

Submittal date: March 2, 2016

Total Compensation and Classification Study Proposal

Truckee Tahoe Airport District

Submitted By:

Koff & Associates

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March 2, 2016

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

Dear Mr. Smith:

Thank you for the opportunity to respond to your Request for Proposals for a Total Compensation and Classification Study, which includes position review, and evaluation and compensation policy and plan design, for the Truckee Tahoe Airport District ("District"), to be completed by August 24, 2016. We are most interested in assisting the District with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other airports, transportation agencies, JPAs, cities, and counties throughout California, including several clients in the Lake Tahoe region.

Koff & Associates is an experienced Human Resources consulting firm that has been providing classification and compensation consulting services to special districts, courts, cities, counties, educational institutions, and other public agencies for over thirty years. The firm is a woman-owned California small business corporation and has achieved a reputation for working successfully with management, employees, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. That extra effort has resulted in close to *100% implementation* of all of our classification and compensation studies.

Koff & Associates ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As Chief Executive Officer of the firm, I would assume the role of Project Director and be responsible for the successful completion of each project. I can be reached at our Berkeley address and the phone number listed below. My email is gkrammer@koffassociates.com.

This proposal will remain valid for at least sixty (60) days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to continue to provide professional services to the Truckee Tahoe Airport District.

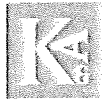
Sincerely,

Georg S. Krammer
Chief Executive Officer



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PROPOSER QUALIFICATIONS

Koff & Associates is a majority woman-owned public sector human resources consulting firm that was founded in 1984 and has been assisting special districts, cities, counties, other public agencies, and non-profit organizations with their compensation (and classification) needs for thirty-two (32) years.

We are a private corporation and our legal name is Kaneko & Krammer Corp. dba Koff & Associates, Inc. Our headquarters are located in Berkeley, CA and we have a satellite office in Brea, CA. We are a California State-certified Small Business Enterprise and a locally certified Very Small Local Business Enterprise (through County of Alameda). We are also a Small Local Business (SLB) through the County of Alameda.

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

The firm's areas of focus are compensation and classification studies (approximately 70% of our workload); organizational development/assessment studies; performance management and incentive compensation programs; development of strategic management tools; policy/procedure development and employee handbooks; executive search and staff recruitments; public agency consolidations and separations; Human Resources audits; and serving as off-site Human Resources Director for our smaller public agencies that need the expertise of a Human Resources Director but do not need a full-time, on-site professional.

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

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

Koff & Associates relies on our stellar reputation and the recommendations and referrals of current and recent past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that we have not had any formal appeals in thirty-two years, working with hundreds of public agency clients and completing hundreds of classification and compensation studies.



TEAM MEMBER QUALIFICATIONS

All members of our team have worked on multiple comprehensive compensation studies and are well acquainted with the wide array of public sector organizational structures, compensation structures, classification plans, 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 study:

Georg Krammer, M.B.A., S.P.H.R.
Chief Executive Officer

Georg brings close to twenty (20) years of management-level human resources experience to Koff & Associates with an emphasis in organizational development; classification and compensation design; market salary studies; executive and staff recruitment; performance management; and employee relations, in the public sector, large corporations and small, minority-owned businesses.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo's college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries. With his experience as a well-rounded senior HR generalist, his education in business and teaching, and his vast experience with public sector HR programs and functions, Georg's contribution to K&A's variety of projects greatly complements our consulting team. Georg joined K&A in 2003 and has been the firm's Chief Executive Officer since 2005.

Georg will be key personnel and serve as the Project Director for this compensation survey; he will coordinate all of K&A's efforts, will attend all meetings with the District, and will be responsible for all work products and deliverables.

Debbie Owen, CCP
Senior Project Manager

Debbie has over twenty (20) years of experience providing classification and compensation consulting services to public sector agencies; she has worked with clients across local government including cities, counties, special districts, and transit agencies. Her project roles include serving in the capacity of either a project team member or a project manager. Prior to beginning her public sector consulting career, Debbie worked as a Compensation and Benefits Specialist in the private sector for five (5) years.

In 1992, Debbie obtained her certification as a Certified Compensation Professional (CCP) from the American Compensation Association (now *WorldatWork*); to ensure current knowledge of compensation and benefits program trends and best practices, she maintains active membership in the *WorldatWork* organization.



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Her specialized, diverse experience includes serving as a project team member on classification projects by facilitating employee orientation sessions, conducting employee job evaluation meetings, researching/evaluating classification concepts, analyzing data for employee allocations, developing/revising classification specifications and preparing classification reports. Her compensation experience includes base salary or total compensation survey development, labor market agency research and recommendations, comparable agency job matching, compensation data analysis, salary recommendations and preparing compensation reports. In addition to serving as a team member, Debbie has often served as a project manager, working with clients to evaluate their classification and compensation needs, directing the work of teams to provide high quality deliverables consistent with best practices, and presenting study findings to client stakeholders.

Debbie also served as a Co-Trainer for her previous employer for their two-day course on Classification and Compensation, one of several courses offered in their HR Academy (a series of 6 HR program trainings in Classification and Compensation, Recruitment/Selection, Job Analysis, etc.).

Debbie will provide consultant support for this project, including classification analysis, interviews with employees and management, compensation analysis, internal job analysis, development of recommendations, and implementation strategies.

REFERENCES

We would like to mention that we are currently in the midst of an organizational study for Monterey Regional Airport.

