



Logic Compensation Group
Total Rewards Consulting

CLASSIFICATION STUDY (Part B)

Truckee Tahoe Airport District
California

May 31, 2021

Submitted By:

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SECTION 1: FORMAT

1b. Transmittal Letter

May 31, 2021

Truckee Tahoe Airport District
ATTN: Lauren Tapia
Human Resources Manager
10356 Truckee Airport Road
Truckee, CA 96161

RE: Classification Study (Part B)

Dear Truckee Tahoe Airport District Representatives:

Logic Compensation Group (LCG) is pleased to submit our proposal to the Truckee Tahoe Airport District (the District) to conduct a classification study for 25 full-time and 2 to 5 seasonal employees. We understand the objectives of this study to be as follows:

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

This study will ensure that the District's classification system is in compliance with applicable laws and regulations, appropriate internal alignment is established, and job descriptions are up-to-date and follow a standardized format.

Logic Compensation Group is a client-focused, boutique consulting firm offering our clients the advantages of flexible, responsive, and highly tailored strategies and solutions in the areas of classification and total rewards. Our practice approach provides high-contact service and cost-effective solutions for small and mid-sized public sector organizations.

Logic Compensation Group is highly qualified to assist the Truckee Tahoe Airport District in conducting this important study. LCG will be able to complete this study within the timeframe established by the District starting on June 23 and completing the study on September 22, 2021 provided the District meets its obligations as set out within work plan.

LCG appreciates the opportunity to submit this proposal and would consider it a privilege to serve the organization. I will be the primary contact for the proposal discussion and am responsible for negotiating all terms and conditions with the Truckee Tahoe Airport District. This proposal will remain in effect for 60 days from the date of this letter.

Should you need additional information regarding this proposal, please contact me directly at Lori.messer@logiccompgroup.com or (480)431-4702.

Respectfully,

LOGIC COMPENSATION GROUP, LLC



Lori Messer, MA, CCP
Managing Director
112 E. Palmcroft Drive
Tempe, AZ 85282
Phone: (480)431-4702
Email: Lori.Messer@LogicCompGroup.com

1c. Table of Contents

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1d. Experience

Our business model, knowledge base and expertise are focused on the public sector, specifically organizations under 1,000 employees. Members of the Logic Compensation Group team have served government clients that have employee populations ranging from 3 to over 10,000 for over 20 years and collectively have more than 100 years of experience performing classification studies.

Your LCG team members have served over 200 public sector organizations as consultants in classification and compensation studies. Below we have provided a brief listing of some of these California organizations.

Sampling of California Clients	
Alameda County Water Authority	Menlo Park Fire District
Association of Bay Area Governments, CA	North County Transit District
AVID	Oakland Housing Authority
Barona Band of Mission Indians	Olivenhain Municipal Water District
City of Anaheim	Orange County Fire Authority
City of Beverly Hills	Orange County
City of Carlsbad	Orange County Superior Court
City of Chula Vista	Orange County Transit Authority
City of Encinitas	Orange County Water District
City of Fresno	Padre Dam Municipal Water District
City of Healdsburg	Riverside Transit Agency
City of LaQuinta	Sacramento County Mgmt Assoc
City of Newport Beach	Sacramento School District
City of Oxnard	San Bernardino Joint Powers Authority
City of Palo Alto	San Diego County Reg'l Airport Authority
City of Rancho Mirage	San Diego County Water Authority
City of Rolling Hills Estates	San Jose Redevelopment Agency
City of Sacramento	San Mateo County Transit District
City of San Clemente	Santa Clara Valley Transp Authority
Coachella Valley Water District	Silicon Valley Clean Water
CSAC Excess Insurance Authority	Southern CA Rapid Transit District
Golden Gate Bridge, Highway & Transp District	SunLine Transit
Irvine Ranch Water District	Sweetwater Authority
Judicial Council of California	Turlock Irrigation District
Kern County	Unified Port District of San Diego
LA Regional Family Planning	Valley Center Municipal Water Dist.
Leichtag Foundation	Vista Irrigation District

I.e. References

Below is a sampling of professional references for current LCG clients. These studies demonstrate our ability to meet the needs of the District as outlined in the scope of work. We encourage you to reach out to our clients listed below as they can attest to our level of expertise and client service.

REFERENCE #1:

Client Organization: City of Tolleson, 955 W. Van Buren St., Tolleson, AZ 85353

Client Contact: Ms. Wendy Jackson, Employee Resources Director, (623) 936-2703

Client Email: Wendy.Jackson@tolleson.az.org

Years of Service: 2013 to Present

Summary: LCG's study team has worked on multiple engagements with the City, dating back to 2013. LCG recently completed a comprehensive classification, job evaluation and compensation study covering approximately 215 employees across all departments in this full-service City. Due to the pandemic, this study was conducted remotely with all meetings, interviews and focus groups conducted by video and conference calls with success and cost savings for the client.

REFERENCE #2:

Client Organization: City of El Mirage, 10000 N. El Mirage Rd, El Mirage, AZ 85335

Client Contact: Ms. Dawn Kurek, Human Resources Director, (623) 876-2945

Client Email: dkurek@elmirage.gov

Years of Service: 2013 to Present

Summary: LCG's study team has worked on multiple engagements with the City, dating back to 2013. LCG recently concluded a comprehensive classification, job evaluation, and compensation study covering approximately 190 employees in 75 job classifications across all departments in this full-service City. Due to the pandemic, this study was conducted remotely with most meetings, interviews and focus groups conducted by video and conference calls with success and cost savings for the client.

REFERENCE #3:

Client Organization: City of Tonganoxie, Kansas

Client Address: 526 E. 4th Street, Tonganoxie, KS 66086

Client Contact: Dan Porter, Assistant City Manager, (913) 845-2620

Client Email: dporter@tonganoxie.com

Years of Service: 2021

Summary: Our team members worked with this small, Kansas City area community to complete a compensation study and develop new pay structures for 23 jobs within a short 5-week time-period. The project was successfully completed on-time and on-budget.

REFERENCE #4:

Client Organization: Port of Tacoma, One Sitcum Plaza, Tacoma, WA 98401

Client Contact: Jean West, Chief Human Resources Officer, (253) 592-6711

Client Email: jwest@portoftacoma.com

Years of Service: 2013 to Present

Summary: LCG is currently providing classification and compensation services by request to the Port. LCG's study team has worked on multiple engagements with the Port, dating back to 2013.

REFERENCE #5:

Client Organization: City of Richmond, 402 Morton Street, Richmond, TX 77469

Client Contact: Shelly Freeman, Human Resources Director, (832) 759-5799

Client Email: sfreeman@richmondtx.gov

Years of Service: 2020 to Present

Summary: We have performed several projects for the City. In October of 2020, we completed an executive recruitment for an Economic Development Director. In August of 2020 we completed a salary structure review. Currently, we are engaged with the City to complete a comprehensive compensation and benefits study covering approximately 180 employees in 90 classifications.

1f. Cost Proposal

As requested in the RFP, LCG has provided a fee schedule for the Truckee Tahoe Airport District's consideration under separate cover.

SECTION 2: PROPOSER QUALIFICATIONS

2a. Background of the Firm

Logic Compensation Group is a limited liability corporation. The company is staffed by five (5) seasoned total rewards professionals who have Fortune 500 classification and compensation consulting experience, previous ownership of other consulting businesses, and hands-on practitioner and leadership experience working in public, not-for-profit and private sector organizations. Our consultants have decades long experience in the field and as colleagues. Our team members previously worked together for seven (7) years in a regional office for a Fortune 500 classification and compensation consulting company prior to the formation of LCG. Our firm also holds Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) certificates.

We have offices in Tempe, Arizona and Marion, Iowa each staffed by a Managing Director or Principal Consultant. Our primary contact information is as follows:

ARIZONA	IOWA
112 E. Palmcroft Drive Tempe, AZ 85282 Phone: (480) 431-4702 Managing Director: Lori Messer, MA, CCP Lori.Messer@LogicCompGroup.com	4395 Flagstick Drive Marion, Iowa 52302 Phone: (303) 916-9180 or (319) 377-3771 Principal Consultant: Annette Hoefer, MBA, CCP Annette.Hoefer@LogicCompGroup.com
FEIN Number: 84-2864177 URL: https://logiccompgroup.com Firm Certifications: Small Business Enterprise (Arizona) Disadvantaged Business Enterprise (Arizona)	

Logic Compensation Group was formed to bridge the disconnect between the revenue and volume objectives of a large consulting firm and the personalized attention and solution needs of public sector clients. LCG is committed to providing high-touch, cost-effective services that are customized based on the needs of our clients while limiting the number of studies we are engaged in simultaneously so we can focus on client needs, quality of work and successful study implementation. Our processes are highly collaborative and designed to educate and involve all stakeholders, increasing the likelihood of a successful study and positive implementation experience.

