><a href="mailto:mgregersen@publiclawgroup.com">mgregersen@publiclawgroup.com</a></td>
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<td>428 J Street, Ste. 400</td>
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<tr>
<td>Coachella Valley Water District</td>
<td>Comprehensive Compensation and Classification Survey</td>
<td>Kris Hopping, SPHR</td>
<td>Senior Human Resources Specialist</td>
<td>(760) 398-2661, ext. 2489</td>
<td><a href="mailto:khopping@cvwd.org">khopping@cvwd.org</a></td>
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<td>75515 Hovley Lane East</td>
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<td>Palm Desert, CA 92211</td>
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<tr>
<td>Irvine Ranch Water District</td>
<td>Compensation Policy Review</td>
<td>Gretchen C. Ronin</td>
<td>Human Resources Manager</td>
<td>(949) 453-5438</td>
<td><a href="mailto:Maswadeh@irwd.com">Maswadeh@irwd.com</a></td>
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<tr>
<td>15600 Sand Canyon Avenue</td>
<td>2014/2015 Compensation Survey</td>
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<td>Irvine, CA 92618</td>
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<tr>
<td>Mesa Water District</td>
<td>Benefits Benchmark Survey</td>
<td>Coleen L. Monteleone</td>
<td>Administrative Services Manager</td>
<td>(949) 631-1205</td>
<td><a href="mailto:coleenm@mesawater.org">coleenm@mesawater.org</a></td>
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<tr>
<td>1965 Placentia Avenue Contra Costa, CA 92627</td>
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<tr>
<td>Monterey Regional Water Pollution Control Agency</td>
<td>Base Salary Compensation Survey</td>
<td>Leara Sampson</td>
<td>Human Resources Administrator</td>
<td>(831) 645-4650</td>
<td><a href="mailto:leara@mnrwpca.com">leara@mnrwpca.com</a></td>
</tr>
<tr>
<td>Olivenhain Municipal Water District</td>
<td>Total Compensation Study</td>
<td>Thomas Wood</td>
<td>Human Resources Manager</td>
<td>(760) 632-4211</td>
<td><a href="mailto:twood@olivenhain.com">twood@olivenhain.com</a></td>
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<td>1966 Olivenhain Road</td>
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<td>Encinitas, CA 92024</td>
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<td>Otay Water District</td>
<td>Total Compensation Study</td>
<td>Kelli Williamson</td>
<td>Human Resources Manager</td>
<td>(619) 670-2227</td>
<td><a href="mailto:kwilliamson@otaywater.gov">kwilliamson@otaywater.gov</a></td>
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<td>2554 Sweetwater Springs</td>
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<tr>
<td>Spring Valley, CA 91978</td>
<td>Survey Data Analysis</td>
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<td>Rincon del Diablo Municipal Water District</td>
<td>Classification and Compensation Study</td>
<td>Tish Berge</td>
<td>Director of Administration and Finance</td>
<td>(760) 745-5522 x500</td>
<td><a href="mailto:tberge@rinconwater.org">tberge@rinconwater.org</a></td>
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<td>1920 North Iris Lane</td>
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<tr>
<td>Santa Ana Watershed Project Authority</td>
<td>Classification and Compensation Study</td>
<td>Celeste Cantu, General Manager</td>
<td>(951) 354-4247</td>
<td><a href="mailto:ccantu@sawpa.org">ccantu@sawpa.org</a></td>
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<td>11615 Sterling Ave., Riverside, CA 92503</td>
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<tr>
<td>Santa Fe Irrigation District</td>
<td>Compensation Survey</td>
<td>Jessica Miles, Human Resources Administrator</td>
<td>858-227-5780</td>
<td><a href="mailto:jmiles@sfidwater.org">jmiles@sfidwater.org</a></td>
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<td>P.O. Box 409 Rancho Santa Fe, CA 92067</td>
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<td>Scotts Valley Water District</td>
<td>Compensation Survey</td>
<td>Piret Harmon, General Manager</td>
<td>(831) 438-2363</td>
<td><a href="mailto:pharmon@svwd.org">pharmon@svwd.org</a></td>
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<tr>
<td>2 Civic Center Drive Scotts Valley, CA 95066</td>
<td>Compensation Survey (2 Positions)</td>
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<tr>
<td>Sonoma County Water Agency (De Loach and Associates)</td>
<td>Limited Classification and Compensation</td>
<td>Robert A. DeLoach, President</td>
<td>(909) 758-0273</td>
<td><a href="mailto:Robertadeloach1@gmail.com">Robertadeloach1@gmail.com</a></td>
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<tr>
<td>Soquel Creek Water District</td>
<td>Compensation Study</td>
<td>Michelle Boisen, Financial and Business Services Manager</td>
<td>(831) 475-8500</td>
<td><a href="mailto:michelleb@soquelcreekwater.org">michelleb@soquelcreekwater.org</a></td>
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<td>5180 Soquel Drive Soquel, CA 95073</td>
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<tr>
<td>Sunny Slope Water Company</td>
<td>Total Compensation Study</td>
<td>Michael Hart, Vice President &amp; General Manager</td>
<td>(626) 795-4163</td>
<td><a href="mailto:sswc01@sbcglobal.net">sswc01@sbcglobal.net</a></td>
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<td>1040 El Campo Drive Pasadena, CA 91107</td>
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<tr>
<td>West Basin Municipal Water District</td>
<td>Classification and Compensation Survey</td>
<td>Michelle Green, Human Resources Officer</td>
<td>(310) 660-6228</td>
<td><a href="mailto:michelleg@westbasin.org">michelleg@westbasin.org</a></td>
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<td>17140 S. Avalon Blvd., Suite 210, Carson, CA 90746</td>
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<tr>
<td>Zone 7 Water Agency</td>
<td>Total Compensation Studies</td>
<td>Sylvia Seaborn, Human Resources Manager</td>
<td>(925) 224-7730 ext. 228</td>
<td><a href="mailto:sseaborn@zone7water.com">sseaborn@zone7water.com</a></td>
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<td>100 N. Canyon Pkwy. Livermore, CA 94551</td>
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<td>Alameda County Housing Authority</td>
<td>Management Compensation Study</td>
<td>Thomas Makin, Deputy Director for Operations</td>
<td>(510) 727-8516</td>
<td><a href="mailto:TomM@haca.net">TomM@haca.net</a></td>
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<td>22941 Atherton Street Hayward, CA 94541</td>
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<tr>
<td>Central Contra Costa Sanitary District</td>
<td>Compensation Survey</td>
<td>Eddie Kreisberg, Meyers Nave</td>
<td>(510) 351-4300</td>
<td><a href="mailto:elk@meyersnave.com">elk@meyersnave.com</a></td>
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<td>403 West Hillcrest Drive Thousand Oaks, CA 91360</td>
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<tr>
<td>Conejo Recreation and Park District</td>
<td>Total Compensation &amp; Limited Classification Study</td>
<td>Phyllis Bluhm, Human Resources Supervisor</td>
<td>(805) 381-1221</td>
<td><a href="mailto:pbluhm@crpd.org">pbluhm@crpd.org</a></td>
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<tr>
<td>403 West Hillcrest Drive Thousand Oaks, CA 91360</td>
<td>Classification Study (Pool Manager and Assistant Pool Manager)</td>
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<tr>
<td>Contra Costa County Employees’ Retirement Association</td>
<td>Compensation Analysis</td>
<td>Marilyn Leedom, Retirement Chief Executive Officer</td>
<td>(925) 521-3960</td>
<td><a href="mailto:mleedom@ret.cccounty.us">mleedom@ret.cccounty.us</a></td>
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<td>1355 Willow Way Suite 221 Concord, CA 94520</td>
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<td>Contra Costa County Schools Insurance Group</td>
<td>Total Compensation Studies; Technical Assistance in classification and compensation matters</td>
<td>Erica Williamson, Human Resources Manager</td>
<td>(866) 922-2744</td>
<td><a href="mailto:ewilliamson@cccsig.org">ewilliamson@cccsig.org</a></td>
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<tr>
<td>550 Ellinwood Way Pleasant Hill, CA 94523</td>
<td>Classification for Executive Director</td>
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<tr>
<td>Emerald People’s Utility District</td>
<td>COLA Analysis</td>
<td>Alice Schroeder, SPHR Human Resources Coordinator</td>
<td>(541) 744-7457</td>
<td><a href="mailto:alice@epud.org">alice@epud.org</a></td>
<td></td>
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<tr>
<td>33733 Seavey Loop Road Eugene, OR 97405</td>
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<tr>
<td>Hanson Bridgett LLP</td>
<td>Expert Witness</td>
<td>Raymond F. Lynch, Partner</td>
<td>(415) 995-5055</td>
<td><a href="mailto:rlynch@hansonbridgett.com">rlynch@hansonbridgett.com</a></td>
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<tr>
<td>Wood Island 80 E. Sir Francis Drake Blvd., Suite 3E Larkspur, CA 94939</td>
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<tr>
<td>Agency</td>
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<tr>
<td>Jurupa Community Services District</td>
<td>Limited Compensation Study</td>
<td>Todd Corbin</td>
<td>General Manager</td>
<td>(951) 685-7434</td>
<td>tcorbin@jcسد.org</td>
</tr>
<tr>
<td>11201 Harrel Street Mira Loma, CA 91752</td>
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<tr>
<td>Kern County Employees’ Retirement Association</td>
<td>Phase I – Compensation Study – Chief Investment Officer Phase II – Compensation Study (All Job Classes)</td>
<td>Gloria M. Dominguez</td>
<td>Executive Director</td>
<td>(661) 381-7700</td>
<td><a href="mailto:dominguezg@co.kern.ca.us">dominguezg@co.kern.ca.us</a></td>
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<tr>
<td>11125 River Run Blvd. Bakersfield, CA 93311</td>
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<tr>
<td>Menlo Park Fire Protection District</td>
<td>Compensation Survey</td>
<td>Brenna Rowe</td>
<td>Human Resources Manager</td>
<td>(650) 688-8400</td>
<td><a href="mailto:browe@menlofire.org">browe@menlofire.org</a></td>
</tr>
<tr>
<td>170 Middlefield Road Menlo Park, CA 94025</td>
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<td>Meyers Nave – Wulfman</td>
<td>Deposition</td>
<td>Samantha W. Zutler</td>
<td>Senior Associate</td>
<td>(510) 808-2000</td>
<td><a href="mailto:szutler@meyersnave.com">szutler@meyersnave.com</a></td>
</tr>
<tr>
<td>555 12th Street, Suite 1500 Oakland, CA 94607</td>
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<tr>
<td>Midpeninsula Regional Open Space District</td>
<td>Classification &amp; Compensation Study; Technical Assistance in classification and compensation matters</td>
<td>Sally Rice</td>
<td>Assistant General Manager</td>
<td>(650) 691-1200</td>
<td><a href="mailto:srice@openspace.org">srice@openspace.org</a></td>
</tr>
<tr>
<td>330 Distel Circle Los Altos, CA 94022</td>
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<tr>
<td>North Bay Schools Insurance Group</td>
<td>Total Compensation Study</td>
<td>Jan DeGracia</td>
<td>Executive Director</td>
<td>(707) 428-1830 ext. 105</td>
<td><a href="mailto:jand@nbsia.org">jand@nbsia.org</a></td>
</tr>
<tr>
<td>380A Chadbourne Road Fairfield, CA 94534</td>
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<tr>
<td>Orange County Fire Authority</td>
<td>Classification and Compensation Compaction Analysis of Executive Positions</td>
<td>Debbie Casper, C.P.M., CPPB Purchasing &amp; Materials Manager</td>
<td>(714) 573-6641</td>
<td><a href="mailto:debbiecasper@ocfa.org">debbiecasper@ocfa.org</a></td>
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<tr>
<td>1 Fire Authority Road Irvine, CA 92602</td>
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<tr>
<td>Sacramento County Employees’ Retirement System</td>
<td>Total Compensation Study of Five SCERS Positions Compensation Survey Total Compensation Study of Eight Positions</td>
<td>Kathy Ragalia</td>
<td>Chief Operations Officer</td>
<td>(916) 874-9119</td>
<td><a href="mailto:regaliak@saccounty.net">regaliak@saccounty.net</a></td>
</tr>
<tr>
<td>980 9th Street, Suite 750 Sacramento, CA 98512</td>
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<tr>
<td>Housing Authority of the County of Santa Clara</td>
<td>Compensation Study for the position of Assistant Housing Programs Director</td>
<td>Shelley Giancola</td>
<td>(408) 993-3031</td>
<td><a href="mailto:shelleyg@hacsc.org">shelleyg@hacsc.org</a></td>
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<tr>
<td>505 West Julian Street San Jose, CA 95110</td>
<td>Compensation Study for the position of Housing Programs Manager</td>
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<td>Compensation Study for the Housing Programs Staff (3 positions)</td>
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<td>Compensation Study for the position of Executive Director</td>
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<td>Organization Review of the Housing Programs Department</td>
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<tr>
<td>Schools Insurance Authority</td>
<td>Compensation Study Executive Director Survey</td>
<td>Martin Brady</td>
<td>(916) 364-1281</td>
<td><a href="mailto:mbrady@sia-jpa.org">mbrady@sia-jpa.org</a></td>
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<tr>
<td>9805 Goethe Road Sacramento, CA 95827</td>
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<tr>
<td>Tahoe Truckee Unified School District</td>
<td>Management Classification and Compensation Study</td>
<td>Thomas Gemma</td>
<td>(530) 582-2500</td>
<td><a href="mailto:tgemma@ttusd.org">tgemma@ttusd.org</a></td>
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<tr>
<td>11603 Donner Pass Road Truckee, CA 96161</td>
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<tr>
<td>West Bay Sanitary District</td>
<td>Job Classification and Total Compensation – Technical Assistance</td>
<td>Phil Scott</td>
<td>(650) 321-0384</td>
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<tr>
<td>500 Laurel Street Menlo Park, CA 94025</td>
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<tr>
<td>Whatcom Transportation Authority</td>
<td>Compensation Workshop and Analysis; Technical Assistance</td>
<td>Kimberly Somers</td>
<td>(360) 738-4588</td>
<td><a href="mailto:kimberlys@ridewta.com">kimberlys@ridewta.com</a></td>
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<td>2011 Young Street Bellingham, WA 98225</td>
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<tr>
<td>Yolo County Housing Authority</td>
<td>Compensation Study for Grant Writer Classification/Position</td>
<td>Executive Director’s Office</td>
<td>(530) 662-5428</td>
<td></td>
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<tr>
<td>1224 Lemen Avenue Woodland, CA 95776</td>
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<td>(contact was David Serena, Executive Director)</td>
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Appendix D
Job Analysis Questionnaires
JOB ANALYSIS QUESTIONNAIRE

