RESOLUTION - ACTION REQUESTED 2016-551

MEETING: October 18, 2016

TO: The Board of Supervisors

FROM: Steve Johnson, Human Resources Director - Risk Manager

RE: Approve Agreement with Municipal Resource Group

RECOMMENDATION AND JUSTIFICATION:
Approve a Professional Services Agreement with Municipal Resource Group (MRG) for Human Resources consulting services in the amount of $19,700; and Authorize the Board of Supervisors Chair to Sign the Agreement.

It is proposed that MRG conduct a County-wide clerical classification study that involves 37 employees in 13 classifications. The goal of the study will be to streamline the clerical classes into a more general classification plan using fewer classes and levels and placing more emphasis on level of responsibility.

Further, during labor negotiations with the Sheriffs' Management Association (SMA), the County and the SMA agreed that the County would conduct a study of the Captain, Jail Lieutenant, and Undersheriff classifications within one year of the adoption of the agreement with the SMA. The agreement was adopted on February 9, 2016. It is proposed that MRG conduct this study to determine if these positions are appropriately classified, which could result in salary changes.

Attached is MRG's proposal outlining the assignment and scope of services.

BACKGROUND AND HISTORY OF BOARD ACTIONS:
The Board of Supervisors has previously approved agreements with the Municipal Resource Group for various Human Resources consulting services. During the 2016/2017 budget hearings, the Board approved funding in Human Resources' professional services line item for purposes of retaining an HR consulting group to perform the clerical study as well as a study of the Sheriff's classifications pursuant to contract negotiations.

ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:
Do not approve a Professional Services Agreement with MRG, however another consulting firm would have to be located which could result in delays in conducting these studies.

FINANCIAL IMPACT:
Funding is budgeted in HR's professional services line.
Resolution - Action Requested 2016-551

ATTACHMENTS:
Municipal Resource Group agt 10-2016 (PDF)
MRG Scope of Services 10-2016 (PDF)

CAO RECOMMENDATION
Requested Action Recommended

Dallin Kimble
Dallin Kimble, Deputy CAO 10/13/2016

RESULT: ADOPTED BY CONSENT VOTE [UNANIMOUS]
MOVER: Merlin Jones, District II Supervisor
SECONDER: Kevin Cann, District IV Supervisor
AYES: Rosemarie Smallcombe, Merlin Jones, Marshall Long, Kevin Cann
EXCUSED: John Carrier
PROFESSIONAL SERVICE AGREEMENT

THIS AGREEMENT is made this 11th day of October 2016 between:

COUNTY: Mariposa County
P.O. Box 784
Mariposa, CA 95338

and

CONTRACTOR: Mary Egan, Partner
Municipal Resource Group
675 Hartz Avenue, Suite 300
Danville, CA 94526

ARTICLE 1. TERM OF AGREEMENT

1.01 Agreement Term: This Agreement shall become effective on October 11, 2016 and shall terminate upon completion of the projects, unless terminated in accordance with the provisions of Article 7 of this Agreement.

ARTICLE 2. INDEPENDENT CONTRACTOR STATUS

2.01 Independent Contractor: It is the express intention of the parties that Contractor is an independent Contractor and not an employee, agent, joint venturer or partner of County. Nothing in this Agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee between County and Contractor or any employee or agent of Contractor. Both parties acknowledge that Contractor is not an employee for state or federal tax purposes. Contractor shall retain the right to perform services for others during the term of this Agreement.

2.02 Contractor Qualifications: Contractor warrants that it has the necessary competence, experience and qualifications for the services to be performed.

2.03 Agreement Management: Contractor shall report to the Human Resources Director/Risk Manager (Department Head) who will review the activities and performance of the Contractor and administer this Agreement.

ARTICLE 3. SERVICES TO BE PERFORMED BY CONTRACTOR

3.01 Scope of Services: Contractor agrees to perform the services as described on Exhibit "A" attached hereto.

No additional services shall be performed by Contractor unless approved in advance in writing by the County stating the dollar value of the services, the method of payment, and any adjustment in Agreement time. All such services are to be coordinated with County and the results of the work shall be monitored by the Human Resources Director/Risk Manager or his/her designee. However, the means by which the work is accomplished shall be the sole responsibility of the Contractor.

