

BRYCE  
CONSULTING

CLASSIFICATION AND COMPENSATION STUDY  
FOR THE TRUCKEE TAHOE AIRPORT DISTRICT



BRYCE CONSULTING

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March 2, 2016



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Mr. Kevin Smith  
General Manager  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, Ca 96161

Dear Mr. Smith:

Thank you very much for the opportunity to submit a proposal to conduct a comprehensive classification and compensation study for the Truckee Tahoe Airport District.

Bryce Consulting brings to this assignment over twenty-five years of experience in providing management consulting services to local government clients. We recognize the importance of maintaining a meaningful classification plan reflective of today's organization as well as a competitive compensation plan. The firm will devote all necessary resources to undertake a successful comprehensive study of District positions. Furthermore, we will work with the District at every step during the project to maintain open communication, provide status up-dates, and ensure the successful accomplishment of the study's objectives.

It is our understanding that the classification and compensation study will include appropriately 21 full time and 3 seasonal employees and that the District will utilize a steering committee to reach consensus on the survey agencies, the benchmark classification, total compensation components and survey document. Study objectives include:

- Review, update, and standardize District job descriptions to assure relativity, compliance and efficiency including consistency with legal requirements including ADA, ADAAA and FLSA.
- Position evaluation to ensure internal alignment and equity between groups.
- Review of current compensation policy and plan design to determine if adjusting the pay structure horizontally and/or vertically will provide greater equity, flexibility and mobility.
- Total compensation study including salary and benefits to determine pay equity based on comparable industry and regional labor markets.
- Review of current performance-based review systems.

Bryce prides itself on developing and maintaining strong working relationships with employees and management and while the ultimate recommendations are developed by the consultant, we value the information provided by all levels of the organization.

Again, thank you for the opportunity to be considered for this project. If you need additional information, please contact me at (916) 974-0199.

Sincerely,

A handwritten signature in blue ink, appearing to read "Shellie Anderson", with a long, sweeping horizontal line extending to the right.

Shellie Anderson  
Principal

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# I. PROPOSER QUALIFICATIONS

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Bryce Consulting was formed in July 1995 to provide the full range of human resource consulting services to governmental clients. We offer comprehensive and integrated advisory services in the areas of human resources management, classification and compensation, recruitment and selection, organization development, and training. Our scope and approach to consulting is based on a solid foundation of professional experience in providing consulting services to local governments.

## SERVICES

Bryce Consulting offers a comprehensive range of human resource consulting services including:

**Classification and Compensation** - This area of the practice includes the development, installation, and modification of all or part of an agency's classification plan and compensation program. Typical study results include compensation policy development; the preparation of class specifications and career ladders that are in compliance with the ADA; internal salary relationship analysis; external compensation surveys; and the development of a revised compensation plan.

**Training** - This service provides both off-the-shelf and custom designed training programs on a wide variety of salient topics to organizations. Depending on the needs of the organization, we provide employee, mid-management, executive management or agency-wide training on topics such as supervisory skills, negotiation and conflict resolution skills, performance development and evaluation, communicating with your boss and interpersonal skills.

**Human Resources Systems** - Typical assignments in this area result in the development or modification of the basic policy and administrative framework for the agency's human resource management system. Study results include the preparation of personnel rules, policies, and procedures, and employee handbooks.

**Performance Appraisal** - This service area involves the development and installation of comprehensive performance appraisal systems for both management and non-management staff. These systems are complete and include the necessary forms, procedure manuals, and the training of management and supervisory staff.

## REFERENCES

Below provides references of current and past clients.

### **Town of Truckee**

Kim Szczurek, Administrative Services Director

(530) 582-2913

[kszczurek@townoftruckee.com](mailto:kszczurek@townoftruckee.com)

10183 Truckee Airport Road

Truckee, CA 96161

Bryce Consulting completed a Town-wide classification and compensation study in June 2014 involving 95 positions and 10 survey agencies. The study included working with a Compensation and Classification Committee.