Agency & Project	Contact
<p>Alameda County Transportation Commission</p> <p>Ongoing human resources assistance since 2009 (including <u>classification and compensation studies</u> and serving as on-site Human Resources Director).</p> <p>Most recent Compensation Study completed in 2015</p>	<p>Ms. Patricia Reavey Finance Director (510) 208-7400 1333 Broadway, Suite 220 Oakland, CA 94612 preavey@alamedactc.org</p>
<p>Antelope Valley Transportation Authority</p> <p><u>Classification and total compensation study</u> completed in 2014.</p>	<p>Mr. Len Engel Interim Executive Director (661) 729-2229 42210 6th Street West Lancaster, CA 93534 lengel@avta.com</p>
<p>Contra Costa Transportation Authority</p> <p><u>Total Compensation Studies</u> completed in 2005, 2008 (included retirement benefit analysis), 2011, 2014.</p>	<p>Mr. Randall Carlton Chief Financial Officer (925) 256-4725 2999 Oak Road, Suite 100 Walnut Creek, CA 94597</p>



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	rcarlton@ccta.org
El Dorado County Transit Authority <u>Total compensation</u> study completed August 2014.	Ms. Mindy Jackson Executive Director (530) 642-5383 6565 Commerce Way Diamond Springs, CA 95619 MJackson@eldoradotransit.com
Port of Oakland <u>Ongoing classification, compensation, and recruitment</u> projects since 2015.	Mr. Christopher Boucher Director of Human Resources (510) 627-1202 530 Water Street Oakland, CA 94607 cboucher@portoakland.com
San Bernardino International Airport / Inland Valley Development Agency (IVDA/SBIAA) <u>Classification and Compensation Study</u> completed 2015.	Ms. Catherine Pritchett Sr. Asst. to the Executive Director Administrative Services (909) 382-4100, Ext. 134 1601 E. Third St. San Bernardino, CA 92408 cpritchett@sbdairport.com
Shasta County Regional Transportation Planning Authority <u>Classification and compensation</u> study, completed 2012. Policy procedures, Employee Handbook and Recruitments. Provided Human Resources assistance.	Mr. Daniel Little Executive Director (530) 262-6191 1255 East Street, Suite 202 Redding, CA 96001 dlittle@srta.ca.gov
South Tahoe Public Utility District <u>Total compensation</u> study for the entire District completed in 2007-08 and update completed in 2012. Additional <u>compensation</u> work completed in 2014. The District has approximately 110 employees.	Ms. Nancy Hussmann Human Resources Director (530) 544-6474 1275 Meadow Crest Drive South Lake Tahoe, CA 96150 nhussman@stpod.dst.ca.us
Truckee Sanitary District <u>Classification and compensation</u> studies completed in 2005, 2008, and 2014. HR Policy Handbook in 2014, and a General Manager recruitment.	Ms. Rebecca Ruby Administrative Services Manager (530) 550-3121 12304 Joerger Drive Truckee, CA 96161 rruby@truckeesan.org



DESCRIPTION OF PROJECT APPROACH & METHODOLOGY EMPLOYED

The District desires human resources consulting assistance to conduct an objective analysis of the current employment, classification and compensation practices of the Truckee Tahoe Airport District; recommend changes that result in equitable, competitive and legally defensible classification and pay practices that will enrich the attraction and retention of qualified individuals as well as enhance opportunities for growth and professional development; evaluate the current employee benefit and compensation plan against local markets and comparable employers; provide recommendations for adjustments.

The District currently employs approximately twenty-one (21) full-time regular employees, and three (3) seasonal employees, all of whom serve in the three (3) departments: Operations & Maintenance; Aviation & Community Services; Finance & Administration. At this time there are no bargaining units.

The study's first level of effort is to initially develop an updated and well-structured classification system and classification descriptions for all study positions that are legally compliant (including Fair Labor Standards Act (FLSA) and Americans with Disabilities Act (ADA) requirements), internally aligned, reflective of contemporary standards, and accurately reflect current roles, responsibilities, duties, and qualifications. The classification analysis process includes orientation and briefing sessions with employees, management, Human Resources, and other stakeholders, as appropriate; the completion of a position description questionnaire by employees; interviews with at least a representative sample of employees in each study classification; and interviews with supervisors and management to address any classification issues. All participating employees will be allocated to an appropriate classification and draft classification descriptions will be developed and sent back to the District and incumbents for additional feedback and concurrence.

A second level of effort will be to review the District's compensation structure for the studied classifications and to conduct a total compensation market survey (salaries plus benefits) using a set of appropriate comparator agencies. The identification of comparator agencies, benchmark classifications, and benefits to be collected is an iterative process that includes all stakeholders. We have found this open discussion philosophy to be critical to our success for organizational buy-in. Once the external data development is completed, we will make specific recommendations for internal equity for non-benchmarked positions and positions without a large enough market sampling.

The compensation study will contain specific recommendations regarding the integration of all study classifications into the District's compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth. Our study will make recommendations regarding a salary structure that takes the District's compensation preferences into consideration and regarding the appropriate placement of each classification on the District's salary schedule.

The study includes a significant number of meetings with the Study Project Team, human resources, employees, and the District's Board of Directors, as desired. We have expertise in labor/management



relations and understand the importance of active participation by all stakeholders to ensure a successful outcome. The meetings and “stakeholder touch-points” that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and improve a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of K&A’s studies.

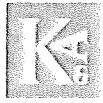
Study Objectives

Classification Objectives

- To analyze and update the District’s classification system and each study position’s classification description and structure through a comprehensive process of job analysis and evaluation, including review of existing documentation, position description questionnaire completion, employee interviews, management interviews, analysis of existing positions and working situations, analysis of levels of duties and responsibilities, and other professional methods, as appropriate;
- To recommend each study position for title change or reclassification (as appropriate), create new classifications (if applicable), eliminate outdated classifications (if applicable), and consolidate classifications assigned to similar functional areas (as appropriate);
- To provide for growth and flexibility of assignment within the new classification structure, where feasible, in recognition that some job duties and responsibilities may evolve over time, as well as adequate career paths and class series/job families that will foster career service within the District;
- To clearly state definitions of job classifications, the essential functions, and minimum requirements and preferred requirements such as education, prior work experience, knowledge, skills, abilities, and physical requirements;
- To provide a classification structure that ensures regulatory compliance, including allocation of each selected study position to the correct classification with appropriate FLSA designation as well as meeting Federal ADA regulations;
- To provide for adequate educational, review, and appeal processes that will result in a product that is understood by all levels of personnel and is internally equitable; and
- To ensure sufficient documentation and training throughout the study, including classification concepts, distinguishing characteristics, and final reports and recommendations to guide the organization in implementing, managing, and maintaining the classification system.