Last Revised 6/21/10
3.02 Method of Performing Services: Contractor will determine the method, details, and means of performing the above-described services. County shall not have the right to, and shall not, control the manner or determine the method of accomplishing Contractor's services.

3.03 Employment of Assistants: Contractor may, at the Contractor's own expense, employ such assistants as Contractor deems necessary to perform the services required of Contractor by this Agreement. County may not control, direct, or supervise Contractor's responsibility for assistants or employees in the performance of those services. Contractor assumes full performance of those services. Contractor assumes full and sole responsibility for the payment of all compensation and expenses of such assistants and for all state and federal income tax, unemployment insurance, Social Security, disability insurance and other applicable withholdings.

ARTICLE 4. COMPENSATION

4.01 Compensation: In consideration for the services to be performed by Contractor, County agrees to pay Contractor in proportion to the services satisfactorily performed in the not to exceed amount of Nineteen Thousand and Seven Hundred Dollars ($19,700) for services as described above. The total sum to be paid to Contractor includes all labor, materials, travel and other expenses to be incurred by Contractor in the performance of the services described herein. Payment shall be made upon submission of a formal claim approved by the appropriate official of the County as follows:

[ ] Total sum to be paid upon completion of services, or

[ X ] Incremental payments based on the following schedule:
Consultant shall submit invoices based on completed services.

4.02 Invoices: Contractor shall submit detailed invoices for all services being rendered from the Contractor to the County.

4.03 Date for Payment of Compensation: County will endeavor to make payment within 45 days of invoices being submitted from the Contractor to the County, and approval and acceptance of the work by the County.

4.04 Expenses: Contractor shall be responsible for all costs and expenses incident to the performance of services for County, including but not limited to, all costs of equipment provided by Contractor, all fees, fines, licenses, bonds or taxes required of or imposed against Contractor and all other of Contractor's costs of doing business. County shall not be responsible for any expense incurred by Contractor in performing services for County.

ARTICLE 5. OBLIGATIONS OF CONTRACTOR

5.01 Tools and Instrumentalities: Contractor will supply all tools and instrumentalities, required to perform the services under this Agreement. Contractor is not required to purchase or rent any tools, equipment or services from County. County shall not provide working space, supplies, materials or other such support to Contractor in the performance of the services and tasks as described herein.

Last Revised 6/21/10
5.02 Indemnification: Contractor shall indemnify and hold County harmless against any and all liability imposed or claimed, including attorney’s fees and other legal expenses, arising directly or indirectly from any act or failure of Contractor or Contractor’s assistants, employees or agents, including all claims relating to the injury or death of any person or damage to any property. Contractor agrees to maintain a policy of liability insurance in the minimum amount of One Million Dollars ($1,000,000) or an amount as otherwise determined appropriate by the County Risk Manager to cover such claims. Contractor shall furnish a certificate of insurance evidencing such insurance and naming the County as an additional insured for the above-cited liability coverage prior to commencing work. It is understood that the duty of Contractor to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code. Acceptance by County of insurance certificates and endorsements required under this Agreement does not relieve Contractor from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply to any damages or claims for damages whether or not such insurance policies shall have been determined to apply. By execution of this Agreement, Contractor acknowledges and agrees to the provisions of this Section and that it is a material element of consideration.

5.03 General Liability and Automobile Insurance: During the term of this Agreement Contractor shall obtain and keep in full force and effect a commercial, general liability and automobile policy or policies of at least $1,000,000 combined limit for bodily injury and property damage; provided that the County, its officers, employees, volunteers and agents are to be named additional insureds under the policies, and that the policies shall stipulate that this insurance will operate as primary insurance for work performed by Contractor and its sub-contractors, and that no other insurance effectuated by County or the named insureds will be called on to cover a loss covered hereunder. The General Liability insurance shall be provided by an ISO Commercial General Liability policy, with edition dates of 1985, 1988, or 1990. The County will be named as an additional insured using ISO form CG 2010 1185 or the same form with an edition date no later than 1990, or in other form satisfactory to County.

5.04 Professional Liability Coverage: Contractor shall provide proof of professional liability coverage satisfactory to County prior to commencing work under the Agreement.