DUE DATES
Return to Supervisor: ________________________
Return to Human Resources: ________________________

INTERVIEW REQUEST
Would you like to be interviewed regarding your classification?
Yes □ No □ If yes, Individual Interview □ Group Interview □
If yes, indicate reason and preference:
Title Change □ Salary Issue □ Other □

I - IDENTIFYING INFORMATION

A. Name
   (Last) ________________________ (First) ________________________ (Middle Initial) ________________________
B. Department ________________________ Division ________________________
C. Current Classification Title ________________________
D. Length of Time in Current Position ________________________ (Years) ________________________ (Months)
E. Previous Title with Organization ________________________ Length of Time (Years/Months) ________________________
F. Total Length of Time with Organization ________________________ (Years) ________________________ (Months)
G. Assigned Hours/Week ________________________ ; from _______ am/pm to _______ am/pm
H. Assigned Days/Week ________________________ ; from _______ to _______
I. Work Address ________________________ Telephone Number (______) ____________ Ext.
J. Name of Immediate Supervisor ________________________ Telephone Number (______) ____________ Ext.
K. Classification of Immediate Supervisor ________________________

II - PURPOSE OF YOUR POSITION

Describing your job as you would to someone not familiar with your work, briefly summarize the overall purpose(s) of your position, as you understand it, and the key result that the job is expected to achieve.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
### III - IMPORTANT AND ESSENTIAL DUTIES

Listing the most important duties first, describe the major duties performed by the position. A duty is an activity performed to achieve the purpose or objectives of the job. A duty is a significant part of a functional area and consists of the performance of one or more tasks. Start each duty statement with a verb such as prepare, maintain, calculate, collect, compile, clean, repair, or other similar action word.

**Respond based on actual job duties and responsibilities.** Describe the job responsibilities/duties as they exist now. In other words, tell us what you are actually doing in the job – this may or may not differ from what your current job description states. **NOTE:** This is NOT an evaluation of your personal background or performance in the job.

**Be objective and accurate.** Try not to understate or inflate the job. Base your responses on the typical duties and responsibilities of the job under normal conditions, not under unusual circumstances or temporary assignments.

**Frequency Code:** D (Daily), W (Weekly), M (Monthly), Q (Quarterly), S (Semi-Annually), Y (Yearly)

**% of Total Job:** Assuming all duties listed encompass 100% of the total job, give a best estimate of the approximate percentage of total job that each duty (or group of related duties) represents. The total of all duty statements must equal 100%.

<table>
<thead>
<tr>
<th>IMPORTANT AND ESSENTIAL DUTIES</th>
<th>Frequency Code</th>
<th>Percent of Total Job</th>
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## IMPORTANT AND ESSENTIAL DUTIES

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<th>Frequency Code</th>
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### IV - DUTIES ADDED TO YOUR JOB IN THE LAST YEAR

Identify each duty (by number) in Section III that has been added to your job in the last year and provide a brief explanation as to why this duty was added to your job.

<table>
<thead>
<tr>
<th>Duty #</th>
<th>Brief Explanation</th>
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</table>
V - JOB RELATED QUALIFICATIONS

JOB RELATED QUALIFICATIONS: Please list the knowledge, skills and abilities that are:

1. **Necessary** for the successful performance.
2. **Cannot be learned** in a brief training or orientation session (1 week or less).
3. **Required by the job**, not ones you have acquired on the job.

DEFINITIONS

**KNOWLEDGE** is a body of information that applies directly to the performance of a function or duty (e.g., Knowledge of accounting principles and practices.)

**SKILL** is a developed ability to use knowledge effectively or dexterity/coodination in the performance of physical tasks (e.g., Operate word processing equipment).

**ABILITY** is the competence or capability to perform an observable duty and usually results in an observable product (e.g., Prepare clear and concise reports).

Please list the knowledge, skills and abilities that are **essential** for the position being described. The knowledge, skills and abilities listed under this section should be linked with the essential duty statements.

<table>
<thead>
<tr>
<th>ESSENTIAL KNOWLEDGE, SKILLS, AND ABILITIES STATEMENTS</th>
<th>Duties from Section III (Please identify the duties from Section III by Number)</th>
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<tr>
<td>Duties from Section III (Please identify the duties from Section III by Number)</td>
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## VI - COMPUTER SKILLS

What computer skills are required to perform your job? *Remember this is not necessarily the level of skills you possess, but the level required in the normal performance of your job.* Check as many boxes that apply.

- [ ] Work requires typical office computing software including the use of e-mail, spreadsheet, word processing, presentation, and internet applications.
- [ ] Work involves developing, maintaining, and enhancing applications. Applications may include special purpose software systems, databases, interactive-spreadsheets, data entry forms, report writers, and web-based systems.
- [ ] Work requires the maintenance, installation, and administration of operating systems including desktop computers, servers, and other hardware. Duties typically also include troubleshooting and installing computer hardware components and software applications.
- [ ] Work involves the installation, maintenance, and administration of network servers, server-based applications, network/communication hardware, and special purpose servers such as e-mail, security, internet/intranet, and related systems. Work involves both local and wide-area networks (if applicable).
VII - EDUCATION & EXPERIENCE

A.  **Education** -- What minimum level of education is needed to satisfactorily perform your job?

   (Not necessarily your background.)

   - [ ] Read and write; no specific requirements
   - [ ] High school diploma or equivalent (G.E.D.)
   - [ ] Supplemental training - vocational or college level course
   - [ ] Formal specialized training - 2 year college program;
     apprenticeship/technician
   - [ ] Bachelor’s or higher degree
   Field of Study: ________

Please list any licenses, registrations, or certificates **required** for your position and the agency responsible for issuing it.

<table>
<thead>
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<th>License, Certificate, Registration</th>
<th>Issuing Agency</th>
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B.  **Experience** -- In addition to education and training, what is the minimum required experience? _____ years.

VIII - EQUIPMENT OPERATING REQUIREMENTS

List equipment or machines you use in the regular course of your assigned duties that require training and skill to operate proficiently. For each item, please assign a frequency code (D, W, M, Q, S, Y) and estimate the total amount of time spent operating that piece of machinery/equipment.

<table>
<thead>
<tr>
<th>MACHINE/EQUIPMENT</th>
<th>REQUIRED DOCUMENTATION</th>
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<tr>
<td></td>
<td>Relative Frequency</td>
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<td>Percent of Time</td>
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**IX - SUPERVISION EXERCISED**

A. Do you exercise supervision over any employees?  
- Yes  
- No

B. If yes, please check the definition that best describes the type of supervision you exercise and the names and classification/job titles of the employees whom you supervise. **Please attach additional pages if necessary.**

- [ ] **Technical and Functional (Lead Worker)** - You are responsible for prescribing procedures, methods, materials and formats used in recurring projects of particular area(s) of work including training other employees. In addition, you are also responsible for recurring work projects or activities involving other employees to whom you give direction and guidance including lead supervision for a project or set of work activities. You may also have responsibility for assigning, scheduling, coordinating, organizing, and directing work activities.