Compensation Objectives

- To make recommendations regarding a list of appropriate comparator agencies, benchmark classifications, and benefits to be collected prior to beginning the compensation portion of the study;
- To collect accurate salary and benefit data from the approved group of comparator agencies and to ensure that the information is analyzed in a manner that is clear and comprehensible to Human Resources, management, the Study Project Team, and employees;
- To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes according to generally accepted compensation practices;
- To review the District’s compensation structure and practices and develop compensation recommendations that will assist the District to recruit, motivate, and retain competent staff;



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- To develop solutions to address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting the District's goals, objectives, and budget considerations;
- To evaluate benefit offerings in the labor market and make recommendations for better alignment and/or different benefit offerings as indicated by the analysis and best practices;
- To create an inclusive final report summarizing the administrative and process methodologies, analytical tools, findings, and recommended compensation structure;
- To recommend appropriate internal salary relationships and allocate classes to salary ranges in a comprehensive salary range plan; and
- To ensure sufficient documentation and training throughout the study so that our recommendations can be implemented and maintained in a competent and fair manner.

Overall Objectives

- To review and understand all current documentation, rules, regulations, policies, procedures, budgets, class descriptions, organizational charts, memoranda of understanding, personnel policies, wage and salary schedules, and related information so that our recommendations can be operationally incorporated with a minimum of disruption;
- To conduct start-up Study Project Team meetings with management, study project staff, and other stakeholders to discuss any specific concerns with respect to the development of classification and compensation recommendations; finalize study plans and timetables; conduct employee orientation sessions with management and staff in order to educate and explain the scope of the study and describe what are and are not reasonable study expectations and goals;
- To work collaboratively and effectively with the District and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study;
- To develop a classification and compensation structure that meets all legal requirements, is totally non-discriminatory, and easily accommodates organizational change and growth;
- To document all steps in the process and provide documentation and training for Human Resources and other staff, as appropriate, in classification and compensation analysis methodologies so that the District can integrate, maintain, administer, and defend any recommended changes after the initial implementation; and
- To provide effective ongoing communications throughout the duration of the project and continued support after implementation.

Methodology / Work Plan

This section of the proposal identifies the actual work plan. We believe that our detailed explanation of methodology and work tasks clearly distinguishes our approach and comprehensiveness.

Our approach is to complete the classification and job evaluation before completing the compensation review. The reasons for this include:

- The description of the work performed and the requirements for that work are, in the minds of the employees and their supervisors, inextricably associated with the "worth of that work" or compensation, which is often a highly emotional issue. Separating the two phases of the study, even



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though elements of phases may be conducted concurrently, tends to produce more objective classification results.

- The compensation review will be completed when there is a full understanding of the work of the Board, thereby ensuring that the data developed from the labor market and Board classifications is accurate.

Given these parameters, our approach is as follows:

PHASE I: CLASSIFICATION STUDY

Task A. Initial documentation review/meetings with study project team and management staff

This phase includes identifying the District's Study Project Team and/or Steering Committee, contract administrator, and reporting relationships. Our team will conduct an orientation and briefing session with the Study Project Team and/or Steering Committee to explain process and methodology; create the specific work plan and work schedule; identify subsequent tasks to be accomplished; reaffirm the primary objectives and specific end products; determine deadline dates for satisfactory completion of the overall assignment; determine who will be responsible for coordinating/scheduling communications with employees, management, and the Board; and develop a timetable for conducting the same.

Included in this task will be the gathering of written documentation, identifying current incumbents, and assembling current class descriptions, organizational charts, salary schedules, budgets, memoranda of understanding, personnel policies, previous classification and compensation studies, and any other relevant documentation to gain a general understanding of District operations.

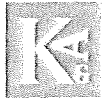
Agency terminology and methods of current classification and compensation procedures, as well as the written questionnaire instrument for the classification study that will be used in the job analysis phase will be reviewed and agreed to. We will discuss methodology and agree to a class description, as well as, compensation format and identify appropriate comparator agencies, benchmark classifications, and benefits to be surveyed for compensation survey purposes. We will respond to questions.

Task B. Orientation meetings with employees and distribution of Position Description Questionnaire

The Position Description Questionnaire (PDQ) will be discussed with the Study Project Team and customized as needed to meet the study objectives prior to distributing copies to employees.

We will facilitate orientation meetings with employees (within the same time frame as the initial project kick-off meeting) and distribute the PDQ to start the classification portion of the study. While these meetings are not mandatory, they form the beginning of the educational process that continues throughout the study. We will discuss the importance of the employees' involvement in the study and their participation in PDQ completion and job analysis interviews. Project processes will be explained, expectations will be clarified, and elements that are not a part of the study will also be covered. Questions will be answered and a detailed explanation and examples for completing the PDQ will be given.

PDQs shall be handed out with the incumbent's current class description attached to the questionnaire so employees can use this as a tool for completing the questionnaire.



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Task C. Position description questionnaire completion and review

We recommend giving employees in the same classification the option of collaborating on completing a PDQ together, if the employees so choose. At the same time, we will invite employees to complete an individual PDQ if they prefer and if they want to be interviewed separately. We provide an electronic version of our questionnaire so that employees can more easily complete it. Employees complete the questionnaire and then send it to their supervisor for review, comment, and signature. Upon receipt of the PDQs in our office, they will be reviewed and analyzed in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.