5.05 Certificate of Insurance: Contractor shall complete and file with the County prior to engaging in any operation or activity set forth in this Agreement, certificates of insurance evidencing coverage as set forth in paragraphs 5.02 and 5.03 above and which shall provide that no cancellation or expiration by the insurance company will be made during the term of this Agreement, without thirty (30) days written notice to County prior to the effective date of such cancellation.

5.06 Workers’ Compensation: During the term of this Agreement Contractor agrees to provide workers’ compensation insurance for Contractor’s employees and agents and agrees to hold harmless and indemnify County for any and all claims arising out of any injury, disability, or death of any of Contractor’s employees or agents.

5.07 Public Employees Retirement System (CalPERS): In the event that Contractor or any employee, agent, or subcontractor of Contractor providing services under this Agreement is determined by a court of competent jurisdiction or the Public Employees Retirement System (CalPERS) to be eligible for enrollment in CalPERS as an employee of the County, Contractor shall indemnify, defend, and hold harmless County for the payment of any employee and/or employer contributions for CalPERS benefits on behalf of Contractor or its employees, agents, or subcontractors, as well as for the payment of any
penalties and interest on such contributions, which would otherwise be the responsibility of County.

5.08 State and Federal Taxes: As Contractor is not County's employee; Contractor is responsible for paying all required state and federal taxes. In particular:

a) County will not withhold FICA (Social Security) from Contractor's payments;
b) County will not make state or federal unemployment insurance contributions on behalf of Contractor;
c) County will not withhold state or federal income tax from payment to Contractor;
d) County will not make disability insurance contributions on behalf of Contractor;
e) County will not obtain workers' compensation insurance on behalf of Contractor.

5.09 Records: It is understood and agreed that all plans, studies, specifications, and data magnetically or otherwise recorded on computer or computer diskettes, records, files, reports, etc., in possession of the Contractor relating to the matters covered by this Agreement shall be the property of the County, and Contractor hereby agrees to deliver the same to the County upon request. It is understood and agreed that the documents and other materials including but not limited to those set forth hereinabove, prepared pursuant to this Agreement are prepared specifically for the County and are not necessarily suitable for any future or other use. Contractor shall maintain such records for a minimum of three (3) years or as otherwise required by law.

5.10 Contractor's Books and Records: Contractor shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services or expenditures and disbursements charged to the County for a minimum of three (3) years, or for any longer period required by law, from the date of final payment to the Contractor. Any records or documents required to be maintained shall be made available for inspection, audit and/or copying at any time during regular business hours, upon oral or written request of the County.

5.11 Assignability of Agreement: It is understood and agreed that this Agreement contemplates personal performance by the Contractor and is based upon a determination of its unique personal competence and experience and upon its specialized personal knowledge. Assignments of any or all rights, duties or obligations of the Contractor under this Agreement will be permitted only with the express written consent of the County.

ARTICLE 6. OBLIGATIONS OF COUNTY

6.01 Cooperation of County: County agrees to comply with all reasonable requests of Contractor and provide access as allowed by law to all documents reasonably necessary to the performance of Contractor's duties under this Agreement.

6.02 Assignment: Neither this Agreement nor any duties or obligations under this Agreement may be assigned by County without the prior written consent of Contractor.

ARTICLE 7. TERMINATION OF AGREEMENT

7.01 Termination Occurrence of Stated Events: This Agreement shall terminate automatically on the occurrence of any of the following events:
1. Bankruptcy or insolvency of Contractor;
2. Death of Contractor.

Last Revised 6/21/10
7.02 Termination by County for Default of Contractor: Should Contractor default in the performance of this Agreement or materially breach any of its provisions, County, at County's option, may terminate this Agreement by giving written notification to Contractor.

7.03 Termination for Convenience of County: County may terminate this Agreement at any time by mailing a notice in writing to Contractor that the Agreement is terminated. Said Agreement shall then be deemed terminated and no further work shall be performed by Contractor. If the Agreement is so terminated, the Contractor shall be paid for that percentage of the phase of work actually completed, based on a pro rata portion of the compensation for said phase satisfactorily completed at the time the notice of termination is received.

