

PURISSIMA HILLS WATER DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS
6:30 P.M. WEDNESDAY JANUARY 15, 2020

Agenda

- 6:30 1. CALL TO ORDER, ROLL CALL**
- 6:35 2. COMMENTS FROM THE PUBLIC**
- 6:40 3. CONSENT CALENDAR**
Items appearing on the Consent Calendar are considered routine and will be adopted in one motion, except for any item removed for separate consideration elsewhere on the agenda. The President will ask the Board and the audience for requests to remove these items.
- A. APPROVAL OF MINUTES: REGULAR MEETING OF THE BOARD DECEMBER 11, 2019.**
- B. APPROVAL AND RATIFICATION OF DECEMBER 2019 DISBURSEMENTS PAID IN JANUARY IN ACCORDANCE WITH RESOLUTION 2013-9 (DISBURSEMENTS SIGNED BY DIRECTOR KNOPOFF, PHIL WITT, AND RAYLENE COLLINS)**
- C. FINANCIAL REPORTS FOR: REVENUES, EXPENDITURES, AND CAPITAL IMPROVEMENT PROJECTS FOR DECEMBER 2019.**
- D. APPOINTMENT OF DIRECTOR STEVE JORDAN TO THE BOARD OF DIRECTORS OF THE JOINT POWERS INSURANCE AUTHORITY (JPIA)**
- 6:45 4. MOODY RD. MAIN LEAK CLAIM FOR DAMAGES DISCUSSION**
- 7:00 5. RESOLUTION 2020-01 AUTHORIZING THE FILING OF AN APPLICATION WITH SANTA CLARA VALLEY WATER DISTRICT FOR SAFE, CLEAN WATER AND NATURAL FLOOD PROTECTION PROGRAM OF 2012 FUNDS AND AUTHORIZING THE GM TO ACCEPT GRANT FUNDS DISCUSSION/ACTION**
- 7:15 6. RESOLUTION 2020-02 APPROVING THE FORM AND AUTHORIZING THE EXECUTION OF CERTAIN INSTALLMENT SALE FINANCING DOCUMENTS IN CONNECTION WITH A FINANCING FOR THE PURISSIMA HILLS WATER DISTRICT TO FINANCE CERTAIN WATER SYSTEM IMPROVEMENTS DISCUSSION/ACTION**
- 7:45 7. CONSIDER AND APPROVE PAKPOUR CONSULTING GROUP PROPOSAL TO PREPARE PLANS, SPECIFICATIONS AND COST ESTIMATE FOR CONCEPCION ROAD WATER MAIN REPLACEMENT DISCUSSION/ACTION**
- 8:15 8. CONSIDER AND APPROVE A PROPOSAL FOR ORGANIZATIONAL ASSESSMENT FROM KOFF AND ASSOCIATES FOR A COST NOT TO EXCEED \$30,000 DISCUSSION/ACTION**
- 8:30 9. LA CRESTA AND OPERATIONS SITE LEASES UPDATE**

PURISSIMA HILLS WATER DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS
WEDNESDAY, JANUARY 15, 2020

- | | | | |
|--------------|------------|--|-------------------|
| 8:50 | 10. | DROUGHT SUPPLY FROM VALLEY WATER VIA CALWATER | UPDATE |
| 9:00 | 11. | LOS ALTOS HILLS COUNTY FIRE DISTRICT AGREEMENTS | UPDATE |
| 9:05 | 12. | ENGINEER'S REPORT | UPDATE |
| | A. | ELENA/TAAFFE/MOODY RD. MAIN REPLACEMENT | |
| 9:20 | 13. | ATTORNEY'S REPORT | UPDATE |
| 9:30 | 14. | MANAGER'S REPORT | UPDATE |
| | A. | FIELD REPORT | |
| | B. | CUSTOMER COMMUNICATIONS | |
| 9:45 | 15. | DIRECTORS' REPORT | UPDATE |
| | A. | BAWSCA, ACWA/JPIA, SCVWD, AND OTHER AGENCY ISSUES | |
| | B. | DIRECTORS' COMMENTS | |
| 9:50 | 16. | AGENDA ITEMS FOR FEBRUARY 12, 2020 BOARD MEETING | DISCUSSION |
| 10:00 | 17. | ADJOURNMENT | |

ASSISTANCE FOR PERSONS WITH DISABILITIES

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the District Secretary at 650-948-1217. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

Copies of all agenda reports and supporting data are available for inspection at the District office , 26375 Fremont Road, Los Altos Hills, Ca. A complete agenda and minutes can also be found on the District's website: <http://www.purissimawater.org>.

PHWD MINUTES DECEMBER 2019

1. **CALL TO ORDER, ROLL CALL, AND PLEDGE OF ALLEGIANCE** President Evans called the regular meeting to order at 6:30 p.m. in the District office.

Directors Present: President Evans, Directors Ernie Solomon, Brian Holtz, and Steve Jordon

Staff Present: Phil Witt, General Manager; Patrick Walter; Retired GM; Joubin Pakpour, Engineer, Pakpour Consulting Group; David Gehrig, Attorney, Hanson Bridgett; and Ray Collins, Office Manager/District Secretary

The Pledge of Allegiance was recited.