### **Tahoe City Public Utilities District**

Cindy Gustafson, General Manager

(530) 580-6326

[cindyg@tcpud.org](mailto:cindyg@tcpud.org)

221 Fairway Drive

Tahoe City, CA 96145

Bryce Consulting completed a District-wide classification and compensation study in December 2014 involving 39 full-time, 30 seasonal employees and 13 survey agencies

### **Modesto Irrigation District**

Irma Perrone, Human Resources Manager

(209) 526-7340

[IrmaP@mid.org](mailto:IrmaP@mid.org)

1231 11<sup>th</sup> Street

Modesto, CA 95352

Modesto Irrigation District is a past and current client. Currently, Bryce completed a District-wide organizational efficiency review and compensation study. We have also conducted a classification study involving all supervisory and management positions and assist the District with the development of new classification on an on-going basis.

### **City of Novato**

Cathy Capriola, Assistant City Manager

(415) 899-8906

[ccapriola@ci.novato.ca.us](mailto:ccapriola@ci.novato.ca.us)

75 Rowland Way, #200

Novato, CA 94945

The City of Novato is a past and current client. Over the past few years, Bryce has conducted classification and compensation studies involving clerical, engineering, and sworn police

classifications. Bryce conducted a City-wide total compensation study in 2011 and 2013 and is currently in the process of conducting another City-wide total compensation study.

**City of Roseville**

Gayle Satchwell, Human Resources Director

(916) 774-5475

[GSatchwell@roseville.ca.us](mailto:GSatchwell@roseville.ca.us)

311 Vernon Street, Roseville, CA 95678

The City of Roseville is a past and current client. Bryce conducted a City-wide classification study and is in the process of concluding a City-wide total compensation study which includes classifications within the Environmental Utilities Department (water treatment and distribution, wastewater collection and treatment, solid waste).

## **PROJECT TEAM**

Shellie Anderson will serve as project manager for this study and will assume responsibility for on-going client contact, survey design, and preparation and presentation of reports. Ms. Anderson will be joined by Jean Sullivan, who brings a solid background of human resources consulting experience and will be responsible for assisting with project data collection and analysis. Both are principals of the firm and bring to the assignment extensive experience working with both employees and management in the collection and review of classification and compensation data. Staff resumes are provided below.

### **SHELLIE ANDERSON**

Shellie Anderson is a principal with the firm who brings over fifteen years of human resources consulting experience, specifically within the public sector. Her background includes managing and participating in compensation and classification studies, organizational analyses, recruitment and selection, and training. Ms. Anderson has worked with a variety of public agencies including the State of California, cities, counties, and water districts.

Ms. Anderson earned her Bachelor's degree in Psychology and Master's degree in Industrial and Organizational Psychology from the California State University, Sacramento. In addition, Ms. Anderson is a Certified Senior Professional in Human Resources and is an International Public Management Association Certified Professional.

### **JEAN SULLIVAN**

Jean Sullivan is a principal with the firm who brings a broad background of over twenty-five years of human resources and management consulting experience. Her background includes providing consulting services in the areas of classification and compensation, development and administration of assessment centers, selection and recruitment, and training to a wide variety of public sector agencies including cities, counties, school and special districts. Ms. Sullivan has personally been involved in over 1,000 classification and compensation consulting assignments over the last two decades.

Ms. Sullivan earned her Bachelor's degree in Applied Behavioral Science from the University of California, Davis with an emphasis in organizational development.



## II. PROJECT APPROACH

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This section of the proposal is intended to provide a background to the overall assignment and includes:

- Discussion of classification and compensation methodology
- Discussion of the roles the study participants may assume during the study process
- Discussion of project tasks

### CLASSIFICATION AND COMPENSATION METHODOLOGY

In conducting a classification and compensation study, we would propose to use the following methodology.

#### *Classification Methodology*

Our proposal assumes the utilization of the whole job method of classification. This is the system preferred by and is most common to most 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.

Once the above standards are refined to meet the District's particular needs, they are fully described

prior to their application to the District's jobs. The allocation standards then become the fundamental building block for the study of the classes. These standards form the basic criteria for:

- Developing the overall classification structure.
- Defining various levels within class series.
- Allocating individual positions to the appropriate level in a series.
- Establishing internal pay relationships within series and among related classes.