7.04 Termination of Funding: The parties acknowledge that the nature of government finance is unpredictable, and that the rights and obligations set forth in this Agreement are necessarily contingent upon the receipt and/or appropriation of the necessary funds. In the event that funding is terminated, in whole or in part, for any reason, at any time, this Agreement and all obligations of County arising from this Agreement shall be immediately discharged. County agrees to inform Contractor no later than thirty (30) calendar days after County determines, in its sole judgment, that funding will be terminated and the final date for which funding will be available.

ARTICLE 8. GENERAL PROVISIONS

8.01 Notices: Any notices to be given hereunder by either party to the other may be effected either by personal delivery in writing or by mail, registered or certified, postage prepaid and return receipt requested. Mailed notices shall be addressed to the parties at the addresses appearing in the introductory paragraph of this Agreement, but each party may change the address by written notice in accordance with this paragraph. Notices delivered personally will be deemed communicated as of actual receipt; mailed notices will be deemed communicated as of two (2) days after mailing.

8.02 Entire Agreement of the Parties: This Agreement supersedes any and all agreements, either oral or written, between the parties hereto with respect to the rendering of services by Contractor for County and contains all the covenants and agreements between the parties with respect to the rendering of such services in any manner whatsoever. Each party to this Agreement acknowledges that no representations, inducements, promises, or agreements, orally or otherwise, have been made by any party, or anyone acting on behalf of any party, which is not embodied herein, and that no other agreement, statement, or promise not contained in this Agreement shall be valid or binding. Any modification of this Agreement will be effective only if it is in writing signed by the party to be charged and approved by the County as provided herein or as otherwise required by law.

8.03 Partial Invalidity: If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

8.04 Attorney’s Fees: If any action at law or in equity, including an action for declaratory relief, is brought to enforce or interpret the provisions of this Agreement, the prevailing party will be entitled to reasonable attorneys’ fees, which may be set by the court in the

Last Revised 6/21/10
same action or in a separate action brought for that purpose, in addition to any other relief to which that party may be entitled.

8.05 **Conformance to Applicable Laws:** Contractor shall comply with the standard of care regarding all applicable federal, state and county laws, rules and ordinances. No discrimination shall be made by Contractor in the employment of persons who work under this Agreement because of race, color, national origin, ancestry, disability, sex or religion of such person.

8.06 **Waiver:** In the event that either County or Contractor shall at any time or times waive any breach of this Agreement by the other, such waiver shall not constitute a waiver of any other or succeeding breach of this Agreement, whether of the same or any other covenant, condition or obligation.

8.07 **Governing Law:** This Agreement and all matters relating to it shall be governed by the laws of the State of California and County of Mariposa and any action brought relating to this Agreement shall be held exclusively in a state court in the County of Mariposa.

Executed at Mariposa, California, on the date and year first above written.

**COUNTY:**
By Marshall Long, Vice-Chair

[Signature]
John Carrier, Chair
Board of Supervisors

**CONTRACTOR:**

[Signature]
Mary Egan
Partner, Municipal Resource Group

**APPROVED AS TO FORM:**

[Signature]
Steven W. Dahlem
County Counsel
EXHIBIT A

SCOPE OF SERVICES
(attached)
September 23, 2016

Steve Johnson, Human Resources Director/Risk Manager
Mariposa County
4988 11th Street, Suite B
P.O. Box 1917
Mariposa, CA 95338

Dear Mr. Johnson:

Thank you very much for the opportunity to submit a work plan to conduct a county-wide clerical classification study of 37 positions in 13 classifications and reviews on the Sheriff’s Department.

Municipal Resource Group is submitting a proposal to provide the County with the expertise required to perform the identified scope of work within an acceptable timeframe. We bring to this assignment significant experience providing management consulting services to local government clients including significant expertise in classification and compensation work.

The firm and the assigned consultants will devote all necessary resources to undertake a successful comprehensive study of the County’s clerical positions. Furthermore, we will work with the County at every step during the project to maintain open communication, provide status updates, and ensure the successful accomplishment of the study's objectives.

Again, thank you for the opportunity to be considered for this project. If you need additional information, please contact me or Karen Coffee at 916-715-7751.