Task D. Employee/Supervisor/Management Interviews

Interviews will be scheduled with employees. Because this is a critical step in the information-gathering and educational process, we recommend scheduling interviews with all employees in each classification. An interview will then be held with management and senior management, who will clarify their own responsibilities and /or confirm the information we have received in the interviews with staff. The purpose of the interviews is to clarify and supplement the questionnaire data and to respond to potential perception differences regarding roles, tasks, scope, and supervisory responsibilities.

Task E. Classification concept and preliminary allocation development

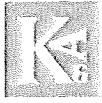
Prior to developing detailed class descriptions, our job evaluation will result in a classification concept and employee allocation document that will be submitted to the District for review and approval. We will compare changes in business need and operations, as well as any re-organizations, with the established classification system and job families, as well as, review internal relationships between classifications.

Our job analysis method is the whole position analysis approach. Objective factors in the whole position classification methodology include:

1. Education, Training, and Certifications/Licenses
2. Experience
3. Problem Solving/Ingenuity
4. Attention/Stress (Concentration/Time Pressure & Interruptions)
5. Independence of Action/Responsibility
6. Contacts with Others/Internal/External
7. Supervision Received and/or Given to Others
8. Consequences of Action/Decisions Made on the Job
9. Working Conditions
10. Physical/Mental Demands

Our analysis will include written documentation of our assessment methodology and assessment for each position surveyed.

This document will list broad class concepts and highlight where significant changes may be recommended, such as creating class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze potential career ladders and promotional



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opportunities. We will also review and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification – upgrade or downgrade, title change, or no change).

After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Team and/or Steering Committee.

Task F. Draft class description development and update

After preliminary approval of the class concepts and allocation lists, new and/or updated class descriptions will be developed for each proposed classification, following the format approved by the District.

From the review of the PDQs and employee interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary, or develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly, we recommend new classifications/class levels, and/or operational changes, business needs, and any reorganizations require new classifications.

We will review, analyze, and update, as appropriate, knowledge, skills, abilities, education and experience, relevance and hierarchical consistency, position definitions, purpose, distinguishing characteristics, supervision received and exercised, position functions and special requirements including licensing and certification requirements.

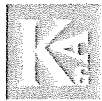
We will also review and update the physical demands based on the essential job functions of each classification in accordance with the Americans with Disabilities Act (ADA).

Finally, we will review each classification's essential job functions and determine exempt vs. non-exempt status in accordance with "white collar" exemptions under the Fair Labor Standards Act (FLSA).

Task G. Draft class description review and informal appeal process

A draft copy of the revised/new class description with allocation recommendation will be submitted to the Project Team and/or Steering Committee and subsequently to each manager, supervisor, and employee, to give each stakeholder group an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications. Our experience has been that this is one of the most critical phases of the project (but also one of the most time-consuming). Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts at the conclusion of our studies.

Each employee whose position was studied will receive a memorandum from us outlining what has been accomplished, how to best review the draft classification specification that will be attached, and how to provide feedback to us. Supervisors and managers receive a copy of their employees' draft class



descriptions and will be asked to review their employees' comments and feedback to verify and concur with the information provided.

Employees shall submit their written concerns (via their supervisor/manager) to our office. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue the educational process regarding why specific recommendations were made.

Significant employee comments will be reviewed with management prior to making any significant changes to the proposed class plan. These discussions will be by email, telephone, or additional direct personal contact with employees, depending upon the extent of the response.

Allocation and/or class description changes will be made as required and the class specifications will be finalized and submitted for approval. All employees who submitted their comments during the review process will be notified in writing regarding the outcome of their concerns.

Task H. Finalize classification plan and draft interim report/final report

A Draft Interim Report of the Classification Study will be completed and submitted to the Study Project Team and/or Steering Committee for review and comment. The report will contain:

- Classification recommendations for each studied position, including documentation regarding study goals and objectives, classification methodology, approach, and process as well as all findings, analysis, and resulting recommendations;
- The recommended allocation list, classification title changes, job family and career ladder/career growth issues, reporting relationships, and other factors will all be included; and
- Classification concepts and guidelines as well as distinguishing characteristics and other pertinent information for implementation and continued maintenance of the recommendations will be detailed.

Once we have received the District's comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed.

PHASE II: TOTAL COMPENSATION STUDY

Task A. Identify/Confirm comparator agencies, benchmark classifications, and benefits to be collected

During the initial meeting with the Study Project Team, we will discuss the compensation study factors that need to be agreed upon. We will identify appropriate comparator agencies that will be included in the external market survey, which will be the foundation of ensuring that the agencies' salaries for the studied classifications are competitively aligned with the external labor market. We will also identify those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed. Finally, we will determine the list of benefits that the agencies want to be included in the total compensation data gathering process.



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1. Determination of Comparator Agencies

The selection of comparator agencies is considered a critical step in the study process. We typically recommend using ten to twelve (10-12) comparator agencies. We typically use the following factors to identify appropriate comparators and will receive approval before proceeding with the total compensation survey.

Our recommended methodology is that we involve the Board of Directors, the General Manager, and employees in the decision-making process of agreeing as to which comparable agencies are included, **PRIOR** to beginning the study. Our experience has shown that this is the most successful approach. The factors that we typically review when selecting and recommending appropriate comparator agencies include:

- **Organizational type and structure** – While various organizations may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each organization is somewhat unique, particularly in regard to its relationship to the citizens it serves and level of service expectation. During this iterative process, the District’s current list of comparators and the advantages/disadvantages of including them/ others will be discussed.
- **Similarity of population served, District demographics, District staff, and operational and capital improvement budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
- **Scope of services provided** – While having an organization that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the *majority* of services are provided in a similar manner, sufficient data should be available for analysis.
- **Labor market** – The reality of today’s labor market is that many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the community they serve. Therefore, the geographic labor market area (where the District may be recruiting from or losing employees to) will be taken into consideration when selecting potential comparator organizations.
- **Cost of living** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets. We will review overall cost of living of various geographic areas, median house prices, and median household incomes to determine the appropriateness of various potential comparator agencies.