### ***Discussion of Labor Market Survey Criteria***

The overall objective in selecting survey employers is to define as accurately as possible the District's "Labor Market". A labor market consists of those employers with whom the District competes for employees. Bryce will research potential survey agencies for review by the Steering Committee for appropriateness. The criteria typically utilized in identifying survey employers includes the following:

**Employer Size** - As a general rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, agencies of similar size to the District are likely to have departmental structures and organization of positions more similar to the District than organizations that are significantly different in size. The specific criteria utilized to evaluate size include population served, services provided, and number of employees.

**Geographic Proximity** - Geographic proximity is another factor utilized in identifying an appropriate labor market. This factor is particularly important because it identifies those employers with which the District must directly compete to recruit and retain quality staff.

**Nature of Services Provided** - As a general rule similar organizations are selected as survey employers, because they provide similar services. This is important for the following reasons:

- Employers who provide similar services are most likely to compete with one another for employees.
- These employers are most likely to have comparable jobs.
- These employers are most likely to have similar organizational characteristics.

### ***Data Collection Methodology***

After the Steering Committee reaches consensus on the labor market, survey classifications, data elements and survey instrument, the consultants would apply the following data collection methodology.

- Determine the exact functional scope and organization level of each District survey class.
- Prepare information packets for the labor market agencies that describe in detail the survey class.
- Contact each survey agency to ensure cooperation and participation in the survey process.
- Collect salary and benefit data and then determine comparability by reviewing the scope, reporting relationship, and content of each classification.
- Compile raw salary and benefit data by survey class and calculate the labor market mean, median or other percentile and the percent the District is from the market.

### **INVOLVEMENT OF STUDY PARTICIPANTS**

The precise involvement of the various study participants needs to be carefully defined at the beginning of the assignment. This is critical to ensure that the study results meet the District'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 District in size and complexity.

***General Manager and Human Resources:*** The General Manager and Human Resources Representative 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 Representative while the General Manager is consulted on significant decisions and review processes.

***Board of Directors:*** The Board of Directors will participate on policy level decisions affecting the classification and compensation study and ultimately be asked to accept the study findings and recommendations.

***Management:*** The extent of involvement by management can vary significantly from client to client. Typical points of contact include an initial briefing concerning the study objectives and process; a detailed review with the consultant of the District's organizational structure, reporting relationships, and staffing patterns; and a review of study findings and recommendations.

**Steering Committee:** The Steering Committee will be involved in the identification and selection of survey agencies, survey classifications, compensation survey data elements, approval of survey instrument, and review of draft compensation study.

**Study Participants:** The study process has been carefully designed to provide for employee involvement. Specific activities include attendance at a study briefing to ensure understanding of the study process and methodology, the completion of position inventory questionnaires, participation in the interview process, review of draft findings and recommendations with respect to the classification recommendation for their individual position and, where appropriate, follow-up interviews.

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 District'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 District with quality classification and compensation 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 District receives the greatest value for its consulting dollar.

## **PHASE I - CLASSIFICATION STUDY**

This phase of the assignment will result in the study of all study classes. Study tasks include the project initiation and orientation, completion of Position Inventory Questionnaires by employees, the analyses of questionnaires and interviews with employees, the preparation of revised or new class specifications, and a review process for all employees included in the scope of the study.

### **Task 1 - Project Initiation**

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

- Consultant review of 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, the District's current classification and compensation strategy, and is

- prepared to seek further relevant information during the initial meetings.
- Review and finalization of the study objectives, study process, Position Inventory Questionnaire, and project schedule with the Human Resources Representative.

### ***Task 2 – Conduct Interview with Management***

This task will involve meeting with the Management to develop an understanding of the structure of the departments, how classifications are used, and to hear and respond to their questions. This interview will also help to identify positions where possible classification issues are occurring and are in need of further review through the interview process.

### ***Task 3 – Conduct Employee Orientations***

This task involves conducting orientation meetings for study participants to review the overall study process and to answer questions. In addition, detailed instructions will be provided to study participants regarding the completion of the Position Inventory Questionnaire.

