

**BRYCE  
CONSULTING**

# COMPENSATION STUDY FOR THE TRUCKEE TAHOE AIRPORT DISTRICT (PART A)



**BRYCE CONSULTING**

1024 Iron Point Road, Ste. 100  
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Shellie Anderson, Principal  
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May 31, 2021



May 31, 2021

Ms. Lauren Tapia  
Human Resources Manager  
Truckee Tahoe Airport District  
10356 Truckee Airport Road, Truckee, Ca 96161

Subject: Proposal for Total Compensation Study (Part A)

Dear Ms. Tapia:

Thank you very much for the opportunity to submit a proposal to conduct a comprehensive 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 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 compensation study will include appropriately 25 full time and 2 - 5 seasonal employees within 3 departments. Study objectives include:

- Position evaluations to ensure internal alignment and equity between groups.
- Review of current compensation policy and plan design to determine if adjusting pay structure horizontally and/or vertically will provide better equity as well as flexibility.
- Conduct of a total compensation/benefit survey to determine pay equity based on comparable industry and region labor markets.

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,

Shellie Anderson, Principal

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## I. PROPOSER QUALIFICATIONS

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### 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.

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**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.

Our consulting team has extensive experience dealing with local government service delivery, restructuring, and personnel management efforts. The philosophy of our firm is to limit the number of consultants involved in data collection and analysis for consistency purposes and to ensure that

each member of the project team has an intimate understanding of the data. Shellie Anderson is a Principal with the firm and will serve as project manager for this study, assuming responsibility for on-going client contact, survey design, and preparation and presentation of salary recommendations and reports. Ms. Anderson will be joined by Stacy James, who brings a solid background of human resources consulting experience within the State of California and extensive involvement with compensation data collection and analysis. Ms. Anderson can be reached at:

Bryce Consulting, Inc.  
[sanderson@bryceconsulting.com](mailto:sanderson@bryceconsulting.com)  
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## **PROJECT TEAM**

### **SHELLIE ANDERSON**

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Stacy James is a consultant with 13 years of professional human resources experience within the State of California including classification and compensation, recruitment and selection, development of work policies and procedures, and performance appraisal design. Ms. James previously oversaw the personnel practices in nine California Counties for social services and child support services departments which included serving as a business partner, conducting recruitments, determining and developing a variety of assessment processes, conducting job analyses, conducting classification studies, and providing training on rules and regulations governing the departments' merit system. Ms. James has extensive experience with compensation data collection and analysis. In addition, Ms. James has served as consultant to a variety of State agencies, counties, cities, non-profits, and special districts in the State of California. Ms. James earned her Bachelor's degree in Psychology from California State University, Sacramento.

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Suzanne Holloway, Human Resources Manager

(530) 889-4052

[shollowa@placer.ca.gov](mailto:shollowa@placer.ca.gov)

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**San Juan Water District**

Donna Silva, Director of Finance

(916) 791-6907

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**Town of Truckee**

Kim Szczurek, Administrative Services Director

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

10183 Truckee Airport Road, Truckee, CA 96161

Bryce Consulting completed a Town-wide classification and compensation study involving 95 positions and 10 survey agencies. The study began in February 2014 and was completed in June 2014. Bryce also conducted a Town-wide compensation study in 2017. Both studies included working with a Compensation and Classification Committee. Bryce continues to assist the Town with classification matters.

## II. PROJECT APPROACH

---

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

- Discussion of labor market survey criteria and data collection methodology
- Discussion of the roles the study participants may assume during the study process
- Discussion of compensation methodology

### ***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 consultant 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 Manager 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 Manager 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 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. If Bryce is not selected as the consultant to conduct the classification study, the consultant would meet with each department manager to ensure an understanding of the department and classifications so that accurate comparisons can be made with the labor market.

***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.

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 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.

## **COMPENSATION STUDY**

The compensation 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 - Project Initiation***

This task involves all of 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 collect these materials prior to the project initiation meeting so that the consultant has an understanding of the District's current organizational structure and is prepared to seek further relevant information during the initial meeting.

### ***Task 2 – 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 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 3 - 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 Manager, 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 4 - 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 5 – 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 6 - 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 7 - 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 Manager. The purpose of this review is to identify any additional information needs or areas that require further analysis.

### ***Task 8 – 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 compensation data to ensure that there is an understanding and acceptance of the recommendations. The consultant will research each question and meet with the committee a second time to provide a comprehensive response to their questions prior to finalizing the data.

### ***Task 9 – Follow Up Data Collection***

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

### ***Task 10 – 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 11 – 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 Manager.