We typically recommend using ten to twelve (10-12) comparator agencies but are flexible to use a different approach based on the District’s preferences.

The District is also interested in including private sector employers in the survey. When it comes to private sector data, we work with purchased surveys that can supplement the public sector market data to represent the private sector. However, we recommend only using one purchased survey as one of the data points for the study, to supplement the comparator agencies. The reason is that, in the public sector, we have the luxury to develop surveys that are custom tailored to each specific agency, due to compensation data being publicly available. This ensures a detailed analysis of each benchmark classification surveyed, while a purchased survey typically



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only provides very general descriptions and analyses of benchmarks. We have utilized the Economic Research Institute's compensation survey, as well as cost of labor and cost of living indices over the years.

Another reason we use purchased surveys is that it is unlikely that individual employers will share their proprietary compensation data, hence, we have to rely on purchased surveys and cannot survey individual employers, which would allow us to perform comparable analyses that we can conduct in the public sector.

2. Determination of Benchmark Classifications

In the same collaborative manner as in Step 1 above, we will work with the District's stakeholders to select those classifications that will be surveyed.

"Benchmark classes" are normally chosen to reflect a broad spectrum of class levels. In addition, those that are selected normally include classes that are most likely to be found in other similar agencies, and therefore provide a sufficient valid sample for analysis. Internal relationships will be determined between the benchmarked and non-benchmarked classifications and internal equity alignments will be made for salary recommendation purposes. Because we find that the labor market typically yields reliable data, we recommend using about 60-65% of all classifications as benchmarks but we are happy to use a different model.

Due to the District's size and the small number of classifications, we will most likely survey almost all of them. The exception may be the Airport Operations/Maintenance Worker and the Aviation and Community Services Associate for which we would typically only survey the journey-level and internally align the other levels of the class series. We are happy to discuss our methodology with the District if we are selected to perform this project.

3. Determination of Salary and Benefits Data to Be Collected

In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification): Employee Retirement, Retiree Healthcare cost, Health, Dental, Vision, Life, Long-Term Disability, Short-Term Disability, Employee Assistance Program (EAP), and other insurance coverage, Vacation, Holidays, Sick Leave, Administrative Leave, Deferred Compensation, Auto Allowance, Tuition Reimbursement, and other benefits that the District wants to add.

Task B. Data collection

Our firm does not collect market compensation data by merely sending out a written questionnaire. We find that such questionnaires are often delegated to the individual in the department with the least experience in the organization and given a low priority. We conduct all of the data collection and analysis ourselves to ensure validity of the data and quality control. This approach also ensures that we compare job description to job description and not just job titles, therefore ensuring true "matches" of at least 70%, which is the percentage we use to determine whether to include a comparator classification or not. As mentioned above, our job analysis method is the whole position analysis approach. Our analysis will



Total Compensation & Classification Study Proposal Truckee Tahoe Airport District

include written documentation of our assessment methodology and assessment for each position surveyed.

We typically collect classification descriptions, organization charts, salary schedules, personnel policies, MOUs, and other information via website, by telephone, or by an onsite interview. With the prior knowledge from the data gathered directly from each comparator agency and our experience in the public sector human resources field, our professional staff makes preliminary “matches” and then schedules appointments by telephone, and sometimes in person, with knowledgeable individuals to answer specific questions. We find that the information collected using these methods has a very high validity rate and is generally substantiated by employees, management, as well as governing bodies.

Task C. Analysis and preliminary data review

Data will be entered into spreadsheet format designed for ease of interpretation and use. The information will be presented in a format that will identify the comparator positions used for each classification comparison. Information will be calculated based upon both average and median figures allowing the District to make informed compensation decisions. Other elements of the compensation survey report are agencies surveyed; comparable class titles; salary range maximum/control point; number of observations; and percent of the District’s salary range is above/below the market values.

In addition, we will include any type of statistical representation and analysis that the District desires such as 60th, 70th, or any other percentiles.

Benefits data will be displayed in an easy-to-read format. You will receive three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data. In addition, we are often asked to collect “other” benefits (as listed in the benefits section above), which we typically report on a separate spreadsheet.

Task D. Draft compensation findings/additional analysis/study project team meetings

We distribute our draft findings to the Study Project Team. After their preliminary review, K&A will meet with the Study Project Team and other stakeholders (including management, employees, and Human Resources) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for the Study Project Team and other stakeholders to review and question any of our recommended benchmark comparator matches. If questions arise, we conduct follow-up analysis to reconfirm our original analysis and/or make corrections as appropriate.

Task E. Internal relationship analysis and internal alignment

To determine internal equity for all studied positions, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. Again, we utilize the “whole position” analysis methodology as described above.



Total Compensation & Classification Study Proposal

Truckee Tahoe Airport District

By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series (if recommended), as well as across departments. This analysis will be integrated with the results of the compensation survey and the District's existing compensation plan.

Task F. Compensation structure and implementation plan development

Depending on data developed as a result of the internal analysis, we will review and make recommendations regarding internal alignment and the salary structure (set of salary ranges, salary differentials, steps within ranges, and/or alternative compensation plans) within which the classes are allocated, based upon the District's preferred compensation model. In addition, we will develop externally competitive benefit comparisons for all classifications. Finally, we will develop a proposed implementation plan based on the study results and recommendations.

Draft recommendations will be discussed with the Study Project Team and management for discussions and decisions on overall pay philosophy and the practicality of acceptance and prior to developing an Interim Report.