### ***Task 4 - Study Participants Complete Position Inventory Questionnaires***

Every study participant will have an opportunity to complete a detailed Position Inventory Questionnaire that is designed to clearly document the assigned duties, responsibilities, and qualification standards. Once the questionnaires are completed, they are reviewed by appropriate management staff and forwarded to the consultant for analysis.

### ***Task 5 - Conduct Employee and Supervisor Interviews***

The completion of the Position Inventory Questionnaires by employees will provided the consultant with important job analysis information. This information will then be supplemented by individual interviews. The purpose of these interviews is 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. Given the relatively small number of positions, it is recommended that every employee be interviewed.

### ***Task 6 - Develop Classification Plan Structure***

Based on the results of the previous tasks, the consultant will develop the basic framework for the classification plan. This will include:

- Definition of terms.
- Development of career ladders.
- Initial allocation of positions to classes.

### ***Task 7 - Review Classification Plan Structure with the District***

Following the completion of the above task, the consultant will meet with the General Manager, Human Resources Representative, and appropriate management to review the proposed structure for

the classification plan. This critical review step will ensure that no factual information is overlooked and that the ultimate recommendations are fair and consistent with the District's overall classification and compensation needs.

***Task 8 - Prepare Preliminary Draft of Classification Plan***

Based on the results of the above review process, the consultant will finalize the basic classification structure and develop revised job descriptions consistent with legal requirements. All the components of the classification structure and the revised job descriptions will then be compiled into a preliminary draft of the classification plan.

***Task 9 - Review Preliminary Draft of the Classification Plan with the District***

The preliminary draft will then be submitted to the District for a thorough technical review. This review would be completed by the General Manager and Human Resources Representative, with assistance of management staff.

***Task 10 - Conduct Employee Review Process***

This task will provide each study participant with an opportunity to review the consultant's draft recommendations for their individual position. This review process is intended to be consistent with the District's policies and practices and would include:

- Review of the recommendations by each employee.
- An opportunity for each employee to submit written comments to the consultant.
- Follow-up interviews, as necessary, with the consultant to clarify employee concerns and resolve questions of fact.

Once the above steps are complete, the consultant will prepare a response to each employee which outlines the nature of the concern and the consultant's findings and final recommendations.

***Task 11 –Conduct FLSA Analysis***

The project consultant will conduct an FLSA analysis of each classification to determine which classifications qualify for exemption from overtime.

***Task 12 - Finalize Classification Plan***

Following the completion of the review process, the consultant will finalize the classification plan which will serve as a historical document for the District and manual moving forward with respect to handling classification issues.

## **PHASE II - COMPENSATION STUDY**

This phase of the study will result in the development of labor market survey parameters and the collection and evaluation of labor market survey data. Specific study tasks include the analysis and recommendation of the labor market and survey classes, the collection and analysis of survey data, preparation of salary recommendations, and development of an implementation plan.

### ***Task 1 – Research and Recommend Compensation Survey Parameters***

This task will result in the confirmation of all the compensation survey parameters. These parameters will be consistent with the District's overall classification and compensation plan and will include the following:

**Labor Market** – Typically a labor market consists of 10 – 12 survey agencies. The consultant will research potential survey agencies that are similar to the District in size, complexity, and service structure and represent significant competitors in an appropriate geographic area.

**Survey Classes** - The consultant will also recommend job classes to be used as survey classifications. These survey classes would be representative of all levels of classifications and job series.

**Survey Methodology** - The third key survey parameter is the clear definition of what data will be collected, how it will be analyzed, and in what form it will be presented. It is our understanding the District wants to consider base salary and total compensation benefits in the survey data collection.

The above parameters will be presented to the District for review in a comprehensive Labor Market Memo.

### ***Task 2 - Review Compensation Survey Parameters with the District***

Prior to initiating the compensation survey, the consultant will review the survey parameters with the General Manager, Human Resources Representative, and the Steering Committee for comment and consensus. This key review step will ensure that the survey results meet the District's needs and will facilitate the implementation of the results. At this time, the data elements will also be discussed and finalized as well as the survey instrument.