### ***Task 12 – 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. 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 13 - 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
- 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 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 14 weeks for a completion date of September 22, 2021. All efforts will be directed to an early completion date. **Exhibit 1** 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.

| <b>EXHIBIT 1<br/>TRUCKEE TAHOE AIRPORT DISTRICT<br/>COMPENSATION STUDY<br/>PROJECT SCHEDULE</b> |             |
|---|-------------|
| <b>TASK</b>   | <b>WEEK</b> |
| <b>COMPENSATION STUDY</b>   |             |
| 1. Project Initiation   | 1           |
| 2. Research and Recommend Compensation Survey Parameters  | 2           |
| 3. Review Compensation Survey Parameters with the Steering Committee                            | 3           |
| 4. Contact Survey Employers and Prepare Information Packet                                      | 3           |
| 5. Review Merit Increase/Performance Review System  | 3           |
| 6. Collect and Analyze Salary Survey Data   | 4 – 6       |
| 7. Review Preliminary Survey Results with the District  | 7           |
| 8. Conduct Data Review with the Steering Committee  | 8 - 9       |
| 9. Follow Up Data Collection  | 10          |
| 10. Prepare Preliminary Salary Plan and Internal Relationship Analysis                          | 11          |
| 11. Review and Revise Salary Plan with the District   | 12          |
| 12. Prepare Action Plan and Strategy for Implementation   | 13          |
| 13. Prepare and Present Final Report  | 14          |

## PROJECT COST

The fees for professional services for the compensation study would cost \$16,660. This cost includes 98 hours of professional services as outlined on **Exhibit 2**. The only additional charges would be for reimbursement of direct project related expenses for such items as mileage, estimated at \$400. The not to exceed total for a comprehensive compensation study would amount to \$17,060. Professional service costs and reimbursable expenses would be billed and paid monthly.

| <b>EXHIBIT 2</b><br><b>TRUCKEE TAHOE AIRPORT DISTRICT</b><br><b>COMPENSATION STUDY</b><br><b>PROJECT WORK PLAN</b> |       |          |
|--|-------|----------|
| TASK   | HOURS | COST     |
| <b>COMPENSATION STUDY</b>  |       |          |
| 1. Project Initiation  | 2     | \$340    |
| 2. Research and Recommend Compensation Survey Parameters   | 6     | \$1,020  |
| 3. Review Compensation Survey Parameters with the Steering   | 4     | \$680    |
| 4. Contact Survey Employers and Prepare Information Packet   | 2     | \$340    |
| 5. Review Merit Increase/Performance Review System   | 4     | \$680    |
| 6. Collect and Analyze Salary and Benefit Survey Data  | 32    | \$5,440  |
| 7. Review Preliminary Survey Results with the District   | 4     | \$680    |
| 8. Conduct Data Review with the Steering Committee   | 12    | \$2,040  |
| 9. Follow Up Data Collection   | 6     | \$1,020  |
| 10. Prepare Preliminary Salary Plan and Internal Relationship Analysis   | 4     | \$680    |
| 11. Review and Revise Salary Plan with the District  | 2     | \$340    |
| 12. Prepare Action Plan and Strategy for Implementation  | 12    | \$2,040  |
| 13. Prepare and Present Final Reports  | 8     | \$1,360  |
| Total Compensation Hours   | 98    | \$16,660 |

**BRYCE  
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# CLASSIFICATION STUDY FOR THE TRUCKEE TAHOE AIRPORT DISTRICT (PART B)



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May 31, 2021





May 31, 2021

Ms. Lauren Tapia  
Human Resources Manager  
Truckee Tahoe Airport District  
10356 Truckee Airport Road, Truckee, Ca 96161

Subject: Proposal for Classification Study (Part B)

Dear Ms. Tapia:

Thank you very much for the opportunity to submit a proposal to conduct a comprehensive classification 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. 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 study will include approximately 25 full time and 2 - 5 seasonal employees within 3 departments. Study objectives include:

- A review of current position descriptions to determine that they are in line with current changes and requirements in the law, updating as needed to comply with ADA and ADAAA and FLSA.
- An evaluation of positions to ensure internal alignment and equity between groups.
- A review, update and standardization of District job descriptions to assure relativity, compliance, and efficiency.

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,

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## 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 methodology
- Discussion of the roles the study participants may assume during the study process
- Discussion of project tasks

### CLASSIFICATION METHODOLOGY

In conducting a classification 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.

## **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 Manager 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 Manager 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 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 a review of the study methodology and results.

**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 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.

## **CLASSIFICATION STUDY**

The classification study will result in the study of all District positions. 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, and other documentation related to the study. The consultant will request these materials prior to the project initiation meeting so that the consultant understands the scope of the study, the District's current classification plan, 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 Manager.

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

This task will involve meeting with Management to develop an understanding of the structure of the departments, how classifications are used, and to hear and respond to their questions. These interviews 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 provide 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 Manager, 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 Manager, with assistance of management staff and the Steering Committee.

***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. Bryce is prepared to present the classification report to the Board of Directors.