- [ ] Regular Lead
- [ ] Project Lead

<table>
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<tr>
<th>Employee Name</th>
<th>Class/Job Title</th>
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- [ ] **Direct Supervision** - In addition to functional and technical supervision, you are responsible for the administration of line personnel functions including employee selection, discipline, grievances, and formal performance evaluations.

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Class/Job Title</th>
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C. If you checked either of the above, please indicate the nature of group supervised and the number supervised.

<table>
<thead>
<tr>
<th>Full-time</th>
<th>Part-time</th>
<th>Seasonal/Temp</th>
<th>Volunteer</th>
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</table>

D. Please clarify your responsibility for the following supervisory responsibilities and decisions. Check the appropriate description that relates to each applicable function you perform in your position.

<table>
<thead>
<tr>
<th>Function</th>
<th>Responsible for Function</th>
<th>Make Formal Recommendations</th>
<th>Provide Input</th>
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<tbody>
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<td>Hiring</td>
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<tr>
<td>Setting Goals and Objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revising Procedures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changing Policy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**X - CONTACTS**

A. With what individuals *inside* your organization do you have regular and frequent job related contact other than your supervisor and those you supervise? Check the type of contact, indicate the purpose(s) of the contact (a, b, c, d, e, f, g) using the codes noted below, and the relative frequency (D, W, M, Q, S, Y). You may indicate more than one “purpose of contact” as appropriate.

<table>
<thead>
<tr>
<th>Purpose of Contact</th>
<th>Code</th>
<th>Purpose of Contact</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide information</td>
<td>a</td>
<td>Negotiate solutions within policy guidelines</td>
<td>e</td>
</tr>
<tr>
<td>Collect information</td>
<td>b</td>
<td>Negotiate solutions involving policy changes</td>
<td>f</td>
</tr>
<tr>
<td>Coordinate projects, activities, etc.</td>
<td>c</td>
<td>Other - specify below</td>
<td>g</td>
</tr>
<tr>
<td>Solve problems</td>
<td>d</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Internal Contact</th>
<th>Purpose of Contact</th>
<th>Relative Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Clerical/maintenance staff, other departments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Professional/technical staff, same department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Professional/technical staff, other departments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Managers, other departments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Council(s) (Type: _____)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Board(s) (Type: _____)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Commission(s) (Type: _____)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Committee(s) (Type: _____)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ (Specify)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ (Specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B. With what individuals *outside* your organization do you have regular and frequent contact required by the major responsibilities of your job? Check the type of contact, indicate the purpose(s) of the contact (a, b, c, d, e, f, g) using the codes noted above, and the relative frequency (D, W, M, Q, S, Y). You may indicate more than one “purpose of contact” as appropriate.

<table>
<thead>
<tr>
<th>Type of External Contact</th>
<th>Purpose of Contact</th>
<th>Relative Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ General Public</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Contractors, engineers and/or developers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Vendors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Public Agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Consultants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Committee(s) (Type: _____)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ (Specify)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ (Specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
XI - ENVIRONMENTAL FACTORS

Please identify the environmental factors that you are exposed to in the course of your job and indicate the relative frequency code (see below) for each of the applicable conditions. Also, indicate from Section III the number(s) of the Duties (i.e., #3, #6) that are related to these working conditions. Please leave line blank if environmental factor is not applicable.

<table>
<thead>
<tr>
<th>Condition</th>
<th>Relative Frequency</th>
<th>Duties</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>S</td>
</tr>
<tr>
<td>Outside environment; travel from site to site</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inside environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cold</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dampness or Chilling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dry atmosphere condition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working in confined spaces</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working closely</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work alone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Irregular work hours</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working with machinery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working with or in water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working below ground</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work on ladders/scaffolds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vibration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Noise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slippery/uneven surfaces</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moving objects/vehicles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grease and Oils</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radiant energy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrical energy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explosives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Silica, asbestos, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dust (specify):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toxic Chemicals (list):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fumes, smoke, gases (list):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solvents (list):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exposure to poisonous animals/insects</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stress, emergency (specify):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other factors not listed:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Check the box that best describes your overall environmental working conditions:

☐ General – Standard office/indoor setting.

☐ Variable – Moderate exposure to conditions that may be unpleasant such as inclement weather, machine noise, or strong odors; occasional exposure to risks controlled by safety precautions.

☐ Hazardous - Infrequent or moderate exposure to risks or discomforts that are partially controlled by special safety precautions, e.g., working around machines with moving parts, with contagious diseases or irritant chemicals.

☐ Significant Risk - Continuous high risks with exposure to potentially dangerous situations requiring a range of safety or other precautions, e.g., working at great heights, under extreme conditions, subject to possible physical attack, working around high voltage.
XII - PHYSICAL FACTORS

Please identify each appropriate physical activity required in the performance of your job and indicate the relative frequency code (see below) for each activity. Also indicate from Section III the number(s) of the Duties (i.e., #3, #6) that are related to these physical factors. Please leave line blank if physical activity is not applicable.

<table>
<thead>
<tr>
<th>Frequency Codes:</th>
<th>I = Infrequent (less than 10%)</th>
<th>M = Moderate, Average (25% - 50%)</th>
<th>S = Seldom, Minimal (10% - 25%)</th>
<th>A = Almost Always (more than 50%)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Condition</th>
<th>Relative Frequency</th>
<th>Duties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heavy lifting, 45 lbs. &amp; over</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate lifting, 15-45 lbs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Light lifting, under 15 lbs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heavy carrying, 45 lbs. &amp; over</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate carrying, 15-45 lbs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Light carrying, under 15 lbs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pulling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pushing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reaching</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of fingers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Both hands required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sitting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crawling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kneeling</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repeated bending</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Climbing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating of motorized equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to discharge firearms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speech</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visual requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>★ Near vision, i.e., 20 inches or less</td>
<td></td>
<td></td>
</tr>
<tr>
<td>★ Mid-range, i.e., more than 20 inches and less than 20 feet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>★ Distance, i.e., 20 feet or more</td>
<td></td>
<td></td>
</tr>
<tr>
<td>★ Color, i.e., ability to identify and distinguish colors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>★ Depth Perception</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repetitive motions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hearing requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special factors not listed</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Check the box that best describes the overall amount of physical effort typically required by your job:

- [ ] **Standard** - Normally seated, standing or walking at will; normal physical ability to do some bending and light carrying.
- [ ] **Restricted/Mobile** - Confined to immediate work area; can only leave work station during assigned breaks.
- [ ] **Exertive** - Extensive walking, recurring bending, crouching, stooping, stretching, reaching or similar activities; recurring lifting of light or moderately heavy items.
- [ ] **Strenuous** - Considerable and rapid physical exertion or demands on the body such as frequent climbing of tall ladders, continuous lifting of heavy objects, crouching or crawling in restricted areas; exertion requires highly intense muscular action leading to substantial muscular exhaustion.
XIII - MISCELLANEOUS COMMENTS

Please provide any Miscellaneous Comments that may help clarify the duties and responsibilities of your position. Please include any specific issues associated with your job duties that you do not feel were adequately captured on this form.

---

XIV – ORGANIZATION CHART

Please attach an organization chart(s) for your work unit or division.

---

Please sign and date the completed questionnaire, make a copy for your files, and forward to your immediate supervisor.

Employee Signature: ___________________________ Date: ______________

Type or Print Name: ___________________________
IMMEDIATE SUPERVISOR REVIEW

Did the employee describe the duties and responsibilities of the position **accurately and fully**? Are there duties missing? Are there any duties listed that are not requirements of this position? Please comment. **Do not make comments regarding employee performance.**

________________________________________
________________________________________
________________________________________
________________________________________
________________________________________
________________________________________
________________________________________
________________________________________
________________________________________

Signature: ___________________________ Date: ___________

Type or Print Name: __________________________

Classification Title: __________________________

MANAGEMENT REVIEW

Do the preceding descriptions and comments by the employee and immediate supervisor(s) describe the position **accurately and fully**? Please comment.

________________________________________
________________________________________
________________________________________
________________________________________
________________________________________
________________________________________
________________________________________
________________________________________

Signature: ___________________________ Date: ___________

Type or Print Name: __________________________

Classification Title: __________________________
Submittal date: April 8, 2016

Classification and Total Compensation Study Proposal

Mesa Water District

Submitted By:

Koff & Associates

GEORG S. KRAMMER
Chief Executive Officer
Principal in Charge

2835 Seventh Street
Berkeley, CA 94710
www.KoffAssociates.com
Corporation, in business 32 years
EIN: 61-1493064

gkrammer@koffassociates.com
Tel: 510.658.5633
Fax: 510.652.5633
April 8, 2016

Ms. Shelly Cisneros
Sr. Human Resources Analyst
Mesa Water District
1965 Placentia Avenue
Costa Mesa, CA 92627

Dear Ms. Cisneros:

Thank you for the opportunity to respond to your Request for Proposals for a Classification and Total Compensation Study for the Mesa Water District ("District"), with a suggested completion date of September 30, 2016. We are most interested in assisting the District with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other water districts, wastewater districts, cities, counties, and JPAs, throughout California, including several similar clients throughout the Southern California region.

Koff & Associates is an experienced Human Resources consulting firm that has been providing classification and compensation consulting services to special districts, courts, cities, counties, educational institutions, and other public agencies for thirty-two years. The firm is a woman-owned California small business corporation and has achieved a reputation for working successfully with management, employees, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. That extra effort has resulted in close to 100% implementation of all of our classification and compensation studies.

Koff & Associates ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As Chief Executive Officer of the firm, I would assume the role of Project Director and be responsible for the successful completion of each project. I can be reached at our Berkeley address and the phone number listed below. My email is gkrammer@koffassociates.com.

This proposal will remain valid for at least ninety (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 Mesa Water District.

Sincerely,

Georg S. Krammer
Chief Executive Officer
# TABLE OF CONTENTS

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Section 2: Staff Experience & Availability ............................................... 5
Section 3: Scope of Work & Schedule ..................................................... 8
Signature Page

Appendix A: Résumés of Key Staff
Appendix B: PSA Acceptance Form
Section 1: Firm Qualifications & Experience

Introduction to the Firm:

Koff & Associates is a majority woman-owned public sector human resources consulting firm that was founded in 1984 and has been assisting special districts, cities, counties, other public agencies, and non-profit organizations with their classification and compensation needs for thirty-two (32) years.

We are a private S-corporation and our legal name is Kaneko & Krammer Corp. dba Koff & Associates, Inc. Our headquarters are located in Berkeley, CA and we have a satellite office in Brea, CA. Should we receive the award for this Study, project work will largely be done in our Berkeley headquarters.