### ***Task 3 - Contact Survey Employers and Prepare Information Packet***

Once the above task is completed, the consultant will contact each survey employer. The purpose of the call will be to elicit cooperation, explain the scope of the survey, and explain who will collect the data. Following the completion of the calls, the consultant will prepare and distribute a

comprehensive survey packet to each employer that includes the criteria for establishing comparability, descriptions of the survey classes, and a list of the required survey information.

***Task 4 – Review of Merit Increase/Performance Review System***

The consultant will review the District’s current process for providing merit increases and provide recommendations for improvement/modification, specifically to address “top out” issues.

***Task 5 - Collect and Analyze Salary Survey Data***

Determining a comparable classification will include, at a minimum, comparison of the experience and education qualifications required, number of people supervised, level within the organization and degree of authority, and scope and complexity of the work performed. Once the data is collected it will be thoroughly analyzed utilizing an electronic spreadsheet. It is anticipated that this analysis would include a detailed presentation of base salary and benefit information for each survey class including the name of the comparable class, the top salary and total compensation, and a comparison between the labor market and the District for each survey classification.

***Task 6 - Review Preliminary Survey Results with the District***

Following the preliminary analysis of the survey data, the consultant will conduct an in-depth review of the survey results with the General Manager and Human Resources Representative. The purpose of this review is to identify any additional information needs or areas that require further analysis.

***Task 7 – Conduct Data Review Meetings with the Steering Committee***

Following the initial review of the data with the District, the consultant will conduct data review meetings with the Steering Committee. The point of the meeting is to provide an opportunity for the committee to review the classifications for comparability so that there is a better understanding and acceptance of the recommendations. The committee will be provided with the datasheets and the job descriptions from the survey agencies for the classes that have been determined to be comparable. The committee will have an opportunity to review the job descriptions and ask questions. The consultant will then research each question and meet with the committee a second time to provide the response.

***Task 8 – Follow Up Data Collection***

Throughout the review phases of the study the consultant will collect any additional information needed or requested.

***Task 9 – Prepare Preliminary Salary Plan and Internal Relationship Analysis***

The project consultant will prepare salary range recommendations for all classifications included in this study based on relevant labor market data and internal relationship guidelines recommended by the consultant.



***Task 10 – Review and Revise Salary Plan with the District***

Following the completion of the above, the consultant will review the draft salary plan and internal relationship analysis with the General Manager and Human Resources Representative.

***Task 11 – Prepare Action Plan and Strategy for Implementation***

The consultant will assist the District in the development of a strategy to implement the compensation study findings and recommendations including the impact of the FLSA analysis. Implementation strategies will take into account the overall philosophy of the District with respect to compensation as well as the financial impact of the results. Typically the consultant works closely with the District's Finance staff to develop the costs estimates associated with the implementation strategy.

***Task 12 - Prepare and Present Final Report***

Following the completion of the above review, the consultant will prepare and present the final report to the Board of Directors. This report will fully document all survey activities and recommendations including:

- Methodology
- Classification plan structure
- Allocation of positions
- Modified and up-dated job descriptions
- Discussion of the labor market survey parameters including labor market position
- Presentation and analysis of the survey results
- Presentation and discussion of the salary structure recommendations
- Implementation options and associated costs

Throughout the study, Bryce will rely on District staff to provide important background information such as job descriptions as well as salary and benefit information, assist with the scheduling of meetings, assist with the development of cost estimates associated with the recommendations, and to actively participate in the review of findings and recommendations.

### III. PROJECT TIMING AND COST

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#### PROJECT TIMING

We are prepared to begin immediately upon the execution of a contract. We can complete all study tasks outlined in this proposal in approximately 24 weeks for a completion date of August 24, 2016. All efforts will be directed to an early completion date. **Exhibit 1** on the following page includes a project schedule. Bryce Consulting takes its commitment to clients very seriously. The firm will not present a proposal if the consultants cannot dedicate themselves to a successful conclusion because of prior or conflicting commitments.