### 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 14 weeks, ensuing a completion date of September 22, 2021. All efforts will be directed to an early completion date. **Exhibit 1** 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<br>TRUCKEE TAHOE AIRPORT DISTRICT<br>CLASSIFICATION STUDY<br>PROJECT SCHEDULE |         |
|---|---------|
| TASK  | WEEK    |
| <b>CLASSIFICATION STUDY</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 - 7   |
| 6. Develop Classification Plan Structure  | 8       |
| 7. Review Classification Plan Structure with the District                               | 9       |
| 8. Prepare Preliminary Draft of Classification Plan                                     | 10      |
| 9. Review Preliminary Draft of the Class Plan with the District                         | 11      |
| 10. Conduct Employee Review Process   | 12 – 13 |
| 11. Conduct FLSA Analysis   | 13      |
| 12. Finalize Classification Plan  | 14      |

## PROJECT COST

The fees for professional services for the classification study would cost \$13,940. This cost includes 82 hours of professional services as outlined on **Exhibit 2**. 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 \$14,740. Professional service costs and reimbursable expenses would be billed and paid monthly.

| EXHIBIT 2<br>TRUCKEE TAHOE AIRPORT DISTRICT<br>CLASSIFICATION STUDY<br>PROJECT WORK PLAN |       |          |
|--|-------|----------|
| TASK   | HOURS | COST     |
| <b>CLASSIFICATION STUDY</b>  |       |          |
| 1. Project Initiation  | 2     | \$340    |
| 2. Conduct Interviews with Management  | 4     | \$680    |
| 3. Conduct Employee Orientations   | 2     | \$340    |
| 4. Study Participants Complete Position Inventory Questionnaire                          | ---   |          |
| 5. Conduct Employee and Supervisor Interviews  | 16    | \$2,720  |
| 6. Develop Classification Plan Structure   | 6     | \$1,020  |
| 7. Review Classification Plan Structure with the District                                | 6     | \$1,020  |
| 8. Prepare Preliminary Draft of Classification Plan                                      | 16    | \$2,720  |
| 9. Review Preliminary Draft of the Class Plan with the District                          | 6     | \$1,020  |
| 10. Conduct Employee Review Process  | 8     | \$1,360  |
| 11. Conduct FLSA Analysis  | 8     | \$1,360  |
| 12. Finalize Classification Plan   | 8     | \$1,360  |
| Total Classification Hours   | 82    | \$13,940 |

**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            | \$340       |
| 2. Conduct Interviews with Management                                 | 4            | \$680       |
| 3. Conduct Employee Orientations                                      | 2            | \$340       |
| 4. Study Participants Complete Position Inventory Questionnaire       | ---          |             |
| 5. Conduct Employee and Supervisor Interviews                         | 16           | \$2,720     |
| 6. Develop Classification Plan Structure                              | 6            | \$1,020     |
| 7. Review Classification Plan Structure with the District             | 6            | \$1,020     |
| 8. Prepare Preliminary Draft of Classification Plan                   | 16           | \$2,720     |
| 9. Review Preliminary Draft of the Class Plan with the District       | 6            | \$1,020     |
| 10. Conduct Employee Review Process                                   | 8            | \$1,360     |
| 11. Conduct FLSA Analysis   | 8            | \$1,360     |
| 12. Finalize Classification Plan                                      | 8            | \$1,360     |
| Total Classification Hours  | 82           | \$13,940    |
| <b><i>PHASE II COMPENSATION STUDY</i></b>                             |              |             |
| 1. Research and Recommend Compensation Survey Parameters              | 6            | \$1,020     |
| 2. Review Compensation Survey Parameters with the Steering            | 2            | \$340       |
| 2. Contact Survey Employers and Prepare Information Packet            | 2            | \$340       |
| 4. Review Merit Increase/Performance Review System                    | 4            | \$680       |
| 5. Collect and Analyze Salary and Benefit Survey Data                 | 32           | \$5,440     |
| 6. Review Preliminary Survey Results with the District                | 4            | \$680       |
| 7. Conduct Data Review with the Steering Committee                    | 8            | \$1,360     |
| 8. Follow Up Data Collection  | 6            | \$1,020     |
| 9. Prepare Preliminary Salary Plan and Internal Relationship Analysis | 4            | \$680       |
| 10. Review and Revise Salary Plan with the District                   | 2            | \$340       |
| 11. Prepare Action Plan and Strategy for Implementation               | 12           | \$2,040     |
| 12. Prepare and Present Final Reports                                 | 4            | \$680       |
| Total Compensation Hours  | 86           | \$14,620    |

The fees for professional services for the classification and compensation study would cost \$28,560. This cost includes 168 hours of professional services. The only additional charges would be for reimbursement of direct project related expenses for such items as mileage, estimated at \$600 for a total not to exceed amount of \$29,160.