- ❖ Has over 100 years of combined experience as classification and compensation consultants to and managers of public sector organizations.
- ❖ Has a low overhead model which means cost savings are passed directly to our clients.
- ❖ Has the resources and experience of the big firms but remains flexible and responsive to our clients' needs. LCG is mindful that each client deserves considerable attention, their own approach, and tailored solutions.
- ❖ Has only senior level staff with, at a minimum, a master's degree and more than 15 years of human resources, classification, compensation, and public sector experience.

With extensive public sector and human resources experience, our firm can offer our clients a variety of core and value-added services, including:

- ❖ Total Reward Strategy
- ❖ Classification Studies
- ❖ Job Evaluation
- ❖ Compensation Studies
- ❖ Performance Management
- ❖ Organizational Change Management
- ❖ HR Planning and Audits
- ❖ Executive Compensation

2b. Qualifications of the Firm

Each project is managed by either our Managing Director or Principal Consultant who each have over 25 years of providing direct service to public sector clients and have a direct line of sight to all deliverables within a project. Our senior consultants not only manage studies but perform the technical work such as writing job descriptions, interviewing employees and managers, follow up on survey responses, analyze pay and benefits data and make executive presentations. Because of our hands-on approach, all consultants, at each level, maintain and continue to upgrade their technical skills in the delivery of client work.

Each deliverable is reviewed by multiple LCG consultants to ensure that the best work product is provided to our clients. Our process also ensures that during each phase of the study, results are shared with our clients through the regular study team meetings and the presentation and discussion of each deliverable. We ensure our clients understand, evaluate and approve study phase outcomes throughout the process before moving on to the next step. Our business model is based on exceeding client expectations and promoting long term relationships. Several of our clients have utilized our consultants' services for a decade and longer. A listing of previous and current clients is found in section **1d: Experience**. References are found in section **1e: References**.

In addition to the sampling of California clients found in section 1d and the references in section 1e, your LCG team has performed studies for several airport organizations, including:

- ❖ McCarran International Airport in Las Vegas, NV
- ❖ Phoenix-Mesa Gateway Airport in Mesa, AZ
- ❖ San Diego Airport Authority in San Diego, CA
- ❖ Kenton County Airport Board in Ohio and Kentucky

Every organization has unique characteristics and challenges. Because of this, we firmly believe that it is critical to gain a comprehensive understanding of our client's organization and the unique challenges they face with respect to their classification and compensation programs. By taking the time to understand our clients and their needs, we can develop tailored solutions that are designed specific to their individual objectives. There are no "out-of-the-box" or "cookie-cutter" solutions. Our focus on individual client needs and customized solutions is what we pride ourselves on and why we stand out from other consulting firms. We would like to highlight a few of our innovative methods and programs as well as industry experience below:

- ❖ **Senior Level Consultants:** LCG's team is comprised of experienced, senior level consultants. We do not have entry level consultants on our team, so you can be assured that you have highly qualified individuals working on your project. Many of the larger consulting firms utilize junior staff who have not had the depth and breadth of real-world experiences and situations. While our staff size is small, the reality is that larger consulting firms do not have dedicated senior staff focused specifically on your organization or an in-depth knowledge of your study's data, processes and outcomes.
- ❖ **Logic Leveling:** LCG has developed a simplified and straightforward approach of classification for all sizes and types of public sector organizations. Logic Leveling provides a framework for the type and level of jobs within an organization and provides guidance on job families, alignment of jobs across job type and departments, career paths and job titling. It also allows an organization to appropriately "scale up and down" as the organization grows and changes.
- ❖ **Management Briefings:** In the world of "big firm" consulting models, there is very little allowance in their project plans and budgets for an understanding of the issues at the department level. In many of our work plans, we meet with each department head at the beginning of the study to ensure we understand the jobs they oversee and the issues that they manage daily and we will conduct this activity within the District's study. In studies

where we are realigning classifications, we meet individually with each department head once again to explain our findings and address their questions and concerns and, as appropriate, adjust recommendations to ensure optimal department and organizational functioning of the proposed classification structure.

- ❖ **Program Maintenance and Client Support:** Shown as the final phase in our work plan, are LCG's unique and complimentary client support meetings. LCG is focused on the long-term success of our clients and their systems. Within our proposed study timeline for every client we serve, LCG ensures the on-going program implementation and maintenance process by incorporating complimentary follow-up meetings with your organization at 3, 6, 9 and 12 months following the completion of our work.
- ❖ **Compensation and Classification Expertise:** Our senior level consultants have more than 20 years of experience in performing classification and compensation studies. Our consultants have authored numerous white papers, made industry presentations, taught educational courses, and conducted research for public sector associations. We have developed and designed unique tools including our job evaluation systems, leveled job classification structures and an automated PDQ form.
- ❖ **Limitations on Clients Served:** We commit to our clients that we will not overload on projects simultaneously so we can provide dedicated service to our clients. Our focus, unlike larger consulting firms, is not revenue driven. Our focus is on client relationships, quality of work, and developing creative and manageable solutions for our clients that meet their unique needs.

2c. Project Team

LORI MESSER, MA, CCP – Managing Director

Study Responsibilities: Lori is the Managing Director of the firm. During the District's study, Lori will be responsible for overall study management, oversight of all study deliverables and onsite presentation of the final report. Her additional responsibilities include providing quality assurance in classification technical work.

Professional Background: Lori has over 30 years of classification and compensation experience as a consultant and practitioner. Lori has worked with a variety of public and private sector organizations, including states, cities, counties, school districts, colleges and universities, and special districts. Immediately prior to starting the firm, Lori spent seven years working as a Senior Consultant, and subsequently, as the west coast office Principal Consultant for Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. Prior to this, Lori held a variety of consultative human resources and compensation

positions in high tech, distribution, healthcare, and local government organizations.

Education/Credentials: Lori has a bachelor's degree in business administration from Arizona State University and a master's degree in education from the University of Phoenix. She is also a member of *WorldatWork* and has earned her CCP certification. Lori also serves on the Merit Board for the City of Tempe, Arizona.

ANNETTE HOEFER, MBA, CCP – Principal Consultant

Study Responsibilities: Annette is a Principal Consultant of the firm. During the study, Annette will be an additional primary contact to the District for the study as well as providing direct service in the provision of the classification technical work.

Professional Background: Annette has spent over 25 years performing classification and compensation studies for the public sector as a Senior Consultant with Lee & Burgess Associates, Fox Lawson & Associates and Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. Clients include cities, counties, states, and special districts such as utility and transit organizations. She has also occupied human resources positions in the healthcare, energy, and insurance industries as a compensation specialist.

Education/Credentials: Annette has a bachelor's and master's degree in business administration from the University of Iowa. She has earned her CCP certification. She has previously served as a board member for the Rocky Mountain Compensation Association.

NICHOLE ARKO, MBA, CCP – Senior Consultant

Study Responsibilities: Nichole will provide primary support for the classification phase of the District's study.

Professional Background: Nichole has fifteen (15) years of comprehensive human resources and compensation experience in the public and private sector. She was a former Consultant at Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. Nichole has worked with a variety of public and private sector organizations, including cities, counties, museums, and colleges. Prior to joining the firm, Nichole spent time in a variety of consultative compensation positions in healthcare, environmental services, and manufacturing organizations.

Education/Credentials: Nichole has a bachelor's degree in marketing from Arizona State University and a master's degree in business administration from the same institution. She is also a member of the Arizona Total Rewards Association and *WorldatWork*. She holds a CCP certification.

BRUCE G. LAWSON, MPA, CCP, IPMA-SCP – Technical Advisor

Study Responsibilities: Bruce is a Technical Advisor to the firm, providing technical direction and quality assurance on client studies.

Professional Background: Bruce has directed and performed classification and compensation studies for more than 35 years both domestically and internationally. Bruce was a founder and

Managing Partner with Fox Lawson & Associates LLC. Prior to forming Fox Lawson, he spent 15 years with the firm of Ernst & Young LLP where he served as the National Director of their public sector compensation consulting practice. Bruce was a past National Managing Director for Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. He also served as City Manager in two California cities (Los Altos Hills and Belvedere), was the County Administrative Officer in Multnomah County (Portland) Oregon, Assistant City Manager/Personnel Director in Corvallis, Oregon, and Assistant to the City Administrator/Personnel Director in Placentia, CA. Bruce served on the City of Phoenix's (AZ) Public Safety Employees Retirement Board for 12 years.

Education/Credentials: Bruce has a master's degree in public administration from California State University at Fullerton, is a.b.d. in public administration from Golden Gate University in San Francisco and has earned his CCP certification from *WorldatWork*. He is also an active member of several professional associations including the College & University Professional Association for Human Resources, the International City & County Management Association, the International Public Management Association for Human Resources, the Society for Human Resources Management and *WorldatWork*.