Sincerely,

Mary Egan
Municipal Resource Group LLC
(916) 261-7547
egan@municipalresourcegroup.com
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I. ASSIGNMENT IN PERSPECTIVE

STUDY OBJECTIVES
The County is seeking human resource consulting assistance to conduct a county-wide clerical classification study which will encompass approximately 38 incumbents within 13 classifications. The main goal of the study will be to streamline the numerous clerical classes into a more general classification plan utilizing less classes and levels and more emphasis on level of responsibility versus departmental assignments. We understand that the County needs a classification “system” and not just a grouping of specialized and department-specific classes which ultimately creates inequity and excessive HR maintenance. Our proposal assumes the utilization of the whole job method of classification. This is the system that is most common to local government employers. In summary, the classifications of work are created and individual positions are allocated based on a series of well-defined allocation standards. These standards are tailored to each organization’s needs but typically include the following:

**Decision Making**
This standard consists of (a) the decision making responsibility and degree of independence or latitude that is inherent in the position and (b) the impact of decisions.

**Scope and Complexity**
This standard defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.

**Contact With Others Required By the Job**
This standard measures (a) the types of contacts and b) the purpose of the contacts.

**Supervision Received and Exercised**
This standard describes the level of supervision received from others and the nature of supervision provided to other workers.

**Knowledge, Skills and Abilities**
This standard defines the KSA’s that are inherent in a given classification. Distinctions are made between what is required to meet job requirements versus what may be learned on the job.

These standards form the basic criteria for:

- Putting forth recommendations that is congruent with and supports Mariposa’s overall classification structure.
• Determining the most appropriate classification and level based upon the duties and responsibilities of the positions.

• Ensuring appropriate internal alignment and consistency within all of Mariposa’s clerical classifications.

IN VolvEMENT OF STUDY PARTNERS
The precise involvement of the various study partners needs to be carefully defined at the beginning of the assignment. This is critical to ensure that the study results meet the County’s needs and can be implemented. While there is no one way to approach participation, the following outlines an approach which has been successful, with various modifications, for other organizations that are similar to the County in size and complexity.

Human Resources Director: The Human Resources Director would normally provide the consultant with the day-to-day guidance and administrative direction. In most cases, the key contact is with the Human Resources Director or his/her designee.

Study Participants: The study process has been carefully designed to provide for employee involvement. Specific activities include the completion of position inventory questionnaires and participation in the interview process.

Other Parties (County Administrative Officer, Unions, Board of Supervisors, etc.): As required by County of Mariposa rules, policies, and practices, the results and recommendations will be presented in a final report to the appropriate person and/or body.
II. STUDY PROCESS

The study process presented below is designed to achieve the specific objectives presented in the previous section. Each task has been carefully tailored to meet the County’s needs and is intended to insure:

**Client Involvement** - All study participants are provided an appropriate opportunity to be involved in the study process.

**Quality** - All study results are based on sound technical methods and provide the County with quality recommendations that are acceptable and can be implemented.

**Service And Value** - The assignment is completed on time and in the most efficient and effective manner possible to insure that the County receives the greatest value for its consulting dollar.

This clerical classification study will entail the review of the current classes, development of a new model clerical classifications/series, and recommended class allocation. Study tasks include the project initiation, completion of position inventory questionnaires by employees, the analyses of questionnaires and interviews with employees and their supervisors, and the preparation of new/revised class specifications.

This proposal also includes 4 -5 classification reviews of positions in the Sheriff’s Department that are not clerical. Bronda Silva will perform these reviews.

**Task 1 - Project Initiation**

This task involves all the steps required to initiate the project and includes:

- The lead consultant will discuss the project needs and schedule over the phone with the HR Director/designee and any other person needed to be included, followed up by an in-person meeting during a trip that will also include incumbent and manager interviews at a later date.

- Consultant review of the completed position description questionnaires, class specifications, organizational charts, salary schedules, and other documentation related to the study. The consultant will request these materials prior to the project initiation meeting so that the consultant has an understanding of the scope of the study, an understanding of the County’s current clerical classifications, and is prepared to seek further relevant information during the initial meeting.

- Review and finalize the study objectives, study process, and project schedule with the Human Resources Director/designee.
**Task 2 - Study Participants Complete Position Inventory Questionnaires**

It is assumed that all position inventory questionnaires (PIQs) will be completed by the study incumbents and available to the consultants at the start of the project. If not, then the proposed timeline (Exhibit B) may be affected.