We are a California State-certified Small Business Enterprise and a locally certified Very Small Local Business Enterprise (through County of Alameda). We are also a Small Local Business (SLB) through the County of Alameda.

We have a staff of sixteen (Section 2 provides our current organizational chart as well as short biographies of the staff we would assign to this project; complete résumés are in Appendix A).

Strength & Stability of Our Firm:

Our long list of clients is indicative of our firm’s reputation as being a quality, stable organization that can be counted on for producing comprehensive, sound, and cost-effective recommendations and solutions. Koff & Associates 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.

Koff & Associates relies on our stellar reputation and the recommendations and referrals of current and recent 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 thirty-two years, working with hundreds of public agency clients and completing hundreds of classification and compensation studies. We are also very proud to state that over the course of our thirty-two years in business, we have had no litigation; nor do we have any pending litigation.

Finally, we are proud that during the “Great Recession” a few years ago, numerous jurisdictions throughout the State of California were able to continue to depend on the stability of Koff & Associates to provide Human Resources Consulting services to their agencies, during a time of severe budgetary constraints at those agencies.
Overview of the Firm’s Capabilities:

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 (including service as the management representative in meet & confer and negotiation meetings), working with Boards of Directors, City Councils, Boards of Commissioners, Boards of Supervisors, County Commissions, Boards of Trustees, Merit Boards, and Joint Power Authorities.

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

Without exception, our classification and compensation 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.

References:

<table>
<thead>
<tr>
<th>Agency &amp; Project</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cucamonga Valley Water District</td>
<td>Ms. Roberta Perez</td>
</tr>
<tr>
<td>Total Compensation Study completed in 2014.</td>
<td>Human Resources Administrator</td>
</tr>
<tr>
<td>The District has approximately 110 employees.</td>
<td>(909) 987-2591; Ext. 7410</td>
</tr>
<tr>
<td></td>
<td>10440 Ashford Street</td>
</tr>
<tr>
<td></td>
<td>Rancho Cucamonga, CA 91730</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:robertap@cvwdwater.com">robertap@cvwdwater.com</a></td>
</tr>
<tr>
<td>East Valley Water District</td>
<td>Ms. Kerrie Bryan</td>
</tr>
<tr>
<td></td>
<td>(909) 806-4087</td>
</tr>
<tr>
<td></td>
<td>31111 Greenspot Road</td>
</tr>
<tr>
<td></td>
<td>Highland, CA 92346</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:kbryan@eastvalley.org">kbryan@eastvalley.org</a></td>
</tr>
<tr>
<td>South Coast Water District</td>
<td>Ms. Candi Judd</td>
</tr>
<tr>
<td>Classification and Total Compensation Study for the District in 2008, with an update of the Study in 2009.</td>
<td>Assistant General Manager</td>
</tr>
<tr>
<td></td>
<td>(949) 342-1155</td>
</tr>
<tr>
<td></td>
<td>31592 West Street</td>
</tr>
</tbody>
</table>

2835 Seventh Street, Berkeley, California 94710 | 510.658.5633 | www.KoffAssociates.com
<table>
<thead>
<tr>
<th>Organization</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Laguna Beach, CA 92651</strong></td>
<td><a href="mailto:ciudd@scwd.org">ciudd@scwd.org</a></td>
</tr>
<tr>
<td><strong>Mid-Peninsula Water District</strong></td>
<td>Ms. Tammy Rudock&lt;br&gt;General Manager&lt;br&gt;(650) 591-8941&lt;br&gt;3 Dairy Lane&lt;br&gt;Belmont, CA 94002&lt;br&gt;<a href="mailto:tammyr@midpeninsulawater.org">tammyr@midpeninsulawater.org</a></td>
</tr>
<tr>
<td><strong>Costa Mesa Sanitary District</strong></td>
<td>Mr. Scott C. Carroll&lt;br&gt;General Manager&lt;br&gt;(949) 645-8400, x223&lt;br&gt;628 W. 19th Street&lt;br&gt;Costa Mesa, CA 92627&lt;br&gt;<a href="mailto:scarroll@cmsca.gov">scarroll@cmsca.gov</a></td>
</tr>
<tr>
<td><strong>City of Anaheim</strong></td>
<td>Ms. Belen Ramirez&lt;br&gt;Senior Class &amp; Comp Analyst&lt;br&gt;(714) 765-5159&lt;br&gt;201 S. Anaheim Blvd., Suite 501&lt;br&gt;Anaheim, CA 92805&lt;br&gt;<a href="mailto:BRCamirez@anaheim.net">BRCamirez@anaheim.net</a></td>
</tr>
<tr>
<td><strong>City of Bellflower</strong></td>
<td>Ms. Susan Crumly&lt;br&gt;Human Resources and Risk Manager&lt;br&gt;(562) 804-1424&lt;br&gt;16600 Civic Center Dr.&lt;br&gt;Bellflower, CA 90706&lt;br&gt;<a href="mailto:scrumly@bellflower.org">scrumly@bellflower.org</a></td>
</tr>
<tr>
<td><strong>City of Claremont</strong></td>
<td>Mr. Jeremy Swan&lt;br&gt;Personnel Services Manager&lt;br&gt;(909) 399-5447&lt;br&gt;207 Harvard Ave.&lt;br&gt;Claremont, CA 91711&lt;br&gt;<a href="mailto:jswan@ci.claremont.ca.us">jswan@ci.claremont.ca.us</a></td>
</tr>
<tr>
<td><strong>City of Rancho Palos Verdes</strong></td>
<td>Mr. Sean Robinson&lt;br&gt;Human Resources and Risk Manager&lt;br&gt;(310) 544-5331&lt;br&gt;30940 Hawthorne Boulevard&lt;br&gt;Rancho Palos Verdes, CA 90275&lt;br&gt;<a href="mailto:srobinson@rppvca.gov">srobinson@rppvca.gov</a></td>
</tr>
</tbody>
</table>

Ongoing HR support since 2008.
Currently conducting a compensation study.
The District has approximately 110 employees.

Several Classification and Compensation Studies completed since 2006.
Total Compensation Studies completed 2010 and 2014.

Classification and Compensation Study, completed 2015.

Classification and Total Compensation Study for Library Services Dept. completed in 2014.
Ongoing classification and compensation work since 2013.

Total Compensation Study completed in 2007; Compensation Study completed in March 2013.
Citywide Classification and Total Compensation Study, completed 2015.

Salary and Benefit Study, completed in March 2014.

Citywide Classification and Total Compensation Study for Rancho Palos Verdes, completed 2015.
As can be seen from our list of references of other water districts as well as a sampling of regional Southern California cities for whom we have also conducted Classification and Compensation Studies, we have both depth and breadth of experience in conducting these studies. While we only reference our most recent studies (generally 3 – 5 years), we have performed hundreds of other similar studies over the last three decades, not only in Southern California but throughout the rest of the state.

The above references are relevant in that most involved Classification and/or Compensation Studies for other water districts in Southern California and all had virtually the same requirements in the requested scope of work. A few references for Cities in the region are also included.

We believe, therefore, based on thirty-two years of experience, and countless studies successfully completed, that we are poised to provide your District with the services you require, to fulfill your time requirements, and to provide the professionalism such a project demands.
Section 2: Staff Experience & Availability

Organizational Chart of Koff & Associates:

- Georg Krammer, CEO
  Katie Kaneko, President

- Ruth Zablotsky
  Administrative Analyst

- Eileen King
  Marketing Consultant

- Kathy Crotty
  Lenissa Dumla
  Administrative Assistants

- Debbie Owen
  Sr. Project Manager
  Alyssa Thompson
  Project Manager

- Barbara Davis
  Senior Recruitment Consultant

- Kendra Hash
  Anne Hayes
  Monica Garrison Reusch
  Senior Consultants

- Ricki Akiwenzie
  Ashley Forbes Armstrong
  Cindy Harary
  Kari Mercer
  Consultants

Our entire team consists of sixteen (16) employees as shown above in our organizational chart.

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

The Project Director for this Project will be our firm's CEO, Georg Krammer. He is the person authorized to sign contracts for our firm and will also be responsible for all deliverables.

The staff assigned to the project will be Senior Consultant, Anne Hayes, and Consultant, Cindy Harary.

We will use no subcontractors for this study.
Biographical Sketches of Staff to be Assigned:

Following are short biographies of the specific staff who will be assigned to this study (as requested in the RFP, full résumés for each of these employees may be found in Appendix A):

Georg Krammer, M.B.A., S.P.H.R.
Chief Executive Officer

Georg brings close to twenty (20) years of management-level human resources experience to Koff & Associates with an emphasis in classification and compensation design; organizational development; market salary studies; executive and staff recruitment; performance management; and employee relations, in the public sector, large corporations and small, minority-owned businesses.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo’s college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries.

With his experience as a well-rounded senior HR generalist, his education in business and teaching, and his vast experience with public sector HR programs and functions, Georg’s contribution to K&A’s variety of projects greatly complements our consulting team.

Georg joined K&A in 2003 and has been the firm’s Chief Executive Officer since 2005. Under his guidance and leadership Koff & Associates has grown its business throughout the state and has doubled its staff.

Georg will be key personnel and serve as the Project Director for this study; he will coordinate all of K&A’s efforts, will attend all meetings with the District, and will be responsible for all work products and deliverables.

Anne Hayes, B.S.
Senior Consultant

Anne earned a Bachelor’s degree in Mathematics and Economics from the University of California, Santa Barbara. Her specialized, diverse experience includes ten (10) years in the private sector, with five (5) years in a management role where she gained experience in assessment analysis, and furthered business performance through the implementation of personnel policies and practices to ensure regulatory compliance, and facilitate the recruitment and retention strategies of the organization. She transitioned to a role within a non-profit organization, specializing in providing labor relations representation to public sector employers, where she gained extensive project management experience specifically in the areas of classification, compensation, and organizational analysis for public sector agencies.

Since joining K&A, Anne has been an integral part of numerous project teams working on classification, compensation, and/or organizational studies for many public sector agencies throughout the State of
California including the Cities of: Bellflower, Carmel, Compton, Cupertino, Lafayette, Piedmont, Santa Paula; the County of Sonoma; and the following special districts and agencies: Alameda Housing Authority, Alameda County Waste Management Authority, Antelope Valley Transportation Authority, Castro Valley Sanitary District, East Valley Water District, Hartnell Community College, Marin Housing Authority, Mountain House Community Services District, Orange County Sanitation District, and the South Tahoe Public Utility District.

Anne will provide consultant support throughout each effort, including classification analysis, interviews with employees and management, compensation analysis, internal job analysis, development of recommendations, and implementation strategies.

Cindy Harary, B.A.
Consultant

Cindy’s professional qualifications include over twenty-seven (27) years of experience in the Human Resources field, primarily in classification and compensation. She spent the first eleven (11) years in the public sector working for the City of Whittier, California, where she started out in their Public Works department before moving to the Human Resources Department. She gained experience in classification and compensation, recruitment and selection, employee training and development, labor relations, and general human resources administration.