Task G. Preparation of draft final and final report and deliverables

Volume II (Draft Interim Report of the Compensation Study) will be completed and submitted to the Study Project Team and/or the Steering Committee, for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include a set of all market data spreadsheets; a proposed Salary Range document; a policy and procedure to address employees whose base pay exceed the maximum of their newly assigned pay range; a manual of instructions regarding the administration of the proposed compensation system; discussion of how the compensation program impacts employee recruitment and retention efforts; implementation issues and cost projections surrounding our recommendations; and a guide for rules, policies and procedures for the District in implementing, managing and maintaining the compensation system.

Once all of the District's questions/concerns are addressed and discussed, a Final Classification and Compensation Report will be created and submitted in bound format. The Final Report will incorporate any appropriate revisions identified and submitted during the review of the draft report.

Task H. Participation in a formal appeal process

Should the District have a formal appeal process regarding the allocation of positions to classifications and of classifications to salary ranges, this proposal does not cover time regarding a formal appeal process. Should our on-site participation be desired, our stated composite hourly rate will be honored. As mentioned above, however, our internal process usually addresses any appeal issues.

Task I. Final presentation

Our proposal includes multiple meetings and weekly oral and written status/progress updates to the Study Project Team and/or Steering Committee. Regarding the involvement of the Board of Directors, we recommend at least one initial meeting regarding to confirm the comparator agencies to be included in the study, one interim study session (to discuss the initial findings of the compensation study), and one



Total Compensation & Classification Study Proposal

Truckee Tahoe Airport District

final presentation of our Final Report. Of course, we are flexible regarding having more or less interaction with the Board, based on the District's preferences.

Post-Implementation Consultation and Support

We are committed to providing the District with the highest-quality product and service. Providing ongoing consultation and support after study implementation is a service that is included in our professional fees and a continued relationship-building aspect of our client relationship that we highly value.

We often find that clients will call or email with follow-up questions and to discuss certain aspects of the study, ask why decisions and recommendations were made, and other important components of the study. We consider post-implementation support as part of our customer service.

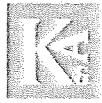
Should the District request any additional onsite meetings and/or training after implementation of the study and/or other specific, identifiable work efforts, such as position reclassification studies, creating new class descriptions, or conducting annual surveys, we would honor our composite hourly rate for actual hours spent at the District. However, from experience, we expect that most follow-up support will be conducted via telephone and email and this is absolutely included in our "Not To Exceed Fee" for this project.

Stakeholder Touchpoints

We believe in an interactive and collaborative process with the whole organization and in a high level of stakeholder contact and interaction to ensure organizational buy-in of the study throughout the entire process. Following are the major milestones at which we touch base with Human Resources, employees, managers, and other stakeholders, as appropriate:

- Initial study kick-off and employee/management orientation meetings;
- Position description questionnaire completion and review;
- Employee and management interviews;
- Employee, management, and Human Resources review of draft class descriptions;
- Contact with employees and management to address final classification issues;
- Stakeholder input regarding a list of appropriate comparator agencies;
- District stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified for each classification;
- Stakeholder input on internal salary relationship analysis and recommendations; and
- Stakeholder input regarding final compensation plans and structure recommendations.

These steps will ensure that the study results in a product that is accepted and trusted by all levels within the organization. Beyond sound mechanics, our approach includes sufficient communication steps to ensure that the study methodology is understood and the results are regarded as expert, impartial, and fair.

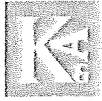


TIME REQUIREMENTS

Our professional experience is that classification and compensation studies of this scope and for this size organization take approximately three to four (3 - 4) months to complete, allowing for adequate position description questionnaire completion, interview time, classification description review and/or development, compensation data collection and analysis, review steps by the District, the development of final reports, any appeals, and presentations. Therefore, completion of the study by August 24, 2016 is realistic and achievable. The following is a suggested timeline (which can be modified based on the District's needs):

PHASE I: Classification Study		
Task		Week #
A.	Initial Document Review/Meetings with Study Project Team	Week 1
B.	Orientation Meeting with Employees and Distribution of PDQ	Week 1
C.	Position Description Questionnaire Completion and Review	Week 4
D.	Employee/Supervisor/Management Interviews	Week 5
E.	Classification Concept/Preliminary Allocation Development	Week 6
F.	Draft Class Description Development/Update	Week 8
G.	Draft Class Description Review/Informal Appeals Process	Week 10
H.	Finalize Classification Plan/Draft Interim Report/Final Report	Week 11

PHASE II: Total Compensation Study		
A.	Identify Comparator Agencies, Benchmark Classes, Benefits to Be Collected	Week 1
B.	Compensation Data Collection	Week 11
C.	Analysis and Preliminary Data Review	Week 12
D.	Draft Compensation Findings/Additional Analysis/Study Project Team Meeting	Week 13
E.	Internal Relationship Analysis/Internal Alignment	Week 14
F.	Compensation Structure and Implementation Plan Development	Week 14
G.	Development of Draft Final and Final Report and Deliverables	Week 15
	Formal Appeal Process *	As Needed
H.	Final Presentation to District Board of Directors	As Scheduled



Total Compensation & Classification Study Proposal
Truckee Tahoe Airport District

Proposal Signature Page

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

This proposal is valid for sixty (60) days.

Respectfully submitted,

By: **KOFF & ASSOCIATES**
State of California

A handwritten signature in cursive script that reads "Georg S. Krammer".