**Task 3 – Develop Initial Clerical Classes/series Based Upon Best Practices**

Clerical work in governmental settings is well-known content with class series structures that work exceptionally well in organizing and describing the full-range of clerical and administrative support duties. Agencies known to have the best functional clerical classification structures will be researched for use as the models for the draft clerical classes/series for Mariposa, incorporating any unique needs and cultural climate requirements of the County. The model clerical classification structure, once approved by the HR Director/designee, will then be used in the allocation decisions of the remainder of the study. Any positions that are ultimately identified as outside of the new model classes/series will be recommended for allocation to other new, existing, and/or revised classes based upon the duties and responsibilities of the position(s).

**Task 4 - Conduct Employee and Manager Interviews**

The lead consultant will meet in person with the HR Director to continue the initiation process. Following this meeting will be an informational meeting of any incumbents who wish to attend. This meeting will cover the process and will provide an opportunity for the study incumbents to ask questions. Next, the consultant will also interview some of the incumbents, individually, or groups of incumbents in person. Employees will be grouped if two or more incumbents perform similar work in a department for example, there are 5 Office Assistant II (position number 20015) that would be a group interview. The incumbents to be interviewed during this visit will be identified and scheduled by County Human Resources (afternoon of the first day of the onsite visit and the morning of the next day). After this initial visit, the remaining job audits will be conducted by phone by the project consultants. The PDQs completed by employees will provide the consultants with important job evaluation information. The purpose of these interviews, whether in-person or by phone, individually or in groups, will be to clarify and supplement questionnaire data, resolve any differences of perception concerning the role and responsibility of a position, and to provide an opportunity for employees to participate in the study process. Department Managers will also be interviewed to provide supplemental information regarding the duties, the function of the department, and how the work is assigned.

**Task 5 - Develop Preliminary Recommendations**

Based on the results of the previous tasks, the consultants will recommend the best allocation to the class level within the draft model classification structure. This will include:
• Determination of proper classification and level.
• Provide rationale and analysis for recommendation based upon relevant allocation factors and information provided by incumbents and managers.

**Task 6 - Review Recommendations with the County**
Following the completion of the above task, the lead consultant will discuss the preliminary class/level recommendations with the Human Resources Director or his designee. This critical review step will ensure that no factual information is overlooked and that the ultimate recommendations are fair and consistent with the County's overall classification needs and organizational culture.

**Task 7 - Prepare Preliminary Draft of Classification Results**
Based on the results of the above review process, the consultant will finalize the basic classification structure recommendations along with any other recommended new/revised job descriptions, if required. All of the components of the classification analysis and the revised job descriptions will then be compiled into a preliminary draft of the classification studies. Additionally, if any salary recommendations are needed based upon internal relationships and equity, they will be incorporated into the draft report.

**Task 8 - Review Preliminary Draft of Classification Results with the County**
The preliminary draft will then be submitted to the Human Resources Director/designee for a thorough technical review. Following the review of the clerical classification plan, the consultant will prepare for the employee review process.

**Task 9 – Employee Review Process**
The Employee Review Process will be determined by Mariposa County. **The handling of any actual appeals or complaints is not part of this proposal.** However, if such services would be needed, the additional work could be provided at the billing rate of $200 per hour. Additional services will be agreed upon prior to commencing.

**Task 10 - Finalize Classification/Salary Recommendations and New/Revised Class Specifications**
Following the completion of the review process, the consultant will finalize the classification recommendations. This document will include:
• Individual position report and recommendations
• Allocation of positions to the proper classifications and levels
• New, modified, and/or up-dated job descriptions, if needed beyond the initial model classifications/series
• Internal alignment recommendations, if any.
III. PROJECT STAFFING, TIMING, AND COST

PROJECT STAFFING

Karen Coffee will be the project lead with technical assistance from Bronda Silva. Karen will assume responsibility for on-going client contact, data collection, and preparation and presentation of reports. Bronda will develop the initial model classification/series and will be available to all assigned consultants to provide technical assistance as needed in addition to conducting the Sheriff’s Department classification reviews. In addition, Karen may be assisted by other MRG consultants in conducting the position audits and making position allocation decisions. All assigned consultants bring to the assignment extensive experience that will be valuable in this project.

TIMING

We are prepared to begin immediately upon the execution of a contract and completion of PDQs by the study incumbents. We can complete all study tasks outlined in this proposal in approximately 8 weeks. Exhibit A includes a project schedule.