SANDY SPELLMAN, MBA, CCP – Technical Advisor

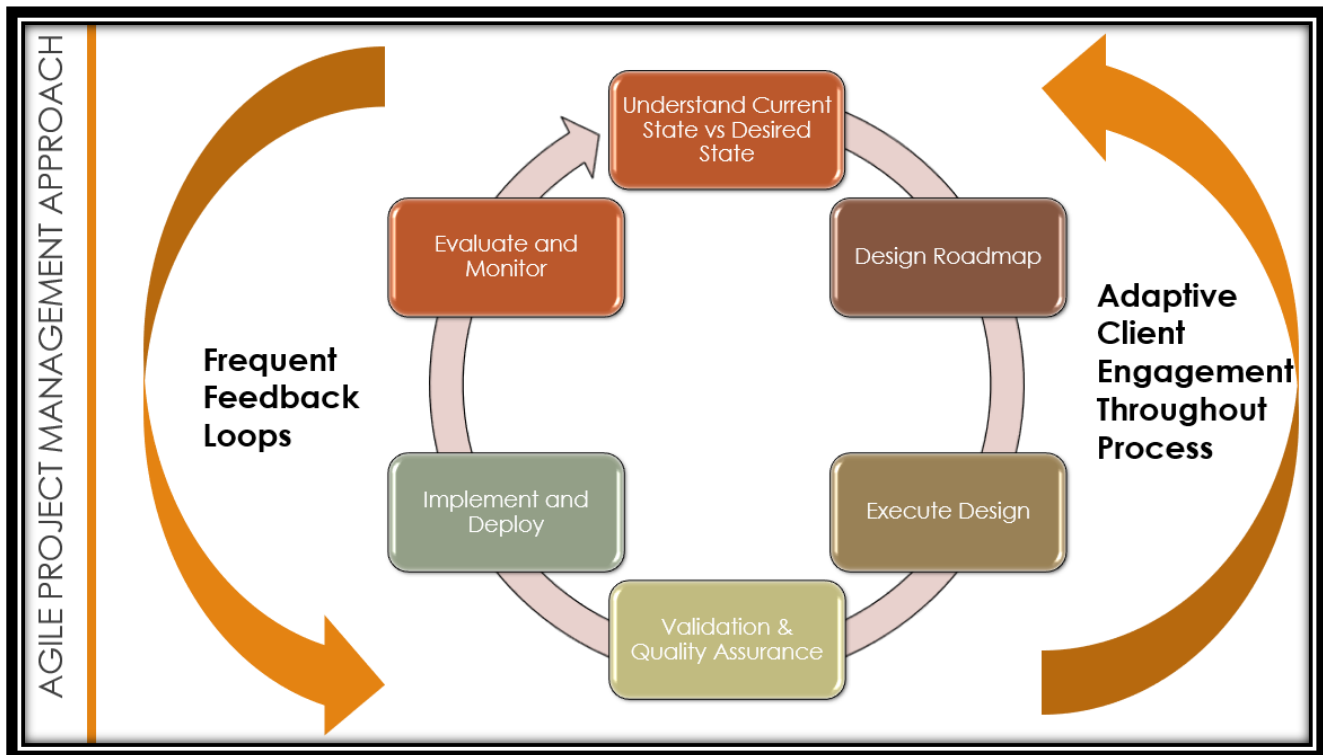
Study Responsibilities: Sandy provides technical review on classification and communications activities.

Professional Background: Sandy has over 30 years of comprehensive consulting experience with public sector organizations. She has been conducting studies for over 10 years and specializes in the areas of classification, communications, human resource strategy and process, performance management and employee and management focus group meetings. Sandy has worked with various types of organizations including states, cities, counties, colleges and universities, and the federal government. Prior to joining the firm, Sandy was a Senior Consultant at Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice for 12 years. Prior to Gallagher, she spent 18 years with Ernst & Young's consulting practices where she was responsible for client and internal change management, communications, and training strategies. She has also held state executive and legislative positions addressing a wide range of human resource and related issues.

Education/Credentials: Sandy has a bachelor's degree in Sociology/Political Science from Arizona State University and a master's degree in Public Administration with an emphasis in Organizational Development from the same institution. She is a member of several professional associations, including the College & University Professional Association for Human Resources, International Public Management Association for Human Resources, and *WorldatWork*.

2d. Description of Project Approach

To assist the District in achieving its desired results, it is imperative to follow a methodical approach in the conduct of the study. However, we fully understand that as we move through the process with your organization, there may be situations in which we need to adjust based on information we obtain during the study. Therefore, we have developed a thoughtful process which is designed to facilitate a successful outcome. Our agile project management approach entails the following high-level processes that incorporates an adaptive approach and frequent feedback loops to achieve the District's desired outcomes:



The study will include 25 full-time and 2 to 5 seasonal employees and will ensure that the District has a classification system that is legally compliant, identifies the internal hierarchy, and is clear and easy to understand. A complete work plan is included in **Section 3: Approach to the Project**. The study includes the following phases and deliverables:

Phase	Deliverables
1. Study Initiation & Strategy Development	<ul style="list-style-type: none"> • Study initiation meeting. • Department head meetings. • Study plan and schedule. • Classification strategy document. • Weekly meetings with the District's study manager.
2. Classification & Internal Equity	<ul style="list-style-type: none"> • Position Description Questionnaire (PDQ) document. • Employee interviews. • Proposed classification updates including FLSA recommendations. • Recommended job evaluation system applied to recommended classifications/jobs. • Updated and new job descriptions based on approved classification recommendations. • Recommendations regarding allocation of employees into applicable jobs based on the approved classification structure and information obtained from the PDQs and employee interviews. • Weekly Steering Committee meetings.
3. Study Recommendations & Report	<ul style="list-style-type: none"> • Draft and final report documents. • Survey summary report for participants. • Study conclusion presentations and discussions. • Staff training and education. • Weekly Steering Committee meetings.
4. Program Maintenance & Client Support	<ul style="list-style-type: none"> • Four (4) one-hour meetings (conference call or video) for one year following the completion of the study.

SECTION 3: APPROACH TO THE PROJECT

3a & b. Work Plan and District Involvement

The work plan is provided beginning below for the District's consideration. This suggested work plan is presented below and on the following pages. The work plan has been developed in the recommended sequential order of activities to ensure an effective and cost-efficient study. The role of District staff is also incorporated for each phase of the study.

Phase 1: Study Initiation and Strategy Development
<p>LCG will conduct several activities that will establish the process and objectives for an on-time, on budget and successful study. LCG will take the time to conduct an environmental scan of the District's systems under study that includes a strategy meeting with the District's Steering Committee, department head interviews, and reviews of organizational and classification materials and documents. Utilizing the information gained from these interviews and document reviews, LCG will meet and collaborate with the District's Steering Committee to develop the organization's classification strategy which will provide a roadmap for the classification study and the study recommendations. We will also initiate weekly meetings by video or conference call with the District's project manager to inform on study progress and address any concerns.</p>
Activities
<p>LCG consultants reviews the District's current organizational information to gain a clear understanding of the District, as well as all existing classification materials, such as job descriptions and related policies and procedures.</p>
<p>Study initiation meeting will be held on-site with the District's Steering Committee to establish study parameters and overall study goals and to educate employees on completing the Position Description Questionnaire (PDQ).</p>
<p>Individual meetings with department heads are conducted on-site in order to understand the strengths and weaknesses of the current classification system from an operational perspective.</p>
<p>LCG will develop and recommend the District's classification strategy to guide the study's process and results.</p>
Estimated Time and Consultant Level
<p>Managing Director: 20 Hours</p>

Deliverables

- ❖ Study initiation meeting with the District's Steering Committee.
- ❖ Department head meetings.
- ❖ Meetings with employees to guide them through completing the Position Description Questionnaire (PDQ).
- ❖ Study plan and schedule.
- ❖ Classification strategy document.
- ❖ Weekly meetings with the District's Project Manager.

Client Role

- ❖ Provision of requested materials on a timely basis.
- ❖ Scheduling of meetings.
- ❖ Provision of study communication materials throughout the study to LCG in advance of publication to ensure consistency and accuracy of communications

Phase 2: Classification & Internal Equity

Classification is the process of understanding, verifying, and describing the nature and level of work of each job in the organization. Job and position data will be collected from existing job descriptions, employee completed Position Description Questionnaires (PDQs) and individual and/or group employee interviews will be conducted. Classification updates will be recommended to the District that will align with the strategy developed in Phase 1, as well as ensuring legal compliance and standardized format. LCG will update existing descriptions and develop any new job descriptions in alignment with approved recommendations.

During this phase, LCG will also present options for managing internal alignment among its jobs, otherwise known as job evaluation. LCG utilizes four options for the organization's consideration. LCG will apply the selected internal equity system to District jobs to establish the internal hierarchy. Activities in this phase will be conducted by video conference to be cost effective for the District.

Activities

All employees included in the study will complete a PDQ. To ensure PDQ accuracy, LCG guides employees through the PDQ and explains what is required to complete each section. (Conducted in Phase 1).

LCG will review the PDQ documents and existing job descriptions. LCG will conduct employee interviews and group discussions as appropriate to confirm the data provided in the PDQs.

Based on the information gathered in the PDQs, employee interviews and discussion process, updated classifications will be recommended including FLSA and ADA recommendations. LCG consultants will meet with the Steering Committee and department heads to explain classification recommendations and seek feedback. The classification recommendations will be finalized with input from the District.

The selected job evaluation method will be applied to approved job classifications. Job evaluation results will be finalized with input from the District.