2. **COMMENTS FROM THE PUBLIC** Customer Chris Taelemans spoke about issues regarding the repairs to her property that was damaged by a District main break.
3. **CONSENT CALENDAR** It was moved by Director Jordan, seconded by Director Holtz, to approve Items B. and C. of the Consent Calendar. Motion approved unanimously – voice vote (4-0). It was moved by Director Holtz, seconded by Director Jordan, to approve Item A. Final Minutes as amended. Motion approved unanimously – voice vote (4-0).
4. **RESOLUTION 2019-10 APPRECIATION FOR PATRICK WALTER** It was moved by Director Jordan, seconded by Director Evans, to approve Resolution 2019-10 as amended. Motion approved unanimously – voice vote (4-0).
5. **OPERATION CENTER AND LA CRESTA LEASES WITH TOWN OF LOS ALTOS HILLS** The GM explained the proposed new location of the Town's Emergency Operations Committee (EOC) antenna at La Cresta tank site and that he discussed the mutual benefits of the tower with EOC members. The EOC will test the ability of the new antenna tower site to reach other Santa Clara County ECOMM locations.
6. **DROUGHT SUPPLY FROM VALLEY WATER VIA CALWATER** Director Jordan discussed the need for additional water during a drought, and the possibility of obtaining it with new pump infrastructure that could transport surplus water from Valley Water through CalWater interties with the District. He said that a grant to fund the infrastructure could be awarded from the Bureau of Reclamation. The GM and Director Jordan will meet with CalWater and Valley Water officials to discuss a mutual benefit.
7. **LOS ALTOS HILLS COUNTY FIRE DISTRICT (LAHCFD)** Director Jordan requested that the GM provide an update on a possible extension of a grant from Valley Water for the purchase of pumper caps. Pumper caps are an acoustic leak detection device that embeds intelligent nodes in fire hydrant caps and transmits leak data via cellular communications. Directors Jordan and Evans will contact LAHCFD about the status of the proposed agreement that permits the installations.
8. **ENGINEER'S REPORT** The Engineer reported that 13 eligible bidders attended the Elena/Taaffe/Moody Rd. main replacement project bid meeting. The bid opening will be held December 18, 2019 at the District office. His proposal for the Concepcion Rd Project will be discussed at the Board's January 15, 2020 regular meeting.
9. **ATTORNEY'S REPORT** The Attorney reported on prevailing wage law.
10. **MANAGER'S REPORT**
 - A. **FIELD REPORT**
 - A new surge valve was installed at Altamont pump station. The discharge was plumbed into the tank to reduce lost water and runoff.

- Crew replaced the 4” backflow that feeds Westwind Barn fire service.
- Crew excavated Arastradero 10” main in the most likely location of leaking pipe. A leak was not found; crew continues to search for it.
- A main leak occurred on a 6” CI main on La Loma Dr. at the Summitwood intersection. The leak was a crack that was close to becoming a split. It was replaced with 3’ of main as well as the service line that feeds 25044 La Loma. There was no public or private property damage

B. CUSTOMER COMMUNICATIONS None

11. DIRECTORS’ REPORT

A. BAWSCA, ACWA/JPIA, SCVWD, AND OTHER AGENCY ISSUE Director Jordan reported on BAWSCA water transfer agreements and Valley Water projects.

B. DIRECTORS’ COMMENTS

12. AGENDA ITEMS FOR JANUARY 15, 2020 BOARD MEETING

Concepcion Rd. Proposal
 Elena/Taaffe/Moody Rd. Update
 La Cresta and Operation Site Leases
 Drought Supply Via Cal Water
 LAHCFD agreements
 Closed Session: pending litigation and Manager’s Goals

13. APPOINTMENT OF PRESIDENT AND VICE PRESIDENT OF THE BOARD FOR 2020 It was moved by Director Evans, seconded by Director Jordan, to appoint Director Solomon as President, and Director Holtz as Vice President according to procedures approved in Resolution 2009-11, a policy regarding the annual election of officers based on rotation and seniority. Motion approved unanimously – voice vote (4-0).

14. ADJOURNMENT It was moved by Director Jordan, seconded by Director Solomon, to adjourn the meeting at 8:34 p.m. Motion approved unanimously – voice vote (4-0).



Pakpour Consulting Group, Inc.

December 06, 2019

Phil Witt
General Manager
Purissima Hills Water District
26375 Fremont Road
Los Altos Hills, CA 94022

**Subject: Proposal to Prepare Plans, Specifications and Cost Estimate
Concepcion Road Water Main Replacement
Purissima Hills Water District**

Dear Phil,

Pakpour Consulting Group (PCG) is pleased to provide the following proposal to prepare plans, specifications, and cost estimate for the Concepcion Road Water Main Replacement as identified in the District's 2019 Capital Improvement Program (CIP). Following is a brief background pulled directly from the CIP 19-02 exhibit (attached).

CIP 19-02 Concepcion Road Water Main Replacement

The existing water main along Concepcion Road consists of 3,770 LF 8" Cast Iron Pipe (CIP) and 830 LF of 8" Polyvinyl Chloride (PVC). These water mains were installed as late as the 1950's with the exception of a small PVC section installed in early 1990. The District has experienced extensive leaks over the years and the pipes are in very poor condition. This project replaces the existing CIP/PVC water mains with new 8" Ductile Iron Pipe (DIP) along Concepcion Road between the Fremont Road/Concepcion Road intersection (District office location) and Purissima Road.

Task 1.0 – Meetings/Field Investigations/Project Management

PCG will conduct meetings and field investigations with District staff during the design phase. This task also includes various project management tasks throughout the project.

Task 2.0 - Topographic Survey, Potholing & Utility Coordination

Topographic Survey

PCG, along with our survey subconsultant, will research Town of Los Altos Hills and Santa Clara County records for "As-Built" improvement plans, reports, studies and other data that may be pertinent to the project.

Topography will be established and tied to horizontal and vertical control by the surveyor. The survey scope will consist of providing reference points, topographic information, establishment and listing of benchmarks and field monuments, site data control, and utility information along affected roads. Existing right-of-way and adjoining property information will be obtained and shown on the project base map.



We assume the District will mark the location of the existing water mains and call for USA markings prior to the field survey. The survey will show the location of the marked water main and any other underground utilities as marked.

Potholing

Along and adjacent to the proposed water main alignment, there are numerous existing wet and dry utilities. We recommend potholing all critical utility crossings to determine the horizontal and vertical location to reduce potential water main alignment conflicts. The potholing contractor will be responsible for coordinating USA markings in the field and providing one-person traffic control for potholing operations.

Our potholing subconsultant will perform up to twenty (20) utility potholes using air-vacuum excavation to verify the precise horizontal and vertical location of underground utilities. The exact pothole locations will be determined after the preliminary water main alignment is established. Once the requested utility has been exposed, pertinent utility data will be collected including the utility type, material composition, general soil characteristics, depth, and a photo of the exposed utility. After utility data collection, the pothole will be restored to its previous condition using the appropriate backfill and surface restoration materials as required by the permitting authority. Potholes will be marked in the field with MAG nail in asphalt or chiseled "X" in concrete and pertinent utility data will be recorded on the ground surface with white paint displaying the pothole number, utility size, type, and depth. Potholes performed in natural ground will be marked with a steel pin and pertinent utility data will be recorded on a wooden lath at each pothole location. The results of the field work will be presented in a Portable Document Format (PDF) report that will include: pertinent utility data, longitudinal and latitudinal coordinates (for reference purposes only), and photos.