Georg S. Krammer
Chief Executive Officer

March 2, 2016
Date



Koff & Associates
Solving the Human Resources Puzzle for 30 Years



Total Compensation & Classification Study Proposal
Truckee Tahoe Airport District

Appendix:

Résumés of Participating Staff

Georg S. Krammer

KEY ACHIEVEMENTS AND HIGHLIGHTS

- **Chief Executive Officer:** At HR consulting firm, Koff & Associates, moved from junior role to Senior Project Manager position and, subsequently, became CEO and one of two principals of the firm; worked with over 200 clients on projects with a 100% success and implementation rate. Led company in all recruitment efforts for clients (ongoing).
 - **Human Resources Director/Recruiter:** At IT and e-commerce consultancy, Primitive Logic, was part of building the team from 20 employees to 50; implemented entirely new HR infrastructure.
 - **Administrative Officer:** As a member of Senior Management team of Mission National Bank, turned Bank around from years of losses to profits within six months, as well as substantially improved rating with regulatory authorities. Established best practices and operational efficiencies in HR department.
-

PROFESSIONAL EXPERIENCE

Koff & Associates, Berkeley, CA

Associate and Senior Project Manager, 2003-2005

Chief Executive Officer, 2005-Present

- Serve as Project Director in conducting hundreds of classification, compensation, and organizational studies; provide strategic planning services for public sector agencies; provide offsite human resource function; recruit executive level positions for special districts, courts, counties, cities and other statewide and local agencies.
- Develop complex, detailed proposals for cities, counties, courts, and special districts, such as housing, school, healthcare, air quality, vector control, transportation, water, and wastewater agencies to provide professional Human Resources consulting services.
- Represent Koff & Associates with clients, write and approve final project reports and lead presentations in front of City Councils, Boards of Commissioners, Boards of Supervisors, and Boards of Directors.
- Manage and develop staff of project managers, data specialists, firm associates, marketing and administrative analysts in Berkeley office and work closely with Senior Project Manager in San Diego office.
- Grew company from serving approximately 100 clients to 250 clients and grew staff from 4 to 14 in period of ten years.
- Contributed to and maintained 100% successful implementation rate of studies performed for clients.

Primitive Logic, Inc., San Francisco, CA

Human Resources Director, 2000-2002

- Supported 50 employees, focusing on organizational development, program implementation, and coaching, resulting in an efficient and healthy organization.
- Pulled all HR functions under one umbrella, thereby allowing executive management to focus on company operations.
- Managed entire recruiting process and coordination resulting in the company's growth of over 100% within one year.
- Planned, directed and carried out employment policies with the goal of reducing cost, safeguarding company culture, and keeping employee morale high.
- Handled all employee relations issues to ensure a productive work environment and to minimize company liability: grievances; counseling; workplace investigations; terminations.
- Created a structured termination process resulting in smoothly administered workforce reductions.

- Managed and redesigned all employee services: new-hire orientation; benefits; employee reviews; employee mentoring program; training; employee morale; record-keeping.
- Created all employment related contracts: offer letters, non-disclosure agreements, stock option agreements, independent consultant contracts; separation/release-of-claims agreements.
- Managed applications for immigration visas, including H-1B's and Labor Certifications.

Mission National Bank, San Francisco, CA

HR Manager/Administrative Officer, 1998-2000

- As Executive Officer and member of Senior Management team, served in HR Manager; Bank Security Officer; Bank Secrecy Act Officer; Administrative Officer; Supervisor of Merchant Credit Card Program; Supervisor of Research, ACH and check processing; back-up for MIS troubleshooting and other technical issues; supervised two people.
- As head of HR department, redesigned HR infrastructure, and the following HR functions: training, payroll, compensation, benefits administration, employee grievance and conflict resolution.
- Maintained and implemented updated employment policies. Responsible for hiring, new-hire orientation, and terminations. Advised Senior Management and Board of Directors on HR issues, labor law updates, business conduct and ethics, as well as compensation structure to ensure legal compliance, adherence to overall business goals, reduction of cost, and employee retention.

PROFESSIONAL AFFILIATIONS

- California Public Employer Labor Relations Association
- National Public Employer Labor Relations Association
- Public Employer Labor Relations Association of California
- International Public Management Association
- Society of Human Resource Management
- Northern California Human Resource Association
- California Chamber of Commerce

EDUCATION

MBA - International Business, University of San Francisco, Beta Gamma Sigma Honorary Society

MA - English and Russian languages, literature and linguistics; University of Vienna, Austria

SPHR – Senior Professional Human Resource Certificate

Debbie Owen

KEY ACHIEVEMENTS AND HIGHLIGHTS

- Classification and compensation practitioner/team member providing classification and compensation services to public sector agencies; extensive analytical experience in classification, compensation, and technical report writing.
 - Specific areas of expertise include job classification and total compensation (base salary and benefits) program review, analysis, design, development and implementation.
- Experienced project manager serving public sector clients on a wide range of classification and compensation studies by working with client stakeholders, directing the work of project teams to ensure high quality study deliverables, and preparing/delivering study presentations to client stakeholders.
- Certified Compensation Professional (CCP) status attained in 1992 with continued membership in *WorldatWork*.

PROFESSIONAL EXPERIENCE

Koff and Associates, Berkeley, CA

Senior Project Manager – September 2015

- Project team member providing classification, compensation analysis and technical report development support for classification and base salary/total compensation studies.
- Compensation related duties include conducting salary surveys; compensation and benefits data analysis and reporting; conducting external market and internal equity analyses; preparing salary recommendations, and writing technical reports.
- Classification related duties include conducting job evaluation meetings, determining classification concepts, preparing allocation recommendations, developing/revising classification specifications and writing technical reports.

CPS Human Resource Consulting Services

May, 2003 - June, 2015

- Technical Specialist Classification and Compensation
- Practice Leader
- Manager, Retention and Deployment Services
- Principal Consultant
- Project Consultant/Senior Consultant

Multiple roles within the organization, with focus on serving as a team member or project manager responsible for providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Projects included large and complex base salary and total compensation survey data reporting, as well as job evaluation/classification studies involving multiple classifications and employees.