For the next sixteen (16) years, Cindy worked as a Human Resources Consultant for another private human resources consulting firm where she specialized in conducting classification and compensation studies for multiple public sector agencies including cities, counties, and special districts as well as several private sector clients. While there, some of the Orange County Cities she worked on in partnership with other consultants at that firm were: City of Brea, City of Laguna Beach, City of Lake Forest, City of La Palma, City of Los Alamitos, City of Placentia, City of San Clemente, City of Stanton and the City of Tustin. For cities in Los Angeles County, her Classification and Compensation work includes: City of Corona, City of Downey, City of El Monte, City of Manhattan Beach, and the City of Upland. Finally, in San Bernardino County she has done Classification and Compensation work for the City of Rancho Cucamonga.

Since joining Koff & Associates, Cindy has been conducting Classification and Compensation work for Vallejo Water District, in San Marcos; the City of National City; Sweetwater Authority, in Chula Vista; and South Coast Air Quality Management District, in Diamond Bar; she has worked on these studies in conjunction with Georg Krammer, CEO, and Project Director for each study.

Cindy earned her B.A. degree in Broadcast Journalism at California State University, Long Beach.

Cindy will provide consultant support throughout this effort for the District, including classification analysis, interviews with employees and management, compensation analysis, internal job analysis, development of recommendations, and implementation strategies.
Workload and Work Breakdown Structure:

Both Cindy and Anne have been selected to participate in this study with Georg based on projects that are nearing completion, thereby making them available to devote the requisite time to all phases of the Study. Work Breakdown Structure ("WBS") can be seen in the Cost Table.

Section 3: Scope of Work Understanding and Schedule

Understanding of Project Objectives, Scope of Work and Anticipated Deliverables:

The Mesa Water District ("District") desires human resources consulting assistance to conduct an objective analysis of its current employment, classification and compensation practices; recommendations for changes that result in equitable, competitive and legally defensible classification and pay practices that will enrich the attraction and retention of qualified individuals as well as enhance opportunities for growth and professional development; an evaluation of the current employee benefit and compensation plan against local markets and comparable employers; and recommendations for adjustments.

The last Classification and Compensation Study was conducted in 2009 and since then a number of changes have been made. The District now wants to have a current study that will enable the District to be competitive while remaining fiscally responsible.

The District currently employs approximately fifty-four (54) employees and is governed by a five (5) member Board of Directors. There are approximately fifty-four (53.75) budgeted positions in thirty-seven (37) classifications which are organized into six (6) departments:

1. Financial Services;
2. Water Operations;
3. Administrative Services;
4. Public and Government Affairs;
5. Customer Services; and,

Most District employees (thirty-six [36] in twenty-two [22] of the District’s classifications) are represented by the Orange County Employees Association ("OCEA"). Supervisors and Confidential employees (eleven [11] in ten [10] job classifications) comprise the unrepresented Supervisory/Confidential Unit. Five (5) department heads make up the unrepresented Management Unit. Department Managers and part-time/temporary employees are “at will.”

The study’s first level of effort is to initially develop an updated and well-structured classification system and classification descriptions for all study positions that are legally compliant (including Fair Labor Standards Act (FLSA) and Americans with Disabilities Act (ADA) requirements), internally aligned,
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Reflective of contemporary standards, and accurately reflect current roles, responsibilities, duties, and qualifications. The classification analysis process includes orientation and briefing sessions with employees, management, Human Resources, and other stakeholders, as appropriate; the completion of a job analysis questionnaire ("Jaq"") [which K&A refers to as a Position Description Questionnaire ("PDQ")]] by employees; interviews with at least a representative sample of employees in each study classification; and interviews with supervisors and management to address any classification issues. All participating employees will be allocated to an appropriate classification and draft classification descriptions will be developed and sent back to the District and incumbents for additional feedback and concurrence.

A second level of effort will be to review the District's compensation structure for the studied classifications and to conduct a total compensation market survey (salaries plus benefits) using a set of appropriate comparator agencies. The identification of comparator agencies, benchmark classifications, and benefits to be collected is an iterative process that includes all stakeholders. We have found this open discussion philosophy to be critical to our success for organizational buy-in. Once the external data development is completed, we will make specific recommendations for internal equity for non-benchmarked positions and positions without a large enough market sampling.

The compensation study will contain specific recommendations regarding the integration of all study classifications into the District's compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth. Our study will make recommendations regarding a salary structure that takes the District's compensation preferences into consideration and regarding the appropriate placement of each classification on the District's salary schedule.

The study includes a significant number of meetings with the Study Project Team, human resources, employees, and the District's Board of Directors, as desired. We have expertise in labor-management relations and understand the importance of active participation by all stakeholders to ensure a successful outcome. The meetings and "stakeholder touch-points" that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and improve a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of K&A's studies.

Study Objectives

Classification Objectives:

➢ To analyze and update the District’s classification system and each study position’s classification description and structure through a comprehensive process of job analysis and evaluation, including review of existing documentation, job analysis questionnaire, or, position description questionnaire completion, employee interviews, management interviews, analysis of existing positions and working situations, analysis of levels of duties and responsibilities, and other professional methods, as appropriate;
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➢ To recommend each study position for title change or reclassification (as appropriate), create new classifications (if applicable), eliminate outdated classifications (if applicable), and consolidate classifications assigned to similar functional areas (as appropriate);
➢ To provide for growth and flexibility of assignment within the new classification structure, where feasible, in recognition that some job duties and responsibilities may evolve over time, as well as adequate career paths and class series/job families that will foster career service within the District;
➢ To clearly state definitions of job classifications, the essential functions, and minimum requirements and preferred requirements such as education, prior work experience, knowledge, skills, abilities, and physical requirements;
➢ To provide a classification structure that ensures regulatory compliance, including allocation of each selected study position to the correct classification with appropriate FLSA designation as well as meeting Federal ADA regulations;
➢ To provide for adequate educational, review, and appeal processes that will result in a product that is understood by all levels of personnel and is internally equitable; and
➢ To ensure sufficient documentation and training throughout the study, including classification concepts, distinguishing characteristics, and final reports and recommendations to guide the organization in implementing, managing, and maintaining the classification system.

Compensation Objectives:

➢ To make recommendations regarding a list of appropriate comparator agencies, benchmark classifications, and benefits to be collected prior to beginning the compensation portion of the study;
➢ To collect accurate salary and benefit data from the approved group of comparator agencies and to ensure that the information is analyzed in a manner that is clear and comprehensible to Human Resources, management, the Study Project Team, and employees;
➢ To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes according to generally accepted compensation practices;
➢ To review the District’s compensation structure and practices and develop compensation recommendations that will assist the District to recruit, motivate, and retain competent staff;
➢ To develop solutions to address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting the District’s goals, objectives, and budget considerations;
➢ To evaluate benefit offerings in the labor market and make recommendations for better alignment and/or different benefit offerings as indicated by the analysis and best practices;
➢ To create an inclusive final report summarizing the administrative and process methodologies, analytical tools, findings, and recommended compensation structure;
➢ To recommend appropriate internal salary relationships and allocate classes to salary ranges in a comprehensive salary range plan; and
➢ To ensure sufficient documentation and training throughout the study so that our recommendations can be implemented and maintained in a competent and fair manner.
**Overall Objectives:**

- To review and understand all current documentation, rules, regulations, policies, 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 and compensation 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 District and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study;
- To develop a classification and compensation structure that meets all legal requirements, is totally non-discriminatory, and easily accommodates organizational change and growth;
- To document all steps in the process and provide documentation and training for Human Resources and other staff, as appropriate, in classification and compensation analysis methodologies so that the District 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.

**Key Challenges Associated with the Project:**

The greatest challenges a project like this typically brings about are related to organizational and stakeholder buy-in. Therefore, the Koff & Associates methodology has been developed to be collaborative, transparent, objective, and inclusive. It is of utmost importance that our analysis is sound, is supported by data, and that the data we present to stakeholder groups is accurate and verifiable.

We believe in an interactive and collaborative process with the whole organization and in a high level of stakeholder contact and interaction to ensure organizational buy-in of the study throughout the entire process. The following are the major milestones at which we touch base with human resources, employees, employee representation, managers, and other stakeholders, as appropriate:

- Initial study kick-off and employee/management orientation meetings;
- Position description questionnaire completion and review;
- Employee and management interviews;
- Employee, management, and Human Resources review of draft class descriptions;
- Contact with employees and management to address final classification issues;
- Stakeholder input regarding a list of appropriate comparator agencies;
- City/stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified for each classification;
- Stakeholder input on internal salary relationship analysis and recommendations; and
- Stakeholder input regarding final compensation plans and structure recommendations.
These steps will ensure that the study results in a product that is accepted and trusted by all levels within the organization. Beyond sound mechanics, our approach includes sufficient communication steps to ensure that the study methodology is understood and the results are regarded as expert, impartial, and fair.

We have developed K&A's collaborative, transparent, and inclusive methodology over the course of thirty-two years to ensure optimal outcomes and success rates with all of our projects, particularly when various stakeholders with potentially divergent or conflicting priorities are involved. Our consensus-driven approach has always avoided formal appeals at the end of our studies, ensuring that clients are not left with a divided organization and negatively affected employee morale.

Our number one priority is meeting the District's needs and requirements. Having conducted hundreds of classification and compensation studies over 32 years, our firm has developed project management skills that control costs, ensure on-time delivery of end products, close management of project staff, and effective crisis management if unexpected issues and concerns arise throughout the project.

In terms of our quality assurance and control, we have trained each of our team members to submit their project deliverables to the Project Director (in this case, Georg Krammer) for review and approval and to treat each such deliverable as if it were being submitted directly to the client. Working with public agencies, we understand that the work deliverables and recommendations we produce will ultimately become public information and undergo scrutiny not only from internal agency staff but also its appointed officials, elected/appointed Board members as well as the public and, potentially, the media. Before delivering any product or recommendation to the District, we ask ourselves the question as to whether we would be comfortable seeing our name in the media associated with each particular deliverable. This is the perspective we bring to our approach for quality control and assurance. At a time when public scrutiny of public agency activities, programs, services, compensation, benefits, etc., has never been greater, we understand that the data and recommendations we provide to the District have to be absolutely accurate, vetted, and when questioned, can be supported by the appropriate source documentation.

We will report to the designated Project Manager for the District, and understand that all other District staff involved in the project may be available with reasonable advance notice and in coordination with the Project Manager. All project correspondence, meetings and communications will be directed and coordinated through the Project Manager. We will provide periodic project status reports (at least once per week or every two weeks, as desired) that include progress toward achieving milestones, issues encountered that might cause significant deviations from the project plan and recommendations for corrective actions. The District Project Manager and our firm will jointly establish and agree upon written acceptance of each task and deliverable.