Updates to existing job descriptions will be incorporated and new job descriptions, if applicable, will be developed.

Estimated Time and Consultant Level

Principal Consultant and Senior Consultant: 60 Hours

Deliverables

- ❖ Position Description Questionnaire (PDQ) document (included in Phase 1).
- ❖ Employee interviews, if applicable.
- ❖ Proposed classification updates including FLSA recommendations.
- ❖ Recommended job evaluation system applied to recommended classifications/jobs.
- ❖ Updated and new job descriptions based on approved classification recommendations.
- ❖ Recommendations regarding allocation of employees into applicable jobs based on the approved classification structure and information obtained from the PDQs and employee interviews.
- ❖ Weekly Steering Committee meetings.

Client Role

- ❖ Coordination of the internal completion and collection of the PDQs, if applicable.
- ❖ Review and feedback on classification, job descriptions and job evaluation results.
- ❖ Scheduling of interviews and meetings.

Phase 3: Study Recommendations & Report

A study report is prepared and presented by LCG to the District providing a summary of the processes of the study and the related findings and recommendations. Because LCG consultants will be providing in-depth explanation and approved deliverables throughout the process, the final report will be a culmination of the comprehensive results of all study activities. Based on discussions with the District, the report will be finalized. The final report can be presented to the Board and administration as requested by experienced LCG consultants that have been involved in the study each step of the way.

LCG consultants will also work closely with the District staff to ensure that the District can administer the system beyond the completion of the study. District staff that will manage the new system will participate in detailed education and study wrap up with the members of the LCG team.

Activities

LCG develops a draft report and leads a discussion of the draft with the Steering Committee.

A subsequent final report outlining all processes, data results and recommendations of the study is presented to the District and Steering Committee.

LCG will be on-site to present the report to the District and lead the discussion concerning the recommendations.

LCG will conduct on-site training and education of District staff.

Estimated Time and Consultant Level

Senior Consultant, Principal Consultant & Managing Director: 16 Hours

Deliverables

- ❖ Draft and final report documents.
- ❖ Survey summary report for participants.
- ❖ Study conclusion presentations and discussions.
- ❖ Staff training and education.
- ❖ Weekly Steering Committee meetings.

Client Role

- ❖ Review and provide feedback to the draft report and presentation materials.
- ❖ Coordination of final study presentations and staff meetings.

Phase 5: Program Maintenance & Client Support

Change management is a process and goes beyond the initial study. Because our business model is focused on the quality of client relationships and systems, LCG intends to be a resource for our clients long after completion of the immediate study. Within our proposed study timeline, LCG accounts for the on-going program implementation and maintenance process by incorporating complimentary follow-up meetings with The District at 3, 6, 9 and 12 months following the completion of our work.

Activities

LCG continues to assist the District by conducting complimentary follow-up meetings with the District at 3, 6, 9 and 12 months following study implementation. These meetings are critical in ensuring that the systems are meeting your needs. LCG can provide additional guidance for any unanticipated issues or concerns that may have arisen following the completion of the study.

Estimated Time and Consultant Level

Managing Director and Principal Consultant: 4 Hours

Deliverables

- ❖ Four (4) one-hour meetings (conference call or video) for one year following the completion of the study.

Client Role

- ❖ Preparation for each meeting by outlining issues, questions and concerns and sending written communications to LCG in advance of the meeting time.

SECTION 4: TIME REQUIREMENTS

LCG has prepared an estimate of the time required to complete each phase by month. We will discuss the details during Phase 1 and identify specific deadlines for the study at that time. Our project management partnership approach ensures that the District is aware of all documentation and time required to ensure that collectively we meet our agreed upon deadlines. We will conduct regular study status updates with the District in a manner that is acceptable to the organization. The tasks and activities outlined in the work plan will be performed in accordance with the approved timeline.

We are prepared to begin work immediately upon receiving the District's authorization to proceed. The District would like to complete the study by September 22, 2021. A three-month timeline is the minimum amount of time to conduct a study of this type and LCG is confident it can meet the organization's due date with appropriate and timely response and decision making by the District and survey response from surveyed organizations. Our weekly meetings will ensure that we meet this objective and make appropriate adjustments as needed.

During the meeting with the District's Steering Committee during Phase 1, a detailed timeline is developed that provides a comprehensive outline of all major milestones, associated tasks and key dates for both the District and LCG.

Phase	Month 1	Month 2	Month 3	2021 & 2022
1. Study Initiation & Strategy Development				
2. Classification & Internal Equity				
3. Study Recommendations & Report				
4. Program Maintenance & Client Support				

SECTION 5: DISPUTES

LCG agrees to be abide by the RFP and contract provisions.

SECTION 6: SIGNATURE PAGE

Logic Compensation Group is a team of senior-level and highly skilled classification and compensation professionals. Our focus, mission and expertise are centered on public sector organizations like yours. LCG offers a level of client interaction, familiarity and value-added service rarely found in larger firms. LCG is pleased to be considered as your classification resource for this study and years to come.

Thank you for this opportunity to present our services. We look forward to hearing from you soon.

Respectfully,

LOGIC COMPENSATION GROUP, LLC



Lori Messer, MA, CCP
Managing Director
112 E. Palmcroft Drive
Tempe, AZ 85282
Phone: (480)431-4702
Email: Lori.Messer@LogicCompGroup.com



Logic Compensation Group
Total Rewards Consulting

CLASSIFICATION STUDY FEE PROPOSAL (Part A)

Truckee Tahoe Airport District
California

May 31, 2021

Submitted By:

Lori Messer, MA, CCP
Managing Director
Logic Compensation Group

112 E. Palmcroft Drive
Tempe, AZ 85282

Phone: (480) 431.4702

Email:

Lori.Messer@LogicCompGroup.com

1f. Cost Proposal

LCG has provided the following fee schedule for the Truckee Tahoe Airport District's consideration in the performance of the classification study and includes all out-of-pocket expenses except as noted. LCG welcomes the discussion of fee reduction options to ensure that District can meet its budgetary needs. Logic Compensation Group bills monthly based on work completed.

Phase	Total Hours	Consultant Rate	Fees
1. Study Initiation & Philosophy Development (includes onsite meeting)	20 Hours	\$325	\$6,500
2. Classification & Internal Equity Study	60 Hours	\$225 and \$300	\$15,750
3. Study Recommendations & Report (includes onsite meeting)	16 Hours	\$325	\$5,500
4. Program Maintenance & Client Support	4 Hours	\$300	Complimentary
Fee Estimate^{1,2}	\$27,750		

Notes:

1. Above fees include all costs except additional on-site meetings if requested.
2. Additional on-site meetings/visits will be charged at \$1,000 per day/consultant (includes all travel costs) in addition to applicable consulting hours.

Please note that the District can achieve economies of scale by utilizing LCG for the classification and compensation study. Economies of scale can be achieved in Phases 1 and 3 (cost for services would be the same if consolidating the classification and compensation studies versus separating the two studies). The consolidated cost for the District if LCG performs the classification and compensation studies are shown on the following page.

Consolidated cost if LCG were to be engaged with the District to perform the classification and compensation studies:

Phase	Total Hours	Consultant Rate	Fees
1. Study Initiation & Philosophy Development (includes onsite meeting)	20 Hours	\$325	\$6,500
2. Classification & Internal Equity Study	60 Hours	\$225 and \$300	\$15,750
3. Compensation & Benefits Survey	60 Hours	\$225 and \$300	\$15,750
4. Study Recommendations & Report (includes onsite meeting)	16 Hours	\$325	\$5,500
5. Program Maintenance & Client Support	4 Hours	\$300	Complimentary
Fee Estimate^{1,2}	\$43,500		

Notes:

- Above fees include all costs except the purchase of additional published surveys if necessary and/or additional on-site meetings if requested.
- Additional on-site meetings/visits will be charged at \$1,000 per day/consultant (includes all travel costs) in addition to applicable consulting hours.

For work beyond that specified in this proposal, additional fees and out of pocket expenses will be involved. We are available for discussion if the District requests services beyond the stated scope. We guarantee our rates, shown below, for a minimum of one (1) year following completion of the study.

Level	Rate
Managing Director	\$325
Principal Consultant	\$300
Senior Consultant	\$225
Consultant	\$175

Fees quoted are valid for a minimum of 60 days from May 31, 2021.

Logic Compensation Group is a team of senior-level and highly skilled classification and compensation professionals. Our focus, mission and expertise are centered on public sector organizations like yours. LCG offers a level of client interaction, familiarity and value-added service rarely found in larger firms. LCG is pleased to be considered as your classification resource for this study and years to come.

Thank you for this opportunity to present our services. We look forward to hearing from you soon.