- Project team consultant responsibilities:
 - Compensation - conducting salary surveys for large and small compensation studies; study tasks included labor market selection; survey development; compensation and benefits data analysis and reporting; internal equity alignment; and developing salary recommendations and compensation reports.
 - Classification - conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification purposes; developing classification structures; preparing classification specifications for a broad and diverse range of jobs; and developing classification reports.
- Project management responsibilities include strategic planning in the development of project scope and budget; managing the work of professional consulting staff assigned to projects; preparing for, and conducting, client meetings and presentations for stakeholders including employees, bargaining unit representatives, management and governing boards; ensuring that project staff are properly deployed based upon tasks to be completed and individual skillsets; and confirming that all study analyses, reports and other deliverables are of high quality and aligned with professional standards
- Serving as a technical expert in classification and compensation, acting as a resource to colleagues; and developing modules for classification and compensation related training programs delivered to staff and clients.

Ralph Andersen & Associates/Johnson & Associates

June, 1995 – March, 2003

Senior Consultant and Staff Consultant providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Served as a team member or project manager responsible for:

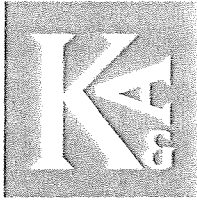
- Conducting salary surveys for large and small compensation studies; study tasks included labor market selection, survey development, compensation and benefits data analysis and reporting; internal equity analyses (including point factor); salary recommendations, and cost implementation.
- Conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification projects; developing classification structures; and preparing classification reports, classification specifications/job descriptions for a broad and diverse range of jobs.

EDUCATION

- Pierce College, Athens, Greece
- *WorldatWork* Certification as a Compensation Professional (CCP) - 1992
- University of California Extension Program courses in human resources and labor-management relations

PROFESSIONAL AFFILIATIONS

- Member, *WorldatWork*



Submittal date: March 2, 2016

Cost Proposal for a Classification and Compensation Study

Truckee Tahoe Airport District

Submitted By:

Koff & Associates

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



March 2, 2016

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

Dear Mr. Smith:

The enclosed Cost Estimate is to accompany our Proposal for a Total Compensation and Classification Study submitted under separate cover.

Sincerely yours,

Georg S. Krammer
Chief Executive Officer

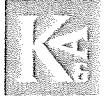
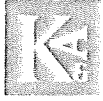


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Cost Proposal

We have often found our proposals address a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with management, governing body, and staff. The time we commit to working with the employees (orientations and briefings, meetings with employees via personal interviews, informal appeal process, etc.) results in a significantly greater buy-in throughout the process and no formal appeals at the end of the study.

In fact, our firm has never had a formal appeal to any of our studies in our more than thirty years in business. It has been our experience that the money and time invested in stakeholder touch-points throughout the study are money and time saved during implementation. Numerous times our firm has been hired after an agency has gone through an unsuccessful classification and/or compensation study whose results were rejected or appealed and whose implementation was very controversial. The result was a divided organization with hostility and animosity between employees/employee representation and management. Whenever our firm was hired after such an unfortunate experience, study stakeholders were amazed at our open and all-inclusive process, our efforts to elicit equal stakeholder input, and our development of recommendations that were accepted as fair and reasonable and understood by management, employees, and the governing body. Our success rate is also attributable to the fact that we have 32 years of experience working with employees of all types of backgrounds, educational levels, and work experiences and are accustomed to successfully communicate with and educate them throughout the process. It is imperative that all employees eventually buy into the study results and recommendations, whether they have been through a process like this before or whether this is the first time for them.

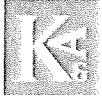
Our clients always provide feedback that our process was professional, comprehensive, understandable, timely, and inclusive. Employees, although not necessarily always happy with our recommendations, have always indicated that we listened to their issues and concerns and were available for discussion, as required. Although time consuming, we also drive the process to ensure that timelines are met and schedules are maintained.

Phase I: Classification Study		Hours
A.	Initial Document Review/Meetings with the Project Team	4
B.	Orientation Meeting with Employees and Distribution of PDQ	8
C.	Position Description Questionnaire Completion & Review	8
D.	Employee/Supervisor/Management Interviews	14
E.	Classification Concept/Preliminary Allocation Development	8
F.	Draft Class Description Development/Update	35
G.	Draft Class Description Review/Informal Appeal Process	8
H.	Finalize Classification Plan/Draft Interim Report/Final Report	10
	Total Professional Hours	95
	Combined professional and clerical composite rate: \$115/Hour	\$10,925



Total Compensation & Classification Study Proposal
Truckee Tahoe Airport District

	Phase II: Total Compensation Study	Option 1 Hours
A.	Confirm Comparator Agencies, Benchmark Classes, Benefits to be Collected	10
B.	Compensation Data Collection (10-12 comparator agencies, 11 benchmarks)	30
C.	Analysis and Preliminary Data Review (10-12 comparator agencies, 11 benchmarks)	15
D.	Draft Compensation Findings/Additional Analysis/Conference Call	8
E.	Internal Relationship Analysis/Internal Alignment	4
F.	Salary Structure Recommendation Development	4
G.	Development of Draft Final and Final Report and Deliverables	12
H.	Final Presentation to the District's Board of Directors	8
	Anticipated hours for additional unscheduled meetings and phone calls	4
	Total Professional Hours	95
	Combined professional and clerical composite rate: \$115/Hour	\$10,925
	Expenses are included in our combined composite rate:	N/A
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, fax, supplies, postage, travel expenses, per diem, etc.</i>	
	TOTAL NOT TO EXCEED COST FOR PROJECT:	\$21,850
	*Additional consulting will be honored at composite rate (\$115/Hour)	



Total Compensation & Classification Study Proposal
Truckee Tahoe Airport District

Proposal Signature Page

This proposal is valid for sixty (60) days.

Respectfully submitted,

By: **KOFF & ASSOCIATES**
State of California

March 2, 2016

Georg S. Krammer
Chief Executive Officer

Date



Koff & Associates
Solving the Human Resources Puzzle for 30 Years