We believe in a transparent and open-book process and always encourage all stakeholders to contact us with questions and concerns. We want to be the ultimate HR resource for all of the District's employees. However, we also need to ensure that all stakeholders know what the issues are and how we plan to address them. We like to include all stakeholders in the communication process from the beginning so that they all receive the same information from us as well as the District's Project Manager. We believe that our hands-on approach creates trust and confidence among employees and it is important to create a
sound comfort-level between us, the Project Manager, and other stakeholders through carefully structured and streamlined communication.

We are committed to providing the District with the highest-quality product and exceptional service. Occasionally, we find a key challenge occurs upon completion of the Project. However, providing ongoing consultation and support after study implementation is a service that is included in our professional fees and a continued relationship-building aspect of our client relationship that we highly value.

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

Should the District request any additional onsite meetings and/or training after implementation of the study and/or other specific, identifiable work efforts, such as position reclassification studies, creating new class descriptions, or conducting annual surveys, we would honor our composite hourly rate for actual hours spent at the District. However, from experience, we expect that most follow-up support will be conducted via telephone and email and this is absolutely included in our “Not To Exceed Fee” for this project.

**Stakeholder Touchpoints:**

We believe in an interactive and collaborative process with the whole organization and in a high level of stakeholder contact and interaction to ensure organizational buy-in of the study throughout the entire process. Following are the major milestones at which we touch base with Human Resources, employees, managers, and other stakeholders, as appropriate:

- Initial study kick-off and employee/management orientation meetings;
- Position Description Questionnaire (or Job Analysis Questionnaire) completion and review;
- Employee and management interviews;
- Employee, management, and Human Resources review of draft class descriptions;
- Contact with employees and management to address final classification issues;
- Stakeholder input regarding a list of appropriate comparator agencies;
- District stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified for each classification;
- Stakeholder input on internal salary relationship analysis and recommendations; and
- Stakeholder input regarding final compensation plans and structure recommendations.

These steps will ensure that the study results in a product that is accepted and trusted by all levels within the organization. Beyond sound mechanics, our approach includes sufficient communication steps to ensure that the study methodology is understood and the results are regarded as expert, impartial, and fair.
Approach to the Work and How it will Benefit the District:

Our approach is to complete the classification and job evaluation before completing the compensation review. The reasons for this include:

- The description of the work performed and the requirements for that work are, in the minds of the employees and their supervisors, inextricably associated with the “worth of that work” or compensation, which is often a highly emotional issue. Separating the two phases of the study, even though some elements of the two phases may be conducted concurrently, tends to produce more objective classification results.
- The compensation review will be completed when there is a full understanding of the work of the Board, thereby ensuring that the data developed from the labor market and Board classifications is accurate.

Given these parameters, our approach is as follows in the Methodology detailed below.

Methodology / Work Plan:

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.

PHASE I: CLASSIFICATION STUDY

Task A. Initial documentation review/meetings with study project team and management staff

This phase includes identifying the District’s Study Project Team, contract administrator, and reporting relationships. Our team will conduct an orientation and briefing session with the Study Project Team to explain process and methodology; create the specific work plan and work schedule; identify subsequent tasks to be accomplished; reaffirm the primary objectives and specific end products; determine deadline dates for satisfactory completion of the overall assignment; determine who will be responsible for coordinating/scheduling communications with employees, management, and the Board; and develop a timetable for conducting the same.

Included in this task will be the gathering of written documentation, identifying current incumbents, and assembling current class descriptions, organizational charts, salary schedules, budgets, memoranda of understanding, personnel policies, previous classification and compensation studies, and any other relevant documentation to gain a general understanding of District operations.

Agency terminology and methods of current classification and compensation procedures, as well as the written questionnaire instrument for the classification study that will be used in the job analysis phase, will be reviewed and agreed to. We will discuss methodology and agree to a class description as well as compensation format and identify appropriate comparator agencies, benchmark classifications, and benefits to be surveyed for compensation survey purposes. We will respond to questions.
Task B. Orientation meetings with employees and distribution of Position Description Questionnaire (or, Job Analysis Questionnaire)

The Job Analysis Questionnaire ("JAQ") or Position Description Questionnaire ("PDQ") will be discussed with the Study Project Team and customized as needed to meet the study objectives prior to distributing copies to employees.

We will facilitate orientation meetings with employees (within the same time frame as the initial project kick-off meeting) and distribute the JAQ/PDQ to start the classification portion of the study. While these meetings are not mandatory, they form the beginning of the educational process that continues throughout the study. We will discuss the importance of the employees' involvement in the study and their participation in JAQ/PDQ completion and job analysis interviews. 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 a detailed explanation and examples for completing the JAQ/PDQ will be given.

JAQs/PDQs shall be handed out with the incumbent’s current class description attached to the questionnaire so employees can use this as a tool for completing the questionnaire.

Task C. Position description questionnaire completion and review

We recommend giving employees in the same classification the option of collaborating on completing a JAQ/PDQ together, if the employees so choose. At the same time, we will invite employees to complete an individual JAQ/PDQ if they prefer and if they want to be interviewed separately. We provide an electronic version of our questionnaire so that employees can more easily complete it. Employees complete the questionnaire and then send it to their supervisor for review, comment, and signature. Upon receipt of the JAQs/PDQs in our office, they will be reviewed and analyzed in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.

Task D. Employee/Supervisor/Management Interviews

Interviews will be scheduled with employees. Because this is a critical step in the information-gathering and educational process, we recommend scheduling interviews with all employees in each classification, or at least a representative group of employees per job classification. An interview will then be held with management and senior management, who will clarify their own responsibilities and/or confirm the information we have received in the interviews with staff. The purpose of the interviews is to clarify and supplement the questionnaire data and to respond to potential perception differences regarding roles, tasks, scope, and supervisory responsibilities.

Task E. Classification concept and preliminary allocation development

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 District for review and approval. We will compare charges 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.
Our job analysis method is the whole position analysis approach. Objective factors in the whole position classification methodology include:

1. Education, Training, and Certifications/Licenses
2. 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. Working Conditions
10. 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 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. We will also review and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification – upgrade or downgrade, title change, or no change).

After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Team.

Task F. Draft class description development and update

After preliminary approval of the class concepts and allocation lists, new and/or updated class descriptions will be developed for each proposed classification, following the format approved by the District.

From the review of the JAQs/PDQs and employee interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary, or develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly, we recommend new classifications/class levels, and/or operational changes, business needs, and any reorganizations require new classifications.

We will review, analyze, and update, as appropriate, knowledge, skills, abilities, education and experience, relevance and hierarchical consistency, position definitions, purpose, distinguishing characteristics, supervision received and exercised, position functions and special requirements including licensing and certification requirements.
We will also review and update the physical demands based on the essential job functions of each classification in accordance with the Americans with Disabilities Act (ADA).

Finally, we will review each classification’s essential job functions and determine exempt vs. non-exempt status in accordance with “white collar” exemptions under the Fair Labor Standards Act (FLSA).

**Task G. Draft class description review and informal appeal process**

A draft copy of the revised/new class description with allocation recommendation will be submitted to the Project Team and subsequently to each manager, supervisor, and employee, to give each stakeholder group an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications. Our experience has been that this is one of the most critical phases of the project (but also one of the most time-consuming). Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts at the conclusion of our studies.

Each employee whose position was studied will receive a memorandum from us outlining what has been accomplished, how to best review the draft classification specification that will be attached, and how to provide feedback to us. Supervisors and managers receive a copy of their employees’ draft class descriptions and will be asked to review their employees’ comments and feedback to verify and concur with the information provided.

Employees shall submit their written concerns (via their supervisor/manager) to our office. While employees may not always agree with our recommendations, they have a “second chance” to ensure that they have been heard and to continue the educational process regarding why specific recommendations were made.

Significant employee comments will be reviewed with management prior to making any significant changes to the proposed class plan. These discussions will be by email, telephone, or additional direct personal contact with employees, depending upon the extent of the response.

Allocation and/or class description changes will be made as required and the class specifications will be finalized and submitted for approval. All employees who submitted their comments during the review process will be notified in writing regarding the outcome of their concerns.

**Task H. Finalize classification plan and draft interim report/final report**

A Draft Interim Report of the Classification Study will be completed and submitted to the Study Project Team for review and comment. The report will contain:

- Classification recommendations for each studied position, including documentation regarding study goals and objectives, classification methodology, approach, and process as well as all findings, analysis, and resulting recommendations;
The recommended allocation list, classification title changes, job family and career ladder/career growth issues, reporting relationships, and other factors will all be included; and

Classification concepts and guidelines as well as distinguishing characteristics and other pertinent information for implementation and continued maintenance of the recommendations will be detailed.

Once we have received the District’s comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed.

**PHASE II: TOTAL COMPENSATION STUDY**

**Task A. Identify/Confirm comparator agencies, benchmark classifications, and benefits to be collected**

During the initial meeting with the Study Project Team, we will discuss the compensation study factors that need to be agreed upon. We will identify appropriate comparator agencies that will be included in the external market survey, which will be the foundation of ensuring that the agencies’ salaries for the studied classifications are competitively aligned with the external labor market. We will also identify those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed. Finally, we will determine the list of benefits that the agencies want to be included in the total compensation data gathering process.

1. **Determination of Comparator Agencies**

The selection of comparator agencies is considered a critical step in the study process. We ordinarily recommend using ten to twelve (10-12) comparator agencies. We typically use the following factors to identify appropriate comparators and will receive approval before proceeding with the total compensation survey.

Our recommended methodology is that we involve the Board of Directors, the HR Manager or General Manager, and employees in the decision-making process of agreeing as to which comparable agencies are included, PRIOR to beginning the study. Our experience has shown that this is the most successful approach. The factors that we typically review when selecting and recommending appropriate comparator agencies include:

- **Organizational type and structure** – While various organizations may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each organization is somewhat unique, particularly in regard to its relationship to the citizens it serves and level of service expectation. During this iterative process, the District’s current/previous list of comparators and the advantages/disadvantages of including them/others will be discussed.

- **Similarity of population served, District demographics, District staff, and operational and capital improvement budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
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- **Scope of services provided** – While having an organization that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the majority of services are provided in a similar manner, sufficient data should be available for analysis.

- **Labor market** – The reality of today’s labor market is that many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the community they serve. Therefore, the geographic labor market area (where the District may be recruiting from or losing employees to) will be taken into consideration when selecting potential comparator organizations.

- **Cost of living** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets. We will review overall cost of living of various geographic areas, median house prices, and median household incomes to determine the appropriateness of various potential comparator agencies.

As stated above, we ordinarily recommend using ten to twelve (10-12) comparator agencies but are flexible and can readily use a different approach based on the District’s preferences.