Utility Coordination

Project Utility Notices will be sent out to utilities and services operating in the area, informing them of the project and requesting plans of their facilities, and their requirements for construction near them. We will coordinate with the various utility companies to resolve potential conflicts.

Task 3.0 - Environmental Investigation

Our subconsultant, MIG, will perform an environmental investigation along the project limits and prepare needed environmental documentation. Given the majority of the water main will be replaced within the roadway, we assume this project will either fall under a categorical exclusion or a mitigated negative declaration. Should additional environmental documentation be necessary, a budget amendment may be required.

Task 4.0 - 60% Plans

The 60% progress plans will be prepared per District standards. The design drawings will be prepared in AutoCAD Civil 3D 2020. The 60% Plans will be submitted for District review. PCG will participate fully in the review process.

Task 5.0 - 90% Plans, Specifications, and Cost Estimates

The 60% plans submitted in the task above will be carried to 90% completion by adding details, additional notes, and addressing District and other agency comments along with preparing 90% technical specifications and cost estimate. Tie-in details will be provided for each intersection. The specifications



will be in Microsoft Word format and will be incorporated into the District's "boilerplate" to produce final bid documents. Bid quantities will be estimated for each item of work and a cost estimate prepared based on unit prices for each item. Unit prices will be determined based on recent bid tabulations from similar projects and discussions with local contractors if needed.

Task 6.0 - Bid Documents (Final Plans, Specifications, and Cost Estimates)

Upon receiving 90% review comments, each comment will be reviewed, discussed, and addressed. Appropriate modifications will be made to the plans, technical specifications, and cost estimates. The plans and specifications will be finalized for the project including all notes/details and incorporating all comments received.

Task 7.0 - Advertisement/Award Period

PCG will administer the advertisement and award process on behalf of the District and will include written responses to bidder inquires, preparation of contract addenda, and attendance at a pre-bid conference and site visit.

Proposed Budget

TASK	DESCRIPTION	District Engineer		Associate Engineer		Project Engineer		TOTALS	
		HR	COST	HR	COST	HR	COST	HRS	COST
			\$220		\$170		\$150		
1.0	Meetings/Field Investigations/Project Management	8	\$1,760	20	\$3,400	80	\$12,000	108	\$17,160
2.0	Topographic Survey, Potholing, Utility Coordination	0	\$0	8	\$1,360	40	\$6,000	48	\$7,360
3.0	Environmental Investigation	0	\$0	4	\$680	10	\$1,500	14	\$2,180
4.0	60% Plans	2	\$440	40	\$6,800	200	\$30,000	242	\$37,240
5.0	90% Plans, Specifications, and Estimates (PSE)	2	\$440	40	\$6,800	100	\$15,000	142	\$22,240
6.0	Bid Documents - Final PSE	4	\$880	10	\$1,700	40	\$6,000	54	\$8,580
7.0	Advertisement / Award Period	4	\$880	10	\$1,700	40	\$6,000	54	\$8,580
Total Labor		20	\$ 4,400	132	\$ 22,440	510	\$ 76,500	662	\$ 103,340
Topographic Survey									\$52,800
Environmental Documentation									\$8,932
Cathodic Protection Design									\$6,589
Potholing									\$22,000
5% Direct Expense Fee (Mileage, Copies, Plots, Etc.)									\$5,167
Total Budget for Design / Advertisement Assistance									\$ 198,828



Proposed Schedule

Notice to Proceed	December 11, 2019
Survey Complete	February 14, 2020
60% Submittal	April 10, 2020
60% Submittal Review Meeting	April 22, 2020
90% Submittal	June 19, 2020
90% Submittal Review Meeting	July 1, 2020
Final Submittal	August 7, 2020
Advertisement Authorization	August 12, 2020
Award Project	October 14, 2020
Begin Construction	Mid-November 2020

Should you have any questions regarding this proposal, please do not hesitate to contact me at (925) 224-7717. We look forward to working with the District on this project.

Very truly yours,

Pakpour Consulting Group, Inc.



Brandon Laurie, P.E.
Associate Engineer

J:\Projects\PHWD - 10002.00\37-Concepcion Road Water Main Replacement\Contract\Agency\37-PHWD-Witt-19.12.06-Concepcion Rd WM Replacement.docx



CONCEPCION ROAD WATER MAIN REPLACEMENT

PROJECT BACKGROUND

The existing water main along Concepcion Road consist of 3,770 LF 8" Cast Iron Pipe (CIP) and 830 LF of 8" Polyvinyl Chloride (PVC). These water mains were installed as late as the 1950's with the exception of a small PVC section installed in early 1990. The District has experienced extensive leaks over the years and the pipes are in very poor condition. This project replaces the existing CIP/PVC water mains with new 8" Ductile Iron Pipe (DIP) along Concepcion Road between the Fremont Road/Concepcion Road intersection (District office location) and Purissima Road.