Respectfully,

LOGIC COMPENSATION GROUP, LLC



Lori Messer, MA, CCP
Managing Director
112 E. Palmcroft Drive
Tempe, AZ 85282
Phone: (480)431-4702
Email: Lori.Messer@LogicCompGroup.com



Logic Compensation Group
Total Rewards Consulting

TOTAL COMPENSATION STUDY (Part A)

Truckee Tahoe Airport District
California

May 31, 2021

Submitted By:

Lori Messer, MA, CCP
Managing Director
Logic Compensation Group

112 E. Palmcroft Drive
Tempe, AZ 85282

Phone: (480) 431.4702

Email:

Lori.Messer@LogicCompGroup.com

SECTION 1: FORMAT

1b. Transmittal Letter

May 31, 2021

Truckee Tahoe Airport District
ATTN: Lauren Tapia
Human Resources Manager
10356 Truckee Airport Road
Truckee, CA 96161

RE: Compensation Study (Part A)

Dear Truckee Tahoe Airport District Representatives:

Logic Compensation Group (LCG) is pleased to submit our proposal to the Truckee Tahoe Airport District (the District) to conduct a compensation study for 25 full-time and 2 to 5 seasonal employees. We understand the objectives of this study to be as follows:

- ❖ Position evaluation 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 and mobility.
- ❖ Total compensation/benefit survey to determine pay equity based on comparable industry and regional labor markets.

This study will ensure that the District's compensation system is appropriately aligned, both internally and with the external marketplace, to meet its goal of attracting and retaining high quality personnel while maintaining relative internal equity and sound fiscal responsibility.

Logic Compensation Group is a client-focused, boutique consulting firm offering our clients the advantages of flexible, responsive, and highly tailored strategies and solutions in the areas of compensation and total rewards. Our practice approach provides high-contact service and cost-effective solutions for small and mid-sized public sector organizations.

Logic Compensation Group is highly qualified to assist the Truckee Tahoe Airport District in conducting this important study. LCG will be able to complete this study within the timeframe established by the District starting on June 23 and completing the study on September 22, 2021 provided the District meets its obligations as set out within the work plan.

LCG appreciates the opportunity to submit this proposal and would consider it a privilege to serve the organization. I will be the primary contact for the proposal discussion and am responsible for negotiating all terms and conditions with the Truckee Tahoe Airport District. This proposal will remain in effect for 60 days from the date of this letter.

Should you need additional information regarding this proposal, please contact me directly at Lori.messer@logiccompgroup.com or (480)431-4702.

Respectfully,

LOGIC COMPENSATION GROUP, LLC



Lori Messer, MA, CCP
Managing Director
112 E. Palmcroft Drive
Tempe, AZ 85282
Phone: (480)431-4702
Email: Lori.Messer@LogicCompGroup.com

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1d. Experience

Our business model, knowledge base and expertise are focused on the public sector, specifically organizations under 1,000 employees. Members of the Logic Compensation Group team have served government clients that have employee populations ranging from 3 to over 10,000 for over 20 years and collectively have more than 100 years of experience performing compensation studies.

Your LCG team members have served over 200 public sector organizations as consultants in classification and compensation studies. Below we have provided a brief listing of some of these California organizations.

Sampling of California Clients	
Alameda County Water Authority	Menlo Park Fire District
Association of Bay Area Governments, CA	North County Transit District
AVID	Oakland Housing Authority
Barona Band of Mission Indians	Olivenhain Municipal Water District
City of Anaheim	Orange County Fire Authority
City of Beverly Hills	Orange County
City of Carlsbad	Orange County Superior Court
City of Chula Vista	Orange County Transit Authority
City of Encinitas	Orange County Water District
City of Fresno	Padre Dam Municipal Water District
City of Healdsburg	Riverside Transit Agency
City of LaQuinta	Sacramento County Mgmt Assoc
City of Newport Beach	Sacramento School District
City of Oxnard	San Bernardino Joint Powers Authority
City of Palo Alto	San Diego County Reg'l Airport Authority
City of Rancho Mirage	San Diego County Water Authority
City of Rolling Hills Estates	San Jose Redevelopment Agency
City of Sacramento	San Mateo County Transit District
City of San Clemente	Santa Clara Valley Transp Authority
Coachella Valley Water District	Silicon Valley Clean Water
CSAC Excess Insurance Authority	Southern CA Rapid Transit District
Golden Gate Bridge, Highway & Transp District	SunLine Transit
Irvine Ranch Water District	Sweetwater Authority
Judicial Council of California	Turlock Irrigation District
Kern County	Unified Port District of San Diego
LA Regional Family Planning	Valley Center Municipal Water Dist.
Leichtag Foundation	Vista Irrigation District

I.e. References

Below is a sampling of professional references for current LCG clients. These studies demonstrate our ability to meet the needs of the District as outlined in the scope of work. We encourage you to reach out to our clients listed below as they can attest to our level of expertise and client service.

REFERENCE #1:

Client Organization: City of Tolleson, 955 W. Van Buren St., Tolleson, AZ 85353

Client Contact: Ms. Wendy Jackson, Employee Resources Director, (623) 936-2703

Client Email: Wendy.Jackson@tolleson.az.org

Years of Service: 2013 to Present

Summary: LCG's study team has worked on multiple engagements with the City, dating back to 2013. LCG recently completed a comprehensive classification, job evaluation and compensation study covering approximately 215 employees across all departments in this full-service City. Due to the pandemic, this study was conducted remotely with all meetings, interviews and focus groups conducted by video and conference calls with success and cost savings for the client.

REFERENCE #2:

Client Organization: City of El Mirage, 10000 N. El Mirage Rd, El Mirage, AZ 85335

Client Contact: Ms. Dawn Kurek, Human Resources Director, (623) 876-2945

Client Email: dkurek@elmirage.gov

Years of Service: 2013 to Present

Summary: LCG's study team has worked on multiple engagements with the City, dating back to 2013. LCG recently concluded a comprehensive classification, job evaluation, and compensation study covering approximately 190 employees in 75 job classifications across all departments in this full-service City. Due to the pandemic, this study was conducted remotely with most meetings, interviews and focus groups conducted by video and conference calls with success and cost savings for the client.

REFERENCE #3:

Client Organization: City of Tonganoxie, Kansas

Client Address: 526 E. 4th Street, Tonganoxie, KS 66086

Client Contact: Dan Porter, Assistant City Manager, (913) 845-2620

Client Email: dporter@tonganoxie.com

Years of Service: 2021

Summary: Our team members worked with this small, Kansas City area community to complete a compensation study and develop new pay structures for 23 jobs within a short 5-week time-period. The project was successfully completed on-time and on-budget.

REFERENCE #4:

Client Organization: Port of Tacoma, One Sitcum Plaza, Tacoma, WA 98401

Client Contact: Jean West, Chief Human Resources Officer, (253) 592-6711

Client Email: jwest@portoftacoma.com

Years of Service: 2013 to Present

Summary: LCG is currently providing classification and compensation services by request to the Port. LCG's study team has worked on multiple engagements with the Port, dating back to 2013.

REFERENCE #5:

Client Organization: City of Richmond, 402 Morton Street, Richmond, TX 77469

Client Contact: Shelly Freeman, Human Resources Director, (832) 759-5799

Client Email: sfreeman@richmondtx.gov

Years of Service: 2020 to Present

Summary: We have performed several projects for the City. In October of 2020, we completed an executive recruitment for an Economic Development Director. In August of 2020 we completed a salary structure review. Currently, we are engaged with the City to complete a comprehensive compensation and benefits study covering approximately 180 employees in 90 classifications.

1f. Cost Proposal

As requested in the RFP, LCG has provided a fee schedule for the Truckee Tahoe Airport District's consideration under separate cover.

SECTION 2: PROPOSER QUALIFICATIONS

2a. Background of the Firm

Logic Compensation Group is a limited liability corporation. The company is staffed by five (5) seasoned total rewards professionals who have Fortune 500 classification and compensation consulting experience, previous ownership of other consulting businesses, and hands-on practitioner and leadership experience working in public, not-for-profit and private sector organizations. Our consultants have decades long experience in the field and as colleagues. Our team members previously worked together for seven (7) years in a regional office for a Fortune 500 classification and compensation consulting company prior to the formation of LCG. Our firm also holds Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) certificates.

We have offices in Tempe, Arizona and Marion, Iowa each staffed by a Managing Director or Principal Consultant. Our primary contact information is as follows:

ARIZONA	IOWA
112 E. Palmcroft Drive Tempe, AZ 85282 Phone: (480) 431-4702 Managing Director: Lori Messer, MA, CCP Lori.Messer@LogicCompGroup.com	4395 Flagstick Drive Marion, Iowa 52302 Phone: (303) 916-9180 or (319) 377-3771 Principal Consultant: Annette Hoefer, MBA, CCP Annette.Hoefer@LogicCompGroup.com
FEIN Number: 84-2864177 URL: https://logiccompgroup.com Firm Certifications: Small Business Enterprise (Arizona) Disadvantaged Business Enterprise (Arizona)	

Logic Compensation Group was formed to bridge the disconnect between the revenue and volume objectives of a large consulting firm and the personalized attention and solution needs of public sector clients. LCG is committed to providing high-touch, cost-effective services that are customized based on the needs of our clients while limiting the number of studies we are engaged in simultaneously so we can focus on client needs, quality of work and successful study implementation. Our processes are highly collaborative and designed to educate and involve all stakeholders, increasing the likelihood of a successful study and positive implementation experience.