Municipal Resource Group takes its commitment to clients very seriously. The firm will not present a proposal if the consultant cannot dedicate themselves to a successful conclusion because of prior or conflicting commitments.

COST

The fees for professional services for the clerical class study that includes up to 37-38 incumbents and the Sheriff’s Department reviews would amount to $18,950. This cost includes 108.25 hours of professional services at $175 per hour as outlined on Exhibit B. Expenses included, but not limited to, are for reimbursement of travel expenses such as hotel and round-trip mileage and one overnight trip to Mariposa for the lead consultant is estimated at $750. The consultants only charge for one-way of travel time. The total Not To Exceed cost is $19,700.

EXPANDED SCOPE/ADDITIONAL PROJECTS

If the County finds that it needs to expand the scope of a project outlined in this proposal or to include additional positions for study or additional trips to Mariposa, the consultants are available to do so at $200 per hour with reimbursable travel costs.
## EXHIBIT A

### MARIPOSA COUNTY
### CLERICAL CLASSIFICATION STUDY
### PROJECT SCHEDULE

<table>
<thead>
<tr>
<th>TASK</th>
<th>WEEK</th>
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</thead>
<tbody>
<tr>
<td>1. Project Initiation (over the phone with follow-up in person)</td>
<td>1</td>
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<tr>
<td>2. Study Participants Complete Position Inventory Questionnaire</td>
<td>2</td>
</tr>
<tr>
<td>(timeline assumes completion of PIQs at start of study)</td>
<td></td>
</tr>
<tr>
<td>3. Develop Model Clerical Classes/Series</td>
<td>3</td>
</tr>
<tr>
<td>4. Conduct Employee and Manager Interviews (Group interviews will be</td>
<td>4</td>
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<tr>
<td>conducted when possible).</td>
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<tr>
<td>5. Develop Preliminary Recommendations</td>
<td>5</td>
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<tr>
<td>6. Review Classification/Internal Equity Recommendations with the</td>
<td>6</td>
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<tr>
<td>County</td>
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<tr>
<td>7. Prepare Preliminary Draft of Classification and Internal Equity</td>
<td>7</td>
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<tr>
<td>Results</td>
<td></td>
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<tr>
<td>8. Review Preliminary Draft of the Classification Results with the</td>
<td>7</td>
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<tr>
<td>County</td>
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<tr>
<td>9. Finalize Classification/Salary Recommendations and New/Revised</td>
<td>8</td>
</tr>
<tr>
<td>Class Specifications</td>
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</tbody>
</table>

Note: The position/class reviews in the Sheriff’s Department will completed during this 8-week project period with the exact timing predicated on receipt of the PDQs and request from HR,
## EXHIBIT B

### MARIPOSA COUNTY
- **CLERICAL CLASSIFICATION STUDY**
- **PROJECT COST**

<table>
<thead>
<tr>
<th>TASK</th>
<th>HOURS</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project Initiation (over the phone with some follow-up in person; #4 below)</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>2. Study Participants Complete Position Inventory Questionnaire (timeline assumes completion of PIQs at start of study)</td>
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<td></td>
</tr>
<tr>
<td>3. Develop Model Clerical Classes/Series</td>
<td>8</td>
<td></td>
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<tr>
<td>4. Conduct Employee and Manager Interviews – This will entail one overnight trip to Mariposa by the lead consultant. The start of the visit will include a meeting with HR with the remaining time interviewing some incumbents in-person. Incumbents to be interviewed in person and interview schedule will be determined by HR. All remaining interviews with be conducted over the phone.</td>
<td>45</td>
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<tr>
<td>5. Develop Preliminary Recommendations</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>6. Review Classification/Internal Equity Recommendations with the County</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>7. Prepare Preliminary Draft of Classification and Internal Equity Results</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>8. Review Preliminary Draft of the Classification Results with the County</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>9. Finalize Classification/Salary Recommendations and New/Revised Class Specifications.</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>10. Review and finalize Sheriff's Department 4-5 classes</td>
<td>23.25</td>
<td>$18,950</td>
</tr>
</tbody>
</table>

**TOTAL: 108.25 $18,950**

*Note: The hours for conducting the position/class reviews in the Sheriff’s Department are included in this time estimate.*