PROPOSED IMPROVEMENTS

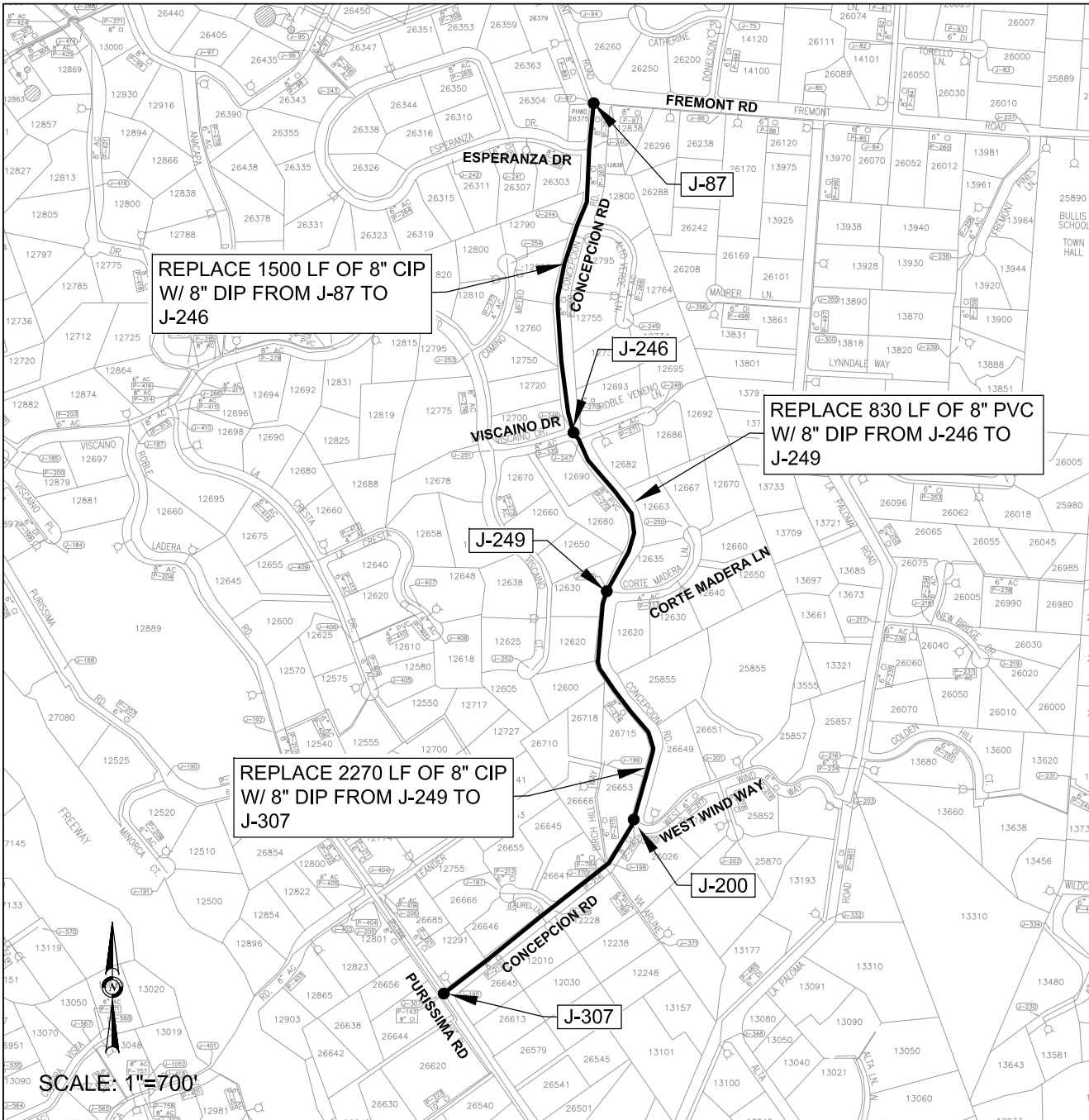
Replace 3,770 LF of 8" CIP and 830 LF of 8" PVC w/ 8" DIP

PROJECT BENEFITS

The Concepcion Road Water Main Replacement replaces old infrastructure, with a history of extensive leaks, with new water main.

PROJECT BUDGET (rounded)

8" DIP - 4,600 LF @ \$450/LF	\$ 2,070,000
Service Connections - 14 @ \$4,500/EA	\$ 63,000
Fire Hydrants - 7 @ \$15,000/EA	\$ 105,000
Subtotal Construction	\$ 2,238,000
Planning, Design & Construction Support	\$ 335,000
Contingency (±10%)	\$ 257,000
Project Budget	\$ 2,830,000



Pakpour Consulting Group
5776 Stoneridge Mall Rd, Ste 320
Pleasanton, CA 94588
P: 925.224.7717 F: 925.224.7726
www.pcgengr.com

JOB No.	10002.04
DATE	10/2019
SCALE	AS NOTED
DRAWN BY	BL
CKD	JP



PURISSIMA HILLS WATER DISTRICT
SANTA CLARA COUNTY, CALIFORNIA
26375 FREMONT ROAD
LOS ALTOS HILLS, CA 94022-0264

CONCEPCION ROAD WATER MAIN REPLACEMENT
PROJECT 19-02
CAPITAL PROJECT SUMMARY - 2019 UPDATE



December 23, 2019

Proposal for Organizational Assessment

Purissima Hills Water District

Koff & Associates

Celebrating 35 years 1984 – 2019

GEORG S. KRAMMER

Chief Executive Officer

2835 Seventh Street

Berkeley, CA 94710

www.KoffAssociates.com

gkrammer@koffassociates.com

Tel: 510.658.5633

Fax: 510.652.5633

December 23, 2019

Mr. Joubin Pakpour
Contract District Engineer
Purissima Hills Water District
26375 Fremont Rd,
Los Altos Hills, CA 94022

Dear Mr. Pakpour:

Thank you for the opportunity to respond to your Request for a Proposal for an Organizational Assessment for the Purissima Hills Water District (“District”) for nine employees.

Koff & Associates is an experienced public-sector Human Resources and Recruitment Services firm that has been conducting similar organizational assessments for special districts, cities, and counties for 35 years. The firm has achieved a reputation for working successfully with management, employees, and union representatives. We believe in a high level of dialogue and input from employees and management and our proposal speaks to that level of effort.

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

We look forward to the opportunity to provide professional assistance to the District with this important project.

Sincerely yours,



Georg S. Krammer
Chief Executive Officer



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QUALIFICATIONS OF FIRM

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

We are a **private California corporation, #2785458**, and our legal name is **Kaneko and Krammer Corp. dba Koff & Associates, Inc.** We were incorporated on September 23, 2005. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the western region.

We are a California State-certified Small Business Enterprise (#58366), and through the County of Alameda, we are also a locally certified Local, Small Local, and Very Small Local Business Enterprise.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments (including service as the management representative in meet & confer and negotiation meetings), working with Boards of Directors, Boards of Supervisors, Boards of Trustees, City Councils, County Commissions, Merit Boards, and Joint Power Authorities.