**EXHIBIT 1  
TRUCKEE TAHOE AIRPORT DISTRICT  
CLASSIFICATION AND COMPENSATION STUDY  
PROJECT SCHEDULE**

<b>TASK</b>	<b>WEEK</b>
<b><i>PHASE I CLASSIFICATION STUDY</i></b>	
1. Project Initiation	1
2. Conduct Interview with Management	2
3. Conduct Employee Orientations	2
4. Study Participants Complete Position Inventory Questionnaire	3 - 5
5. Conduct Employee and Supervisor Interviews	6
6. Develop Classification Plan Structure	7
7. Review Classification Plan Structure with the District	8
8. Prepare Preliminary Draft of Classification Plan	9
9. Review Preliminary Draft of the Class Plan with the District	10
10. Conduct Employee Review Process	11 – 12
11. Conduct FLSA Analysis	12
12. Finalize Classification Plan	13
<b><i>PHASE II COMPENSATION STUDY</i></b>	
1. Research and Recommend Compensation Survey Parameters	9
2. Review Compensation Survey Parameters with the Steering Committee	10
3. Contact Survey Employers and Prepare Information Packet	11
4. Review Merit Increase/Performance Review System	11
5. Collect and Analyze Salary Survey Data	12 – 14
6. Review Preliminary Survey Results with the District	15
7. Conduct Data Review with the Steering Committee	16 - 17
8. Follow Up Data Collection	17 -18
9. Prepare Preliminary Salary Plan and Internal Relationship Analysis	19
10. Review and Revise Salary Plan with the District	20
11. Prepare Action Plan and Strategy for Implementation	21 - 22
12. Prepare and Present Final Report	23 - 24

## PROJECT COST

The fees for professional services for the classification phase would cost \$11,200 to \$11,840 and the compensation phase would cost \$15,360. This cost includes 166 - 170 hours of professional services as outlined on **Exhibit 2** on the following page. The only additional charges would be for reimbursement of direct project related expenses for such items as mileage, estimated at \$800. The not to exceed total for a comprehensive classification and compensation study would amount to \$28,000. Professional service costs and reimbursable expenses would be billed and paid monthly.

**EXHIBIT 2**  
**TRUCKEE TAHOE AIRPORT DISTRICT**  
**CLASSIFICATION AND COMPENSATION STUDY**  
**PROJECT WORK PLAN**

<b>TASK</b>	<b>HOURS</b>	<b>COST</b>
<b><i>PHASE I CLASSIFICATION STUDY</i></b>		
1. Project Initiation	2	\$320
2. Conduct Interviews with Management	4	\$640
3. Conduct Employee Orientations	2	\$320
4. Study Participants Complete Position Inventory Questionnaire	---	
5. Conduct Employee and Supervisor Interviews	8	\$1,280
6. Develop Classification Plan Structure	6	\$960
7. Review Classification Plan Structure with the District	6	\$960
8. Prepare Preliminary Draft of Classification Plan	16	\$2,560
9. Review Preliminary Draft of the Class Plan with the District	6	\$960
10. Conduct Employee Review Process	4 - 8	\$640 - \$1,280
11. Conduct FLSA Analysis	8	\$1,280
12. Finalize Classification Plan	8	\$1,280
<b>Total Classification Hours</b>	<b>70 - 74</b>	<b>\$11,200 - \$11,840</b>
<b><i>PHASE II COMPENSATION STUDY</i></b>		
1. Research and Recommend Compensation Survey Parameters	6	\$960
2. Review Compensation Survey Parameters with the Steering Committee	4	\$640
2. Contact Survey Employers and Prepare Information Packet	2	\$320
4. Review Merit Increase/Performance Review System	4	\$640
5. Collect and Analyze Salary and Benefit Survey Data	32	\$5,120
6. Review Preliminary Survey Results with the District	4	\$640
7. Conduct Data Review with the Steering Committee	12	\$1,920
8. Follow Up Data Collection	6	\$960
9. Prepare Preliminary Salary Plan and Internal Relationship Analysis	4	\$640
10. Review and Revise Salary Plan with the District	2	\$320
11. Prepare Action Plan and Strategy for Implementation	12	\$1,920
12. Prepare and Present Final Reports	8	\$1,280
<b>Total Compensation Hours</b>	<b>96</b>	<b>\$15,360</b>