2. **Determination of Benchmark Classifications**

In the same collaborative manner as in Step 1 above, we will work with the District’s stakeholders to select those classifications that will be surveyed.

“Benchmark classes” are normally chosen to reflect a broad spectrum of class levels. In addition, those that are selected normally include classes that are most likely to be found in other similar agencies, and therefore provide a sufficient valid sample for analysis. Internal relationships will be determined between the benchmarked and non-benchmarked classifications and internal equity alignments will be made for salary recommendation purposes. Because we find that the labor market typically yields reliable data, we recommend using about 60-65% of all classifications as benchmarks but we are happy to use a different model.

3. **Determination of Salary and Benefits Data to Be Collected**

In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification): Employee Retirement, Retiree Healthcare cost, Health, Dental, Vision, Life, Long-Term Disability, Short-Term Disability, Employee Assistance Program (EAP), and other insurance coverage, Vacation, Holidays, Sick Leave, Administrative Leave, Deferred Compensation, Auto Allowance, Tuition Reimbursement, and other benefits that the District wants to add.

**Task B. Data collection**

Our firm does not collect market compensation 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. This approach also ensures that we compare job description to job description and not just job titles, therefore ensuring true “matches” of at least 70%, which is the percentage we use to determine whether to include a comparator.
classification or not. As mentioned above, our job analysis method is the whole position analysis approach. Our analysis will include written documentation of our assessment methodology and assessment for each position surveyed.

We typically collect classification descriptions, organization charts, salary schedules, personnel policies, MOUs, and other information via website, by telephone, or by an onsite interview. With the prior knowledge from the data gathered directly from each comparator agency and our experience in the public sector human resources field, our professional staff makes preliminary “matches” and then schedules appointments by telephone, and sometimes in person, 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 by employees, management, as well as the Board of Directors.

Task C. Analysis and preliminary data review

Data will be entered into spreadsheet format designed for ease of interpretation and use. The information will be presented in a format that will identify the comparator positions used for each classification comparison. Information will be calculated based upon both average and median figures allowing the District to make informed compensation decisions. Other elements of the compensation survey report are agencies surveyed; comparable class titles; salary range maximum/control point; number of observations; and percent of the District’s salary range that is above/below the market values.

In addition, we will include any type of statistical representation and analysis that the District desires such as 60th, 70th, or any other percentiles.

Benefits data will be displayed in an easy-to-read format. You will receive three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data. In addition, we are often asked to collect “other” benefits (as listed in the benefits section above), which we typically report on a separate spreadsheet.

Task D. Draft compensation findings/additional analysis/study project team meetings

We distribute our draft findings to the Study Project Team. After their preliminary review, K&A will meet with the Study Project Team and other stakeholders (including management, employees, and Human Resources) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for the Study Project Team and other stakeholders to review and question any of our recommended benchmark comparator matches. If questions arise, we conduct follow-up analysis to reconfirm our original analysis and/or make corrections as appropriate.

Task E. Internal relationship analysis and internal alignment

To determine internal equity for all studied positions, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational
value of each classification. Again, we utilize the “whole position” analysis methodology as described earlier.

By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series (if recommended), as well as across departments. This analysis will be integrated with the results of the compensation survey and the District’s existing compensation plan.

**Task F. Compensation structure and implementation plan development**

Depending on data developed as a result of the internal analysis, we will review and make recommendations regarding internal alignment and the salary structure (set of salary ranges, salary differentials, steps within ranges, and/or alternative compensation plans) within which the classes are allocated, based upon the District’s preferred compensation model. In addition, we will develop externally competitive benefit comparisons for all classifications. Finally, we will develop a proposed implementation plan based on the study results and recommendations.

Draft recommendations will be discussed with the Study Project Team and management for discussions and decisions on overall pay philosophy and the practicality of acceptance and prior to developing an Interim Report.

**Task G. Preparation of draft final and final report and deliverables**

Volume II (Draft Interim Report of the Compensation Study) will be completed and submitted to the Study Project Team for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include:

- A set of all market data spreadsheets;
- A proposed Salary Range document;
- A policy and procedure to address employees whose base pay exceed the maximum of their newly assigned pay range;
- A manual of instructions regarding the administration of the proposed compensation system;
- Discussion of how the compensation program impacts employee recruitment and retention efforts;
- Implementation issues and cost projections surrounding our recommendations; and
- A guide for rules, policies and procedures for the District in implementing, managing and maintaining the compensation system.

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

**Task H. Participation in a formal appeal process**

Should the District have a formal appeal process regarding the allocation of positions to classifications and of classifications to salary ranges, this proposal does not cover time regarding a formal appeal process. Should our on-site participation be desired, our stated composite hourly rate will be honored. As mentioned above, however, our internal process usually addresses any appeal issues.
Task I. Final presentation

Our proposal includes multiple meetings and weekly oral and written status/progress updates to the Study Project Team. Regarding the involvement of the Board of Directors, we recommend at least one initial meeting regarding to confirm the comparator agencies to be included in the study, one interim study session (to discuss the initial findings of the compensation study), and one final presentation of our Final Report. Of course, we are flexible regarding having more or less interaction with the Board, based on the District’s preferences.
Schedule:

Our professional experience is that classification and compensation studies of this scope and for this size organization take approximately four to five (4 – 5) months to complete, allowing for adequate position description questionnaire completion, interview time, classification description review and/or development, compensation data collection and analysis, review steps by the District, the development of final reports, any appeals, and presentations.

Therefore, completion of the study by September 30, 2016 is realistic and achievable if all parties adhere to the suggested schedule. The following is a suggested timeline (which can be modified based on the District’s needs):

<table>
<thead>
<tr>
<th>PHASE I: Classification Study</th>
<th>Week #</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Initial Document Review/Meetings with Study Project Team</td>
<td>Week 1</td>
</tr>
<tr>
<td>B. Orientation Meeting with Employees and Distribution of JAQ/PDQ</td>
<td>Week 1</td>
</tr>
<tr>
<td>C. Job Analysis Questionnaire/Position Description Questionnaire Completion and Review</td>
<td>Week 4</td>
</tr>
<tr>
<td>D. Employee/Supervisor/Management Interviews</td>
<td>Week 5</td>
</tr>
<tr>
<td>E. Classification Concept/Preliminary Allocation Development</td>
<td>Week 6</td>
</tr>
<tr>
<td>F. Draft Class Description Development/Update</td>
<td>Week 11</td>
</tr>
<tr>
<td>G. Draft Class Description Review/Informal Appeals Process</td>
<td>Week 14</td>
</tr>
<tr>
<td>H. Finalize Classification Plan/Draft Interim Report/Final Report</td>
<td>Week 16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PHASE II: Total Compensation Study</th>
<th>Week #</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Identify Comparator Agencies, Benchmark Classes, Benefits to Be Collected</td>
<td>Week 1</td>
</tr>
<tr>
<td>B. Compensation Data Collection</td>
<td>Week 15</td>
</tr>
<tr>
<td>C. Analysis and Preliminary Data Review</td>
<td>Week 16</td>
</tr>
<tr>
<td>D. Draft Compensation Findings/Additional Analysis/Study Project Team Meeting</td>
<td>Week 18</td>
</tr>
<tr>
<td>E. Internal Relationship Analysis/Internal Alignment</td>
<td>Week 19</td>
</tr>
<tr>
<td>F. Compensation Structure and Implementation Plan Development</td>
<td>Week 19</td>
</tr>
<tr>
<td>G. Development of Draft Final and Final Report and Deliverables</td>
<td>Week 20</td>
</tr>
<tr>
<td>Formal Appeal Process *</td>
<td>As Needed</td>
</tr>
<tr>
<td>H. Final Presentation to District Board of Directors</td>
<td>As Scheduled</td>
</tr>
</tbody>
</table>
Proposal Signature Page

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

This proposal is valid for ninety (90) days.

Respectfully submitted,

By: KOFF & ASSOCIATES
State of California

Georg S. Krammer
Chief Executive Officer

April 8, 2016
Date
Appendix A:

Résumés of Participating Staff
KEY ACHIEVEMENTS AND HIGHLIGHTS

• **Chief Executive Officer:** At HR consulting firm, Koff & Associates, moved from junior role to Senior Project Manager position and, subsequently, became CEO and one of two principals of the firm; worked with over 200 clients on projects with a 100% success and implementation rate. Led company in all recruitment efforts for clients (ongoing).

• **Human Resources Director/Recruiter:** At IT and e-commerce consultancy, Primitive Logic, was part of building the team from 20 employees to 50; implemented entirely new HR infrastructure.

• **Administrative Officer:** As a member of Senior Management team of Mission National Bank, turned Bank around from years of losses to profits within six months, as well as substantially improved rating with regulatory authorities. Established best practices and operational efficiencies in HR department.

PROFESSIONAL EXPERIENCE

**Koff & Associates, Berkeley, CA**  
Associate and Senior Project Manager, 2003-2005  
Chief Executive Officer, 2005-Present

• Serve as Project Director in conducting hundreds of classification, compensation, and organizational studies; provide strategic planning services for public sector agencies; provide offsite human resource function; recruit executive level positions for special districts, courts, counties, cities and other statewide and local agencies.

• Develop complex, detailed proposals for cities, counties, courts, and special districts, such as housing, school, healthcare, air quality, vector control, transportation, water, and wastewater agencies to provide professional Human Resources consulting services.

• Represent Koff & Associates with clients, write and approve final project reports and lead presentations in front of City Councils, Boards of Commissioners, Boards of Supervisors, and Boards of Directors.

• Manage and develop staff of project managers, data specialists, firm associates, marketing and administrative analysts in Berkeley office and work closely with Senior Project Manager in San Diego office.

• Grew company from serving approximately 100 clients to 250 clients and grew staff from 4 to 14 in period of ten years.

• Contributed to and maintained 100% successful implementation rate of studies performed for clients.

**Primitive Logic, Inc., San Francisco, CA**  
Human Resources Director, 2000-2002

• Supported 50 employees, focusing on organizational development, program implementation, and coaching, resulting in an efficient and healthy organization.

• Pulled all HR functions under one umbrella, thereby allowing executive management to focus on company operations.

• Managed entire recruiting process and coordination resulting in the company’s growth of over 100% within one year.

• Planned, directed and carried out employment policies with the goal of reducing cost, safeguarding company culture, and keeping employee morale high.

• Handled all employee relations issues to ensure a productive work environment and to minimize company liability: grievances; counseling; workplace investigations; terminations.

• Created a structured termination process resulting in smoothly administered workforce reductions.
• Managed and redesigned all employee services: new-hire orientation; benefits; employee reviews; employee mentoring program; training; employee morale; record-keeping.
• Created all employment related contracts: offer letters, non-disclosure agreements, stock option agreements, independent consultant contracts; separation/release-of-claims agreements.
• Managed applications for immigration visas, including H-1B’s and Labor Certifications.