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

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

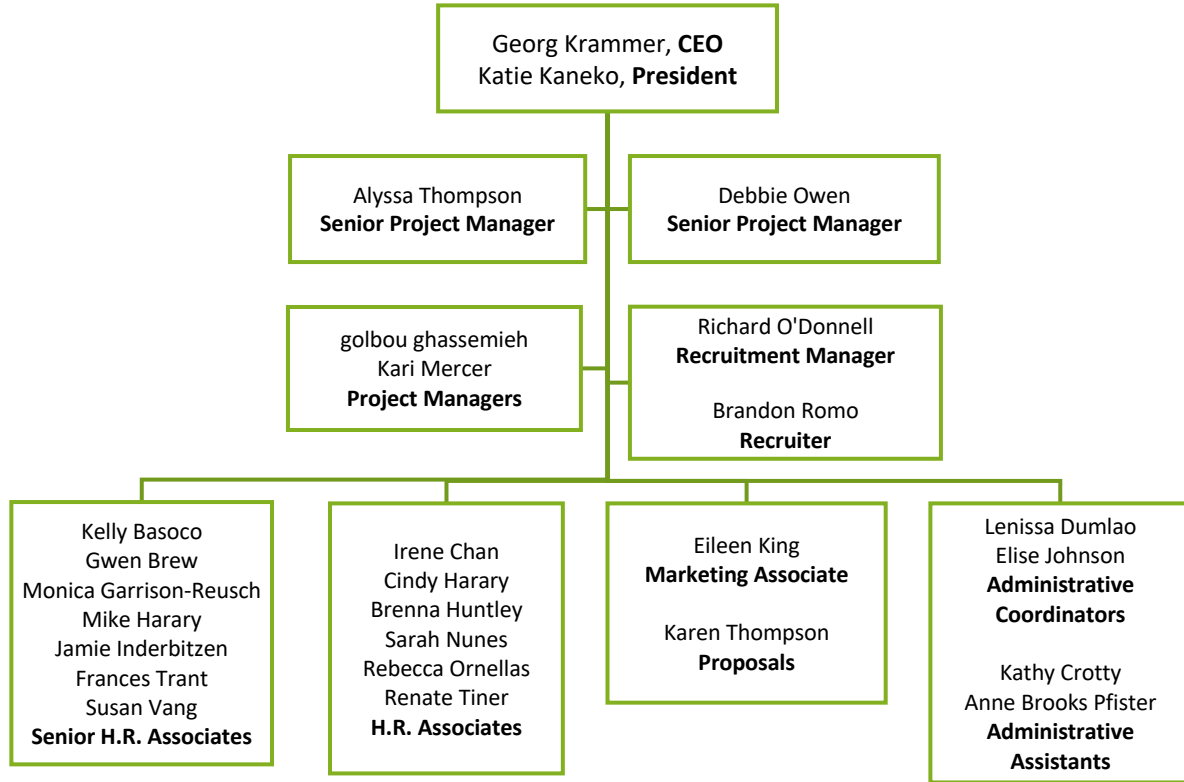
Our long list of clients is indicative of our firm’s reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective recommendations and solutions. K&A has a reputation for being “hands on” with the ability and expertise to implement its ideas and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

K&A relies on our stellar reputation and the recommendations and referrals of past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that in working with hundreds of public agency clients and completing hundreds of organizational assessments and other types of studies, we have only had a handful of formal appeals in our entire history.



KEY PERSONNEL

Our entire team consists of 28 employees as shown below in our organizational chart.



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

Following are short biographies of the specific staff who will be assigned to this project:

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

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

Armed with her Bachelor of Business Administration degree, and as a CPA (Certified Public Accountant), Katie began her career in an international accounting/consulting firm. She transitioned into Human Resources within the firm to become the Human Resources Director of the San Francisco office. She next moved into the high-tech industry where she served in leadership positions for high-growth companies, startup firms, and organizations in transition. Katie then moved to the public sector, joining K&A in 2003



and has been the firm's President since 2005; over the last 16 years, she has overseen hundreds of compensation, classification, organizational and other studies for cities, counties, and special districts throughout California.

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

- **Special Districts:**
 - Wastewater: Castro Valley Sanitary District, Central Contra Costa Sanitary District, Dublin San Ramon Services District, East Palo Alto Sanitary District, Encina Wastewater Authority, Fairfield Suisun Sewer District, Las Gallinas Sanitary District, Monterey Regional Water Pollution Control Agency, Mt. View Sanitary District, Vallejo Flood and Wastewater District, West Valley Sanitation District
 - Water: Alameda County Water District, Coastside County Water District, Indian Wells Valley Water District, North Coast County Water District, Santa Clara Valley Water District, Valley County Water District, Zone 7 Water Agency
- **Cities and/or Towns:** Albany, Belmont, Benicia, Calistoga, Carmel, Coachella, Crescent City, Cupertino, Danville, Dinuba, Fairfield, Galt, Hayward, Hillsborough, Los Altos, Los Gatos, Madera, Manteca, Moraga, Morgan Hill, Mt. Shasta, Newman, Palo Alto, Paradise, Piedmont, Redwood City, Rohnert Park, Sacramento, San Bruno, San Pablo, Santa Cruz, Santa Rosa, Seaside, Sonoma, Tracy
- **Counties:** El Dorado, Humboldt, Mendocino, Merced, Placer, San Joaquin, San Mateo, Sonoma, Tuolumne, Yuba

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

Alyssa Thompson, Ph. D.
Senior Project Manager

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

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

- **Special Districts:**
 - Wastewater: Central Contra Costa Sanitary District, Central Marin Sanitation Agency, Encina Wastewater Authority, Orange County Sanitation District, Vallejo Flood and Wastewater District
 - Water: Alameda County Water District, Bay Area Water Supply & Conservation Agency, Coastside County Water District, Contra Costa Water District, Dublin San Ramon Services District, Mid-Peninsula Water District, San Bernardino Valley



Water Conservation District, Santa Clara Valley Water District, Santa Clarita Valley Water Agency, South Coast Water District, Valley County Water District, Zone 7 Water Agency

- **Cities and Towns:** Concord, Danville, Discovery Bay, Fremont, Hayward, Hillsborough, Los Altos Hills, Monterey, Napa, Oakland, Orange, Palm Desert, Piedmont, Redlands, Sacramento, San Diego, Santa Barbara, Santa Rosa, Vallejo
- **Counties:** Bernalillo (New Mexico), Humboldt, Orange, Placer, San Joaquin, San Mateo, Solano, Tehama, Tuolumne

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

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

Brenna Huntley, M.S.

H.R. Associate

Prior to joining the K&A team in early 2017, Brenna worked in human services and education to connect people with the services and information most important to them. Her transition into human resources consulting allows her to continue this trend, focusing on classification and compensation studies to deliver sound market data and recommendations to clients. In addition to her professional pursuits, Brenna has spent several years conducting research studies in academic laboratories, investigating questions surrounding leadership effectiveness, organizational culture, and employee selection.