- ❖ Has over 100 years of combined experience as classification and compensation consultants to and managers of public sector organizations.
- ❖ Has a low overhead model which means cost savings are passed directly to our clients.
- ❖ Has the resources and experience of the big firms but remains flexible and responsive to our clients' needs. LCG is mindful that each client deserves considerable attention, their own approach, and tailored solutions.
- ❖ Has only senior level staff with, at a minimum, a master's degree and more than 15 years of human resources, classification, compensation, and public sector experience.

With extensive public sector and human resources experience, our firm can offer our clients a variety of core and value-added services, including:

- ❖ Total Reward Strategy
- ❖ Classification Studies
- ❖ Job Evaluation
- ❖ Compensation Studies
- ❖ Performance Management
- ❖ Organizational Change Management
- ❖ HR Planning and Audits
- ❖ Executive Compensation

2b. Qualifications of the Firm

Each project is managed by either our Managing Director or Principal Consultant who each have over 25 years of providing direct service to public sector clients and have a direct line of sight to all deliverables within a project. Our senior consultants not only manage studies but perform the technical work such as writing job descriptions, interviewing employees and managers, follow up on survey responses, analyze pay and benefits data and make executive presentations. Because of our hands-on approach, all consultants, at each level, maintain and continue to upgrade their technical skills in the delivery of client work.

Each deliverable is reviewed by multiple LCG consultants to ensure that the best work product is provided to our clients. Our process also ensures that during each phase of the study, results are shared with our clients through the regular study team meetings and the presentation and discussion of each deliverable. We ensure our clients understand, evaluate and approve study phase outcomes throughout the process before moving on to the next step. Our business model is based on exceeding client expectations and promoting long term relationships. Several of our clients have utilized our consultants' services for a decade and longer. A listing of previous and current clients is found in section **1d: Experience**. References are found in section **1e: References**.

In addition to the sampling of California clients found in section 1d and the references in section 1e, your LCG team has performed studies for several airport organizations, including:

- ❖ McCarran International Airport in Las Vegas, NV
- ❖ Phoenix-Mesa Gateway Airport in Mesa, AZ
- ❖ San Diego Airport Authority in San Diego, CA
- ❖ Kenton County Airport Board in Ohio and Kentucky

Every organization has unique characteristics and challenges. Because of this, we firmly believe that it is critical to gain a comprehensive understanding of our client's organization and the unique challenges they face with respect to their classification and compensation programs. By taking the time to understand our clients and their needs, we can develop tailored solutions that are designed specific to their individual objectives. There are no "out-of-the-box" or "cookie-cutter" solutions. Our focus on individual client needs and customized solutions is what we pride ourselves on and why we stand out from other consulting firms. We would like to highlight a few of our innovative methods and programs as well as industry experience below:

- ❖ **Senior Level Consultants:** LCG's team is comprised of experienced, senior level consultants. We do not have entry level consultants on our team, so you can be assured that you have highly qualified individuals working on your project. Many of the larger consulting firms utilize junior staff who have not had the depth and breadth of real-world experiences and situations. While our staff size is small, the reality is that larger consulting firms do not have dedicated senior staff focused specifically on your organization or an in-depth knowledge of your study's data, processes and outcomes.
- ❖ **Logic Leveling:** LCG has developed a simplified and straightforward approach of classification for all sizes and types of public sector organizations. Logic Leveling provides a framework for the type and level of jobs within an organization and provides guidance on job families, alignment of jobs across job type and departments, career paths and job titling. It also allows an organization to appropriately "scale up and down" as the organization grows and changes.
- ❖ **Management Briefings:** In the world of "big firm" consulting models, there is very little allowance in their project plans and budgets for an understanding of the issues at the department level. In many of our work plans, we meet with each department head at the beginning of the study to ensure we understand the jobs they oversee and the issues that they manage daily and we will conduct this activity within the District's study. In studies

where we are realigning classifications, we meet individually with each department head once again to explain our findings and address their questions and concerns and, as appropriate, adjust recommendations to ensure optimal department and organizational functioning of the proposed compensation structure.

- ❖ **Program Maintenance and Client Support:** Shown as the final phase in our work plan, are LCG's unique and complimentary client support meetings. LCG is focused on the long-term success of our clients and their systems. Within our proposed study timeline for every client we serve, LCG ensures the on-going program implementation and maintenance process by incorporating complimentary follow-up meetings with your organization at 3, 6, 9 and 12 months following the completion of our work.
- ❖ **Compensation and Classification Expertise:** Our senior level consultants have more than 20 years of experience in performing classification and compensation studies. Our consultants have authored numerous white papers, made industry presentations, taught educational courses, and conducted research for public sector associations. We have developed and designed unique tools including our job evaluation systems, leveled job classification structures and an automated PDQ form.
- ❖ **Limitations on Clients Served:** We commit to our clients that we will not overload on projects simultaneously so we can provide dedicated service to our clients. Our focus, unlike larger consulting firms, is not revenue driven. Our focus is on client relationships, quality of work, and developing creative and manageable solutions for our clients that meet their unique needs.

2c. Project Team

LORI MESSER, MA, CCP – Managing Director

Study Responsibilities: Lori is the Managing Director of the firm. During the District's study, Lori will be responsible for overall study management, oversight of all study deliverables and onsite presentation of the final report. Her additional responsibilities include providing quality assurance in compensation technical work.

Professional Background: Lori has over 30 years of classification and compensation experience as a consultant and practitioner. Lori has worked with a variety of public and private sector organizations, including states, cities, counties, school districts, colleges and universities, and special districts. Immediately prior to starting the firm, Lori spent seven years working as a Senior Consultant, and subsequently, as the west coast office Principal Consultant for Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. Prior to this, Lori held a variety of consultative human resources and compensation

positions in high tech, distribution, healthcare, and local government organizations.

Education/Credentials: Lori has a bachelor's degree in business administration from Arizona State University and a master's degree in education from the University of Phoenix. She is also a member of *WorldatWork* and has earned her CCP certification. Lori also serves on the Merit Board for the City of Tempe, Arizona.

ANNETTE HOEFER, MBA, CCP – Principal Consultant

Study Responsibilities: Annette is a Principal Consultant of the firm. During the study, Annette will be an additional primary contact to the District for the study as well as providing direct service in the provision of the compensation technical work.

Professional Background: Annette has spent over 25 years performing classification and compensation studies for the public sector as a Senior Consultant with Lee & Burgess Associates, Fox Lawson & Associates and Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. Clients include cities, counties, states, and special districts such as utility and transit organizations. She has also occupied human resources positions in the healthcare, energy, and insurance industries as a compensation specialist.

Education/Credentials: Annette has a bachelor's and master's degree in business administration from the University of Iowa. She has earned her CCP certification. She has previously served as a board member for the Rocky Mountain Compensation Association.

NICHOLE ARKO, MBA, CCP – Senior Consultant

Study Responsibilities: Nichole will provide primary support for the compensation phase of the District's study.

Professional Background: Nichole has fifteen (15) years of comprehensive human resources and compensation experience in the public and private sector. She was a former Consultant at Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. Nichole has worked with a variety of public and private sector organizations, including cities, counties, museums, and colleges. Prior to joining the firm, Nichole spent time in a variety of consultative compensation positions in healthcare, environmental services, and manufacturing organizations.

Education/Credentials: Nichole has a bachelor's degree in marketing from Arizona State University and a master's degree in business administration from the same institution. She is also a member of the Arizona Total Rewards Association and *WorldatWork*. She holds a CCP certification.

BRUCE G. LAWSON, MPA, CCP, IPMA-SCP – Technical Advisor

Study Responsibilities: Bruce is a Technical Advisor to the firm, providing technical direction and quality assurance on client studies.

Professional Background: Bruce has directed and performed classification and compensation studies for more than 35 years both domestically and internationally. Bruce was a founder and

Managing Partner with Fox Lawson & Associates LLC. Prior to forming Fox Lawson, he spent 15 years with the firm of Ernst & Young LLP where he served as the National Director of their public sector compensation consulting practice. Bruce was a past National Managing Director for Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. He also served as City Manager in two California cities (Los Altos Hills and Belvedere), was the County Administrative Officer in Multnomah County (Portland) Oregon, Assistant City Manager/Personnel Director in Corvallis, Oregon, and Assistant to the City Administrator/Personnel Director in Placentia, CA. Bruce served on the City of Phoenix's (AZ) Public Safety Employees Retirement Board for 12 years.

Education/Credentials: Bruce has a master's degree in public administration from California State University at Fullerton, is a.b.d. in public administration from Golden Gate University in San Francisco and has earned his CCP certification from *WorldatWork*. He is also an active member of several professional associations including the College & University Professional Association for Human Resources, the International City & County Management Association, the International Public Management Association for Human Resources, the Society for Human Resources Management and *WorldatWork*.