Mission National Bank, San Francisco, CA
HR Manager/Administrative Officer, 1998-2000
• As Executive Officer and member of Senior Management team, served in HR Manager; Bank Security Officer; Bank Secrecy Act Officer; Administrative Officer; Supervisor of Merchant Credit Card Program; Supervisor of Research, ACH and check processing; back-up for MIS troubleshooting and other technical issues; supervised two people.
• As head of HR department, redesigned HR infrastructure, and the following HR functions: training, payroll, compensation, benefits administration, employee grievance and conflict resolution.
• Maintained and implemented updated employment policies. Responsible for hiring, new-hire orientation, and terminations. Advised Senior Management and Board of Directors on HR issues, labor law updates, business conduct and ethics, as well as compensation structure to ensure legal compliance, adherence to overall business goals, reduction of cost, and employee retention.

PROFESSIONAL AFFILIATIONS
• California Public Employer Labor Relations Association
• National Public Employer Labor Relations Association
• Public Employer Labor Relations Association of California
• International Public Management Association
• Society of Human Resource Management
• Northern California Human Resource Association
• California Chamber of Commerce

EDUCATION
MBA - International Business, University of San Francisco, Beta Gamma Sigma Honorary Society
MA - English and Russian languages, literature and linguistics; University of Vienna, Austria
SPHR – Senior Professional Human Resource Certificate
ANNE KENNEDY HAYES

Professional Experience:

January 2012 – Present
Senior Consultant, Koff & Associates, Berkeley CA
- Provide support on classification and compensation studies for public sector clients, including cities, counties, school districts, and special districts.
- Classification studies: analyze and develop recommendations for position allocation; develop classification specifications.
- Compensation studies: data collection and analysis; develop compensation recommendations and implementation plans.
- Serve as lead on, and/or participate in, special projects, including recruitment, pay for performance program development and training, audits, and other special projects.

September 2007 to June 2011
Benefit Analyst, IEDA, Emeryville CA
- Maintain compensation and benefit database, providing public sector agencies comparative, compensation information.
- Regularly propose recommendations and develop efficiencies to improve data integrity and productivity.
- Collaborate with management to diversify suite of service offerings, directly contributing to the organization's bottom line.
- Additional responsibilities include monthly invoicing. Maintain and assist in enhancing invoicing procedures.
- Partner with team members and management to respond to client inquires.
- Communicate potential client service issues to management; offer executable and timely resolutions to ensure client satisfaction and retention.

December 1995 to September 2005
2004 - 2005 Operations Manager, Charles Schwab, San Francisco
- Managed team of five in Trust Operations.
- Utilizing hands-on experience, developed controls to mitigate trading risk, improved operational procedures regarding account transfers.
- Achieved successful audits by internal and external auditing entities through the aforementioned procedures.
- Cultivated collaborative team environment to retain talented employees.

2001 – 2004 Project Manager, Charles Schwab
- Provided support to Trust operations teams to implement internal departmental projects.
- Developed operations guidelines, managed initiation of new Trust Company products.
1996 – 2001 Team Leader, Charles Schwab
- Provided highest level of service to internal and external business partners.
- Delivered results in fast paced, time sensitive environment. Contributed innovative ideas to improve operations.

- Experienced in all aspects of Trust operations.
- Developed customer and interpersonal skills to deliver quality service.
- Developed concrete understanding of Trust Company business, Trust Company clients and goals of the firm.

December 1986 to December 1995
1993 – 1995 Associate Financial Consultant, Merrill Lynch, San Francisco CA
- Worked with Senior Financial Consultant to develop business, prospect clients, cold calling.
- Gained understanding of diverse product line and working with high net worth individuals.

1992 – 1993 Administrative Assistant, Merrill Lynch
- Provided administrative assistance for financial consultants.
- Through direct customer contact developed relationships to ensure retention of clients.

- Held various entry level positions gaining experience in a fast paced environment.
- Developed skills in prioritization, organization, attention to detail.

EDUCATION:

University of California, Santa Barbara
Bachelor’s Degree, Mathematics & Economics
CYNTIA M. HARARY

PROFESSIONAL EXPERIENCE

November 2015 – Present
Consultant, Koff & Associates, Berkeley CA

- Provide support on classification and compensation studies for public sector clients including cities, counties, school districts, and special districts.
- Classification studies: analyze and develop recommendations for position allocation; develop classification specifications.
- Compensation studies: data collection and analysis

January 2000 to November 2015
Consultant, Creative Menagement Solutions, Inc., Anaheim CA

- Provided support on classification and compensation studies for public sector clients including cities, counties, school districts, and special districts.
- Classification: analyzed and developed recommendations for position allocation; developed classification specifications.
- Compensation: data collection and analysis; provided salary adjustment recommendations; created internal salary relationship charts; made salary range recommendations.
- Assisted with maintenance of compensation and benefit database (CalPACS), providing public sector agencies comparative compensation information.

October 1988 to July 1998
1992 – 1998 Human Resources Analyst I/II, City of Whittier, Whittier CA
1991 – 1992 Human Resources Assistant, City of Whittier, Whittier CA
1988 – 1991 Secretary to the Human Resources Director, City of Whittier, Whittier CA

- Provided support on classification and compensation studies for a wide variety of city job classifications; analyzed and developed recommendations for position allocation; developed classification specifications.
- Compensation: data collection and analysis; provided salary adjustment recommendations; made salary range recommendations.
- Performed all phases of recruitments including screening of applications; coordination of interview panels; developed interview questions and guidelines; developed and administered written examinations, supplemental questionnaires, and skills testing.
- Assisted managers with understanding and implementing employee disciplinary actions and following personnel rules and regulations. Developed, implemented, and interpreted policies to ensure compliance with Federal Regulations. Responded to DFEH/EEO discrimination complaints and unemployment insurance claims. Developed an employee customer service notebook. Assisted in managing the Human Resources Department budget.
- Developed and conducted staff training programs on customer service, new employee orientation, and heat exhaustion programs for field employees. Participated in the formulation of a training
consortium which provided supervisory and employee relations training at a reduced cost to agency members.

- Assisted management during employee labor contract negotiations with sworn and miscellaneous represented employee groups.
- Developed and coordinated citywide employee safety training programs including CPR, First Aid, Bloodborne Pathogens, DOT Drug and Alcohol Testing regulations, and Respiratory Protection Program.
- Assisted in the supervision of clerical support staff. Coordinated City’s Workfare program for Welfare recipients.

February 1987 to October 1988
Customer Service Clerk, City of Whittier, Whittier CA

- Provided customer service support to Public Works Department with water and sanitation accounts; processed work orders; prepared billings and attended to billing issues; collected payments; entered new accounts into computer system.
- Assisted customers via telephone and at public counter; resolved issues and complaints.
- Operated radio to dispatch field personnel for a variety of routine and emergency service calls.
- Performed basic clerical work including copying, typing, and filing paperwork; maintained a variety of spreadsheets, logs, and records related to water and sanitation services; processed purchase order requests, and inventory requests; ordered supplies and maintained inventory.

EDUCATION

California State University, Long Beach
Bachelor’s Degree, Broadcast Journalism
Appendix B:

PSA Acceptance Form
Appendix B: Professional Services Agreement Acceptance Form

Firm Name: KOFF & ASSOCIATES

Address: 2835 SEVENTH ST.

City BERKELEY State CA Zip Code 94710

Telephone: (510) 658-5633 Fax (510) 652-5633

I have reviewed the RFP and Professional Services Agreement in its entirety. Our firm will execute the Professional Services Agreement with no exceptions.

Printed Name of Authorized Representative: GEORGE S. KRAMER

Signature of Authorized Representative: [Signature]

Date: 4/6/16
Dedicated to
Satisfying our Community’s Water Needs

MEMORANDUM

TO: Executive Committee
FROM: Coleen L. Monteleone, Assistant General Manager
DATE: April 26, 2016
SUBJECT: Board of Directors Communications Equipment and Service Policy

RECOMMENDATION

Recommend the Board Adopt Resolution No. XXXX – Board of Directors Communications Equipment and Service Policy.

STRATEGIC PLAN

Goal #1: Provide a safe, abundant, and reliable water supply.
Goal #2: Practice perpetual infrastructure renewal and improvement.
Goal #3: Be financially responsible and transparent.
Goal #4: Increase public awareness about Mesa Water® and about water.
Goal #5: Attract and retain skilled employees.
Goal #6: Provide outstanding customer service.
Goal #7: Actively participate in regional water issues.

PRIOR BOARD ACTION/DISCUSSION

On March 13, 2013, the Board of Directors (Board) adopted Resolution No. 1430 - Board Communications Equipment and Service Policy, superseding Resolution No. 1392. Resolution No. 1430, Appendix A, Policy 5 states, “the policy will be reviewed every three years for potential adjustment.”

On January 8, 2013, the Board approved the purchase or reimbursement of up to $2,000 for the purchase of an electronic device for each of the Directors.

On April 13, 2010, the Board adopted Resolution No. 1392 - Board Communications Equipment and Service Policy.

DISCUSSION

Electronic communication is an essential component for the Board of Directors when conducting District business. The Board relies upon electronic communication with staff and other individuals and organizations in conducting District business. The content often ranges from a quick message to a lengthy document such as a contract for review. The most efficient means of delivering messages and documents is typically by e-mail or fax. In order for the Directors to communicate by e-mail or fax, it is beneficial for them to have electronic devices, printer/fax, and Internet and/or fax line services.

Once elected or re-elected, Directors will have the opportunity to provide their own communication equipment or have the District acquire a device(s) for them. With either option, the Directors will be reimbursed for the service necessary for the business use of that equipment, including Internet and/or fax line service, and supplies. The draft resolution will be provided at the meeting.
FINANCIAL IMPACT

Funds are budgeted for electronic communication devices in the Customer Services FY 2016 budget. Financial impact will vary and not exceed $6,000 per Director over a 48-month (4-year) election term.

ATTACHMENTS

None.
RECOMMENDATION

Review future agenda topics and conference schedule.

STRATEGIC PLAN

Goal #1: Provide a safe, abundant, and reliable water supply.
Goal #2: Practice perpetual infrastructure renewal and improvement.
Goal #3: Be financially responsible and transparent.
Goal #4: Increase public awareness about Mesa Water® and about water.
Goal #5: Attract and retain skilled employees.
Goal #6: Provide outstanding customer service.
Goal #7: Actively participate in regional water issues.

PRIOR BOARD ACTION/DISCUSSION

None.

DISCUSSION

Staff will provide an updated future agenda topics and conference schedule at the Executive Committee meeting.

FINANCIAL IMPACT

None.

ATTACHMENTS

None.
REPORTS AND INFORMATION ITEMS:

6. REPORT OF THE GENERAL MANAGER:
REPORTS AND INFORMATION ITEMS:

7. DIRECTORS’ REPORTS AND COMMENTS:
There are no support materials for this item.