Since joining K&A, Brenna has worked on classification, compensation, or organizational studies for the following agencies:

- **Cities/Towns:** Belmont, Cupertino, East Palo Alto, Los Altos Hills, Milpitas, Moraga, Mt. Shasta, Palm Desert, Paradise, Pleasant Hill, Redlands, Redwood City, San Bruno, Santa Cruz, Santa Monica, Vallejo
- **Counties:** Humboldt, Monterey, Contra Costa
- **Special Districts:** Alameda Housing Authority, Costa Mesa Sanitary District, Dublin San Ramon Services District, Encina Wastewater Authority, Foothill-DeAnza Community College District, Habeas Corpus Resources Center, Las Gallinas Valley Sanitary District, Leucadia Wastewater Authority, Livermore Amador Valley Transit Authority, Marina Coast Water District, Midpeninsula Regional Open Space District, Mid-Peninsula Water District, Mt. View Sanitation District, Rancho Murieta Community Services District, Riverside County Transportation Commission, SACOG (Sacramento Area Council of Governments), San Bernardino International Airport Authority, Santa Clara County Housing Authority, Santa Clarita Valley Water Agency



Brenna earned her B.A. degree in Psychology from San Diego State University, and her M.S. degree in Industrial/Organizational Psychology from San Francisco State University.

She will provide H.R. Associate support throughout this effort, including organizational analysis, interviews with employees and management, data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Renate Tiner, B.Sc.

H.R. Associate

Renate's professional qualifications include five years of both non-profit and private sector Human Resources experience. Starting in Human Resources administration and rising into Human Resources management, she gained experience in full-cycle recruitment, orientation and on-boarding, Health and Safety, Worker's Compensation, licensing and accreditation, policy development, and general Human Resources administration.

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

- **Cities:** Bellflower, Concord, Cupertino, El Monte, Hillsborough, Los Altos, Mt. Shasta, Piedmont, Rohnert Park, San Diego, Sausalito, West Sacramento
- **Special Districts:** Alameda County Transportation Commission, Bay Area Water Supply and Conservation Agency, Eastern Municipal Water District, Dublin-San Ramon Services District, Foothill-De Anza Community College District, Groveland Community Services District, Los Angeles County Employees Retirement Association, Metropolitan Transportation Commission, Midpeninsula Regional Open Space District, Port of Long Beach, Riverside Community College District, and San Joaquin County Superior Court

Renate earned her B.Sc. degree in Psychology from the University of Northern British Columbia, in Prince George BC, Canada. She was a Canadian Human Resource Professional (CHRP) Candidate before moving to the United States.

She will provide H.R. Associate support throughout this effort, including organizational analysis, interviews with employees and management, data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



METHODOLOGY / SCOPE OF WORK

ORGANIZATIONAL ASSESSMENT/STAFFING STUDY

Deliverable A. Initial Documentation Review/Meeting with Project Team

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

This initial step will also include a discussion of our methodology and the components of the survey instrument that will be used when comparing the District to other, comparable agencies. We will meet with management to discuss the major elements of the study and which areas (organizational, operational, staffing, etc.) will be studied. We are flexible in regards to the inclusion of employees and have found that their buy-in throughout the process usually avoids conflict at the end of the study.

Deliverable B. Determine Comparator Agencies

In order to develop solid staffing recommendations, we feel it is important to obtain an understanding of market best practices and how other agencies staff their operations and functions. The selection of comparator agencies is considered a critical step in the process. We will use factors such as size of the organization, number of employees, size of budgets, similarities in infrastructure, and most importantly services provided as factors to identify appropriate agencies for a best practices review for staffing purposes. We will receive approval before proceeding with the survey. Up to eight comparable agencies will be selected for comparison.

Deliverable C. Development of Position Assessment and Survey Questionnaires

The study will contain two major surveys: 1) an analysis of current roles, duties, responsibilities, and processes within the District, and 2) a study of organizational and staffing best practices of agencies that are comparable.

For both surveys, we will develop a survey instrument/questionnaire to ensure that the right questions are asked. The internal District survey will be structured similar to a position assessment questionnaire and include questions regarding roles, duties, responsibilities; processes, efficiencies, time and frequency; and competencies, knowledge, skills, and abilities required to perform jobs successfully.

The industry/market study will include questions regarding organizational structure, ratios of staffing, and other resources to assignments and expected work products, and best management practices. It is our recommendation to review the two survey instruments/questionnaires in a collaborative manner



including management and employees (and/or employee representation, if the District is open to this approach).

Deliverable D. Orientation Meetings with Employees and Distribution of Position Assessment Questionnaires

We will facilitate orientation meetings with employees (within the same timeframe as the kick-off meeting) and distribute the Position Assessment Questionnaires for purposes of the internal survey. While this meeting may not be mandatory, it is highly recommended, as it forms the beginning of the educational process that continues throughout the study. Project processes will be explained, expectations will be clarified, and elements that are not a part of the study will also be covered. Questions will be answered and hints for completing the questionnaire will be given. The questionnaires shall be handed out with the incumbents' current class descriptions attached so employees can use them as a tool for completing the questionnaires.

We recommend that employees complete separate questionnaires but give employees in the same classification the option of collaborating on completing a questionnaire together, if the employees feel that their daily assignments are similar enough. However, one critical piece we hope to determine through this process is whether certain employees' duties and tasks have changed compared to their peers in the same classification. If so, we want to be able to analyze those separately. Our goal is to analyze the questionnaires and identify trends regarding processes, efficiencies, staffing, and what works and what doesn't work within each functional area of assignment.

Employees complete the questionnaire, send it to their supervisor/manager for review, comment, and signature, and then send it to our office for analysis.

Deliverable E. Employee/Supervisory/Management Interviews

Upon receipt of the questionnaires, they will be reviewed and analyzed along with other documentation, including any information regarding timekeeping, efficiency measurements, and process descriptions.

Based on information from the internal survey, we conduct individual employee interviews to clarify certain information that was contained, or perhaps we found to be missing, in the Position Assessment Questionnaires.

Interviews will also be held with supervisory and management staff, who will clarify their own responsibilities as well as confirm the information we have received in the interviews with their staff. The focus of these interviews will be to establish whether managers feel that they have sufficient or superfluous staff resources to conduct the operations of their individual departments, and whether potential outsourcing or "insourcing" opportunities would create efficiencies and economies for the District.