SANDY SPELLMAN, MBA, CCP – Technical Advisor

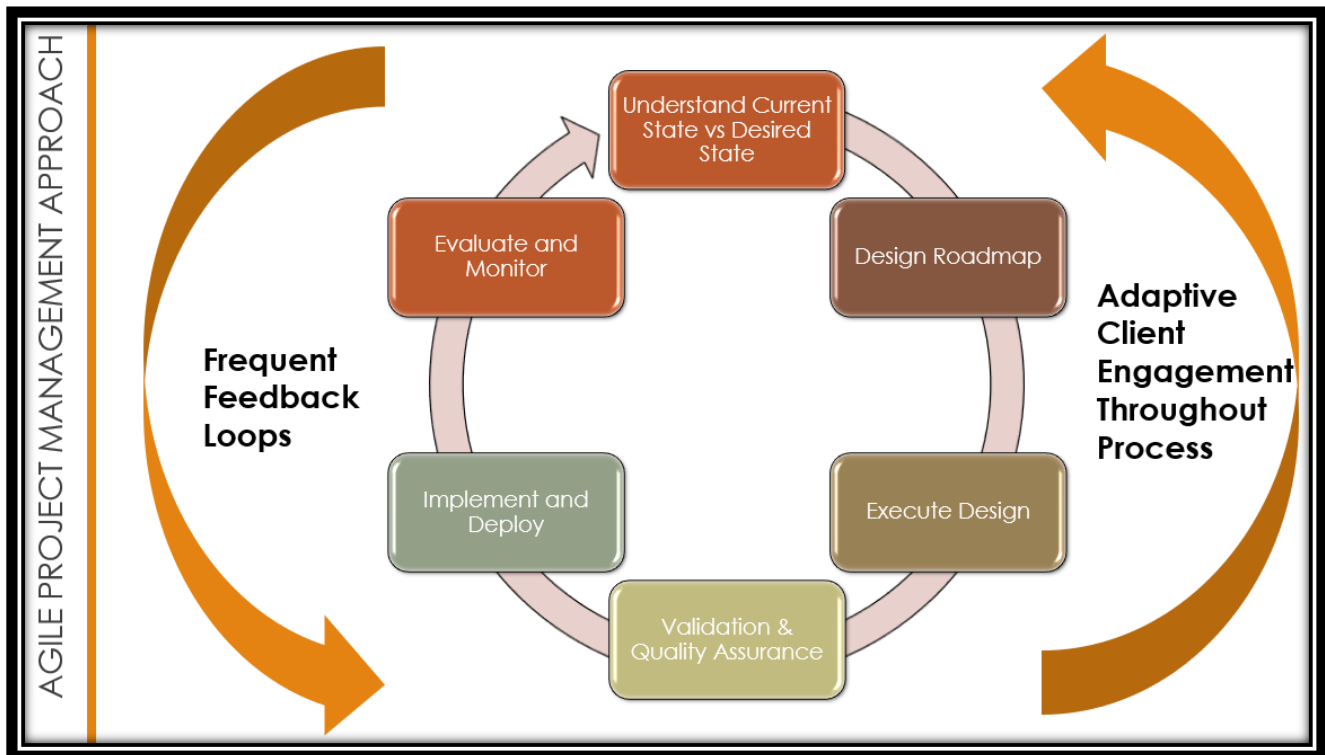
Study Responsibilities: Sandy provides technical review on compensation and communications activities.

Professional Background: Sandy has over 30 years of comprehensive consulting experience with public sector organizations. She has been conducting studies for over 10 years and specializes in the areas of classification, communications, human resource strategy and process, performance management and employee and management focus group meetings. Sandy has worked with various types of organizations including states, cities, counties, colleges and universities, and the federal government. Prior to joining the firm, Sandy was a Senior Consultant at Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice for 12 years. Prior to Gallagher, she spent 18 years with Ernst & Young's consulting practices where she was responsible for client and internal change management, communications, and training strategies. She has also held state executive and legislative positions addressing a wide range of human resource and related issues.

Education/Credentials: Sandy has a bachelor's degree in Sociology/Political Science from Arizona State University and a master's degree in Public Administration with an emphasis in Organizational Development from the same institution. She is a member of several professional associations, including the College & University Professional Association for Human Resources, International Public Management Association for Human Resources, and *WorldatWork*.

2d. Description of Project Approach

To assist the District in achieving its desired results, it is imperative to follow a methodical approach in the conduct of the study. However, we fully understand that as we move through the process with your organization, there may be situations in which we need to adjust based on information we obtain during the study. Therefore, we have developed a thoughtful process which is designed to facilitate a successful outcome. Our agile project management approach entails the following high-level processes that incorporates an adaptive approach and frequent feedback loops to achieve the District's desired outcomes:



The study will include 25 full-time and 2 to 5 seasonal employees and will ensure that the District has a compensation system that is internally equitable and externally competitive. A complete work plan is included in **Section 3: Approach to the Project**. The study includes the following phases and deliverables:

Phase	Deliverables
1. Study Initiation & Strategy Development	<ul style="list-style-type: none"> • Study initiation meeting. • Department head meetings. • Study plan and schedule. • Classification strategy document. • Weekly meetings with the District's study manager.
2. Internal Equity	<ul style="list-style-type: none"> • Position Description Questionnaire (PDQ) document. • Recommended job evaluation system applied to positions based on information obtained from PDQs. • Recommended employee allocation and/or classification updates, if applicable. • Weekly Steering Committee meetings.
3. Total Compensation Study	<ul style="list-style-type: none"> • Listing of organizations to include within the survey. • Survey document. • Results of the salary and benefits survey, including a determination of the District's level of competitiveness with the defined comparator market. • Recommended new/updated salary structure(s), and benefits recommendations. • A transition plan including costs to move to the new system. • Review of merit system and related recommendations. • Weekly Steering Committee meetings.
4. Study Recommendations & Report	<ul style="list-style-type: none"> • Draft and final report documents. • Survey summary report for participants. • Study conclusion presentations and discussions. • Staff training and education. • Weekly Steering Committee meetings.
5. Program Maintenance & Client Support	<ul style="list-style-type: none"> • Four (4) one-hour meetings (conference call or video) for one year following the completion of the study.

SECTION 3: APPROACH TO THE PROJECT

3a & b. Work Plan and District Involvement

The work plan is provided beginning below for the District's consideration. This suggested work plan is presented below and on the following pages. The work plan has been developed in the recommended sequential order of activities to ensure an effective and cost-efficient study. The role of District staff is also incorporated for each phase of the study.

Phase 1: Study Initiation and Strategy Development
<p>LCG will conduct several activities that will establish the process and objectives for an on-time, on budget and successful study. LCG will take the time to conduct an environmental scan of the District's systems under study that includes a strategy meeting with the District's Steering Committee, department head interviews, and reviews of organizational and compensation materials and documents. Utilizing the information gained from these interviews and document reviews, LCG will meet and collaborate with the District's Steering Committee to develop the organization's compensation strategy which will provide a roadmap for the compensation study and the study recommendations. We will also initiate weekly meetings by video or conference call with the District's project manager to inform on study progress and address any concerns.</p>
Activities
<p>LCG consultants reviews the District's current organizational information to gain a clear understanding of the District, as well as all existing total compensation materials, such as current pay plans, benefits information, and related policies and procedures.</p>
<p>Study initiation meeting will be held on-site with the District's Steering Committee to establish study parameters and overall study goals and to educate employees on completing the Position Description Questionnaire (PDQ).</p>
<p>Individual meetings with department heads are conducted on-site in order to understand the strengths and weaknesses of the current total compensation system, which includes benefits, from an operational perspective.</p>
<p>LCG will develop and recommend the District's compensation strategy to guide the study's process and results.</p>
Estimated Time and Consultant Level
<p>Managing Director: 20 Hours</p>

Deliverables

- ❖ Study initiation meeting with the District's Steering Committee.
- ❖ Department head meetings.
- ❖ Meetings with employees to guide them through completing the Position Description Questionnaire (PDQ).
- ❖ Study plan and schedule.
- ❖ Compensation strategy document.
- ❖ Weekly meetings with the District's Project Manager.

Client Role

- ❖ Provision of requested materials on a timely basis.
- ❖ Scheduling of meetings.
- ❖ Provision of study communication materials throughout the study to LCG in advance of publication to ensure consistency and accuracy of communications

Phase 2: Internal Equity

During this phase, LCG will present the District with options for managing internal alignment among its jobs, otherwise known as job evaluation. LCG utilizes four options for the organization's consideration. LCG will apply the selected internal equity system to District jobs to establish the internal hierarchy. Activities in this phase will be conducted by video conference to be cost effective for the District.

Activities

LCG will review existing job descriptions and completed PDQs.

The selected job evaluation method will be applied to approved job classifications. Job evaluation results will be finalized with input from the District.

Results of the job evaluation will be integrated with the results of the compensation portion of the study.

Estimated Time and Consultant Level

Principal Consultant and Senior Consultant: 60 Hours

Deliverables

- ❖ Recommended job evaluation system applied to District positions.
- ❖ Recommended employee allocation and/or classification system updates, if applicable.
- ❖ Weekly Steering Committee meetings.

Client Role

- ❖ Coordination of the internal completion and collection of the PDQs.
- ❖ Review and feedback on job evaluation results.
- ❖ Scheduling of interviews and meetings.