Deliverable F. Industry/Market Data Collection

Typically, we collect organizational charts, classification descriptions, employee allocation lists, workforce development and staffing plans, and other information via websites or in person, by telephone, email, or



facsimile from each comparator agency. With this prior knowledge, our professional staff will then schedule appointments, with knowledgeable individuals to answer specific questions. We find that the information collected using these methods has a very high validity rate and is generally substantiated with management, employees, as well as governing bodies.

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

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

Deliverable G. Data and Trend Analysis

Surveying up to eight comparator agencies for the staffing assessment should yield sufficient data and information to identify industry/market trends. Including agencies in the study that are known to be on the cutting edge of providing the highest quality services will uncover trends for best management practices that will be invaluable to the District.

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

Deliverable H. Development of Recommendations and Implementation Strategies

Depending on the results of the internal and external assessments, we will develop specific recommendations for organizational and staffing changes for the District.

Recommendations and implementation strategies will include the following (as appropriate):

- Organizational restructuring, including reassigning reporting relationships, streamlining classification series/progressions, and reorganizing functional areas of assignment;
- Staffing levels, including ratios of staff to workloads as well as ratios of “rank-and-file” staff to supervisory and management staff;
- Outsourcing and “insourcing” opportunities, including areas of assignment at the divisional, functional, and specific task levels;
- Process efficiencies, including redundancies and deficiencies as well as assignments of functions and tasks;
- Equipment and computer and automated technologies: while we are not management information systems or information technology experts, we will report the results of the market survey and identify any trends in this area, including feedback regarding the successfulness of current and/or newly implemented systems used by the comparator agencies; and
- Best management practices, including trends observed in the identified survey market.



It should be noted that the development of recommendations, and implementation strategies in particular, will be as collaborative a process with management as the District wishes. We are most receptive to District input, especially when it comes to the organizational and staffing realities of addressing potential District deficiencies and implementing new strategies, etc. When it comes to developing timelines, input from the District will be elicited to create realistic road maps.

Our suggested changes will be prioritized based on importance/urgency, will include recommended timelines for implementation, and will also include an analysis of potential cost impacts associated with any proposed changes.

Draft recommendations and implementation plans will be discussed with the management team prior to developing an Interim Report.

Deliverable I. Management Review, Reanalysis and Feedback

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

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

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

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

Deliverable K. Presentation to the Project Team, District Manager, and/or Board of Directors

Our proposal includes one initial overview, one interim study session, and one final presentation to the Board of Directors, as needed.



TIMELINE

Our professional experience is that an organizational assessment for this size organization/department and the desired scope of work will normally take approximately three to four months to complete, allowing for adequate Position Assessment Questionnaire completion, time for employee and supervisor interviews, market survey data collection and analysis, development of recommendations and implementation strategies, review steps by the District, the development of final reports, and presentations.

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

Deliverable	Organizational Assessment	Completion
A.	Initial Documentation Review/Meeting with Project Team	Week 1
B.	Determine Comparator Agencies	Week 2
C.	Development of Position Assessment and Survey Questionnaires	Week 2
D.	Orientation Meetings with Employees and Distribution of Position Assessment Questionnaires	Week 3
E.	Employee/Supervisory/Management Interviews	Week 8
F.	Industry/Market Data Collection	Week 10
G.	Data and Trend Analysis	Week 12
H.	Development of Recommendations and Implementation Strategies	Week 14
I.	Management Review/Re-analysis and Feedback	Week 15
J.	Preparation of Draft Final and Final Report and Deliverables	Week 16
K.	Presentation to the Project Team and/or District Manager/ Board of Directors	As Scheduled



COST PROPOSAL

Deliverable	Organizational Assessment	Hours
A.	Initial Documentation Review/Meeting with Project Team	10
B.	Determine Comparator Agencies	10
C.	Development of Position Assessment and Survey Questionnaires	10
D.	Orientation Meetings with Employees and Distribution of Position Assessment Questionnaires	5
E.	Employee/Supervisory/Management Interviews	10
F.	Industry/Market Data Collection	40
G.	Data and Trend Analysis	15
H.	Development of Recommendations and Implementation Strategies	24
I.	Management Review/Re-analysis and Feedback	24
J.	Preparation of Draft Final and Final Report and Deliverables	24
K.	Presentation to the Project Team and/or District Manager/ Board of Directors	5
	Additional meetings with study stakeholders	4
	Total Professional Hours	181
	Combined Professional and Clerical Composite Rate: \$150/Hour	\$27,150
	Expenses are included in the composite hourly rate:	N/A
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, parking, meals, travel time, etc.</i>	
	ENTIRE PROJECT NOT TO EXCEED:	\$27,150
	*Additional consulting will be honored at composite rate (\$150/Hour)	



CONTRACTUAL REQUIREMENTS

We will be pleased to sign the District's professional services agreement for an Organizational Assessment Study.

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

Payment Terms:

Our regular terms are Net 30.

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

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

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

Non-Solicitation:

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



Signature Page

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

This proposal is valid for ninety days.

Respectfully submitted,

By: KOFF & ASSOCIATES
State of California

A handwritten signature in blue ink that reads "Georg S. Krammer".

Georg S. Krammer
Chief Executive Officer

December 23, 2019



RESOLUTION NO. 2020-01

AUTHORIZING THE FILING OF AN APPLICATION WITH SANTA CLARA VALLEY WATER DISTRICT FOR SAFE, CLEAN WATER AND NATURAL FLOOD PROTECTION PROGRAM OF 2012 FUNDS AND AUTHORIZING THE GENERAL MANAGER TO ACCEPT GRANT FUNDS

PURISSIMA HILLS WATER DISTRICT

WHEREAS, in November 2012 the voters of Santa Clara County approved Measure B, the Safe, Clean Water and Natural Flood Protection Program, as a countywide special parcel tax for 15 years with a sunset date of June 30, 2028 (Program); and

WHEREAS, the Santa Clara Valley Water District (Valley Water) created the 2019 Safe Clean Water Project A2 Water Conservation Grant Program as part of the Program (Grant Program), which provides funds for testing of new and innovative water conservation programs and technologies; and

WHEREAS, Valley Water's Water Conservation Unit has been delegated the responsibility for the administration of the grant program, setting up necessary procedures; and

WHEREAS, said procedures established by the Valley Water require grantee's governing bodies to certify by resolution the approval of grantees to apply for and accept grant program funds; and

WHEREAS, Purissima Hills Water District (District) has eighty miles of water mains, forty miles of which are cast iron and asbestos cement and over fifty years old; and

WHEREAS, due to the District's high pressure system, some main breaks have caused damage to nearby properties and roads, resulting in significant water loss, overtime labor costs, and long water outages; and

WHEREAS, the District has identified an acoustic leak detection device that embeds intelligent nodes in fire hydrant caps, and transmits leak data via cellular communication, which is viable for use in the hilly District service area; and

WHEREAS, the District desires to submit an application to Valley Water for Program funds to purchase, install and maintain the acoustic leak detection devices on fire hydrant caps in its service area (Water Conservation Research Project).

NOW, THEREFORE, BE IT RESOLVED that the Purissima Hills Water District Board of Directors hereby:

1. Approves the submission of an application for local assistance funds from the 2019 Safe Clean Water Project A2 Water Conservation Grant Program under the Safe, Clean Water

and Natural Flood Protection Program of 2012 for the Water Conservation Research Project;

2. Approves the acceptance of grant funds from the Grant Program, upon approval of grant funding for the Water Conservation Research Project by Santa Clara Valley Water District's Chief Executive Officer;
3. Certifies that the District has or will have sufficient funds to operate and maintain the Water Conservation Research Project for which it seeks funding from the Grant Program;
4. Certifies that the District will review and agree to the special provisions, general provisions and financial provisions contained in the grant agreement; and
5. Appoints the General Manager as agent to conduct all negotiations, execute and submit all documents including, but not limited to applications, agreements, and payment requests, which may be necessary for the completion of the Water Conservation Research Project.

PASSED AND ADOPTED this 15th day of January, 2020, by the following votes:

AYES:

NOES:

ABSENT:

President, Board of Directors
Purissima Hills Water District

ATTEST:

Secretary of the District

PURISSIMA HILLS WATER DISTRICT

RESOLUTION NO. 2020-02

RESOLUTION APPROVING THE FORM AND AUTHORIZING THE EXECUTION OF CERTAIN INSTALLMENT SALE FINANCING DOCUMENTS TO FINANCE CERTAIN WATER SYSTEM IMPROVEMENTS AND AUTHORIZING AND DIRECTING CERTAIN ACTIONS WITH RESPECT THERETO

RESOLVED, by the Board of Directors (the "Board") of the Purissima Hills Water District (the "District"):

WHEREAS, the District has determined to finance certain improvements to its water system consisting of (a) the Elena/Taaffe Road intertie (CIP 07-09), (b) the Taaffe Road water main replacement (CIP 11-03), (c) the Elena Road (North) water main replacement, (d) the Concepcion Road water main replacement (CIP 19-02) and (e) the Moody Road main replacement, and (f) re-grade, pave and improve Toyon Yard, construct a retaining wall at the main yard, and make other water infrastructure improvements (collectively, the "Project");

WHEREAS, it is in the public interest and for the public benefit that the District authorize and direct execution of the Installment Sale Agreement (hereinafter defined) and certain other documents in connection therewith;

WHEREAS, the District's obligation to make installment payments under the Installment Sale Agreement will be payable from a pledge of the net revenues of the District; and

WHEREAS, the documents specified below have been filed with the District and the members of the Board, with the aid of its staff, have reviewed said documents.

NOW, THEREFORE, the Board hereby DECLARES and ORDERS, as follows:

Section 1. Approval of the Project. The Board hereby approves the financing of the Project.

Section 2. Approval of the Documents. The below-enumerated documents be and are hereby approved, and the President of the Board and the General Manager, or the designee of either such official, is each hereby authorized and directed to execute said documents, with such changes, insertions and omissions as may be approved by such official, the execution thereof to be conclusive evidence of such approval, and the Secretary is hereby authorized and directed to attest to such official's signature:

(a) an installment sale agreement, by and between the Public Property Financing Corporation of California (the "Corporation"), as seller, and the District, as purchaser (the "Installment Sale Agreement"), pursuant to which the Corporation will sell the Project to the District, so long as the final payment date of the Installment Sale Agreement is not later than December 30, 2034, the principal amount of the Installment Sale Agreement is not greater than \$8,103,000, which includes payments to the consultants as described in Section 3 below and a \$3,500 fee to the Corporation, the maximum annual installment payments to be made by the

District under the Installment Sale Agreement is not greater than \$637,377.80, and the interest rate applicable thereto shall be 2.160% per annum, so long as no event or default or event of taxability shall have occurred; and

(b) a letter agreement for purchase, between Zions Bancorporation, N.A. (the "Purchaser") and the District, whereby the Purchaser agrees to acquire the rights of the Corporation to the installment payments to be made by the District under the Installment Sale Agreement.

Section 3. Consultants. The firm of Wulff, Hansen & Co. is hereby affirmed as municipal advisor to the District for the financing (the "Municipal Advisor"), the firm of Quint & Thimmig LLP is hereby affirmed as special legal counsel to the District for the financing ("Special Counsel") and the firm of Brandis Tallman LLC is hereby affirmed as placement agent to the District for the financing (the "Placement Agent"). Pursuant to Resolution 2019-08, the General Manager executed agreements with the Municipal Advisor in the amount of \$35,000, Special Counsel in the amount of \$40,000, and the Placement Agent in the amount of \$19,000 for their services related to the financing, each such agreement to be in the respective forms on file with the Secretary. This Resolution authorizes the financing and payment for these three agreements is contingent on the successful completion of the financing.

Section 4. Official Actions. The President of the Board, the General Manager, the Secretary, and all other appropriate officials of the District, are hereby authorized and directed to execute such other agreements, documents and certificates and to take such other actions as may be necessary to effect the purposes of this resolution and the financing herein authorized.

Section 5. Effective Date. This Resolution shall take effect upon its adoption by the Board.

* * * * *

I hereby certify that the foregoing resolution was duly adopted at a meeting of the Board of Directors of the Purissima Hills Water District held on the 15th day of January, 2020, by the following vote:

AYES, and in favor of, Board Members:

NOES, Board Members:

ABSENT, Board Members:

By _____
Secretary

President of the Board
Ernest Solomon