Phase 3: Compensation & Benefits Survey

This phase will assess how the District's compensation and benefits programs compare to the relevant labor market. Through the survey process, data is collected and analyzed to develop an updated pay system and benefits program recommendations. LCG will collaborate with the District to identify comparator organizations and benchmark jobs to include in the survey process.

A survey document is developed to collect the appropriate pay and benefits data information. LCG will ensure that data received is accurate and a competitive analysis conducted. Coordinating the results of the internal equity phase and the compensation survey data, an updated pay plan will be developed. LCG will provide implementation strategies and discuss with the District how it can transition from the existing system to the updated system. Considerations will be given to budget constraints and current personnel practices. During this phase, the District has also indicated a need for a review of its merit performance review system. LCG consultants will review the system and make recommendations to address "topped out" situations.

Activities

LCG will partner with the District and select organizations to survey within the organization's defined labor market. When determining organizations to include in the survey, major considerations are size, geographic location, recruitment and retention markets, and other relevant factors. LCG will survey all jobs. (Conducted in Phase 1)

A customized survey document is developed to collect comparable pay and benefits data from the District's specific labor market organizations.

The survey document is distributed by email and LCG consultants follow-up with surveyed organizations to encourage participation, answer questions, and ensure data quality. Survey data is reviewed, entered, and analyzed according to specifications determined in partnership with the District. Time and location adjustments are considered and applied to the data as appropriate to ensure that the data are reflective of the District's labor market, economic conditions, and plan implementation date.

LCG conducts an analysis to determine the competitive position of the District's pay and benefits levels in relationship to the market. The results of the job evaluation phase and the market survey are coordinated to update pay structure options in alignment with the District's philosophy.

Transition from the existing to the updated system is discussed with the District. Considerations will be given to budget constraints and current personnel practices. The estimated cost for up to three (3) transition options will be developed and analyzed.

LCG will make recommendations regarding the District's merit system. (This activity does not include the redesign of a new system.)

Estimates Time and Consultant Level

Senior Consultant, Principal Consultant & Managing Director: 60 Hours

Deliverables

- ❖ Listing of organizations to include within the survey.
- ❖ Survey document.
- ❖ Results of the salary and benefits survey, including a determination of the District's level of competitiveness with the defined comparator market.
- ❖ Recommended new/updated salary structure(s), and benefits recommendations.
- ❖ A transition plan including costs to move to the new system.
- ❖ Merit system review and recommendations.
- ❖ Weekly Steering Committee meetings.

Client Role

- ❖ Review and approval of the comparator organizations and the survey document.
- ❖ Provision of the survey contact information as needed.
- ❖ Completion of the survey document as if a participant of the survey.
- ❖ Discussion and approval of recommendations and transition plan options.

Phase 4: Study Recommendations & Report

A study report is prepared and presented by LCG to the District providing a summary of the processes of the study and the related findings and recommendations. Because LCG consultants will be providing in-depth explanation and approved deliverables throughout the process, the final report will be a culmination of the comprehensive results of all study activities. Based on discussions with the District, the report will be finalized. The final report can be presented to the Board and administration as requested by experienced LCG consultants that have been involved in the study each step of the way.

LCG consultants will also work closely with the District staff to ensure that the District can administer the system beyond the completion of the study. District staff that will manage the new system will participate in detailed education and study wrap up with the members of the LCG team.

Activities

LCG develops a draft report and leads a discussion of the draft with the Steering Committee.

A subsequent final report outlining all processes, data results and recommendations of the study is presented to the District's Steering Committee.

LCG will be on-site to present the report to the District and lead the discussion concerning the recommendations.

LCG will conduct on-site training and education of District staff.

Estimated Time and Consultant Level

Senior Consultant, Principal Consultant & Managing Director: 16 Hours

Deliverables

- ❖ Draft and final report documents.
- ❖ Survey summary report for participants.
- ❖ Study conclusion presentations and discussions.
- ❖ Staff training and education.
- ❖ Weekly Steering Committee meetings.

Client Role

- ❖ Review and provide feedback to the draft report and presentation materials.
- ❖ Coordination of final study presentations and staff meetings.

Phase 5: Program Maintenance & Client Support

Change management is a process and goes beyond the initial study. Because our business model is focused on the quality of client relationships and systems, LCG intends to be a resource for our clients long after completion of the immediate study. Within our proposed study timeline, LCG accounts for the on-going program implementation and maintenance process by incorporating complimentary follow-up meetings with The District at 3, 6, 9 and 12 months following the completion of our work.

Activities

LCG continues to assist the District by conducting complimentary follow-up meetings with the District at 3, 6, 9 and 12 months following study implementation. These meetings are critical in ensuring that the systems are meeting your needs. LCG can provide additional guidance for any unanticipated issues or concerns that may have arisen following the completion of the study.

Estimated Time and Consultant Level

Managing Director and Principal Consultant: 4 Hours

Deliverables

- ❖ Four (4) one-hour meetings (conference call or video) for one year following the completion of the study.

Client Role

- ❖ Preparation for each meeting by outlining issues, questions and concerns and sending written communications to LCG in advance of the meeting time.

SECTION 4: TIME REQUIREMENTS

LCG has prepared an estimate of the time required to complete each phase by month. We will discuss the details during Phase 1 and identify specific deadlines for the study at that time. Our project management partnership approach ensures that the District is aware of all documentation and time required to ensure that collectively we meet our agreed upon deadlines. We will conduct regular study status updates with the District in a manner that is acceptable to the organization. The tasks and activities outlined in the work plan will be performed in accordance with the approved timeline.

We are prepared to begin work immediately upon receiving the District's authorization to proceed. The District would like to complete the study by September 22, 2021. A three-month timeline is the minimum amount of time to conduct a study of this type and LCG is confident it can meet the organization's due date with appropriate and timely response and decision making by the District and survey response from surveyed organizations. Our weekly meetings will ensure that we meet this objective and make appropriate adjustments as needed.

During the meeting with the District's Steering Committee during Phase 1, a detailed timeline is developed that provides a comprehensive outline of all major milestones, associated tasks and key dates for both the District and LCG.

Phase	Month 1	Month 2	Month 3	2021 & 2022
1. Study Initiation & Strategy Development				
2. Internal Equity				
3. Compensation & Benefits Survey				
4. Study Recommendations & Report				
5. Program Maintenance & Client Support				

SECTION 5: DISPUTES

LCG agrees to be abide by the RFP and contract provisions.

SECTION 6: SIGNATURE PAGE

Logic Compensation Group is a team of senior-level and highly skilled classification and compensation professionals. Our focus, mission and expertise are centered on public sector organizations like yours. LCG offers a level of client interaction, familiarity and value-added service rarely found in larger firms. LCG is pleased to be considered as your compensation resource for this study and years to come.

Thank you for this opportunity to present our services. We look forward to hearing from you soon.

Respectfully,

LOGIC COMPENSATION GROUP, LLC



Lori Messer, MA, CCP
Managing Director
112 E. Palmcroft Drive
Tempe, AZ 85282
Phone: (480)431-4702
Email: Lori.Messer@LogicCompGroup.com



Logic Compensation Group
Total Rewards Consulting

TOTAL COMPENSATION
STUDY
FEE PROPOSAL
(Part B)

Truckee Tahoe Airport District
California

May 31, 2021

Submitted By:

Lori Messer, MA, CCP

Managing Director

Logic Compensation Group

112 E. Palmcroft Drive

Tempe, AZ 85282

Phone: (480) 431.4702

Email:

Lori.Messer@LogicCompGroup.com

1f. Cost Proposal

LCG has provided the following fee schedule for the Truckee Tahoe Airport District's consideration in the performance of the total compensation study and includes all out-of-pocket expenses except as noted. LCG welcomes the discussion of fee reduction options to ensure that District can meet its budgetary needs. Logic Compensation Group bills monthly based on work completed.

Phase	Total Hours	Consultant Rate	Fees
1. Study Initiation & Philosophy Development (includes onsite meeting)	20 Hours	\$325	\$6,500
2. Internal Equity Study	30 Hours	\$225 and \$300	\$7,875
3. Compensation & Benefits Survey	60 Hours	\$225 and \$300	\$15,750
4. Study Recommendations & Report (includes onsite meeting)	16 Hours	\$325	\$5,500
5. Program Maintenance & Client Support	4 Hours	\$300	Complimentary
Fee Estimate^{1,2}			\$35,625

Notes:

1. Above fees include all costs except the purchase of additional published surveys if necessary and/or additional on-site meetings if requested.
2. Additional on-site meetings/visits will be charged at \$1,000 per day/consultant (includes all travel costs) in addition to applicable consulting hours.

Please note that the District can achieve economies of scale by utilizing LCG for the classification and compensation study. Economies of scale can be achieved in Phases 1 and 4 (cost for services would be the same if consolidating the classification and compensation studies versus separating the two studies). The consolidated cost for the District if LCG performs the classification and compensation studies are shown on the following page.

Consolidated cost if LCG were to be engaged with the District to perform the classification and compensation studies:

Phase	Total Hours	Consultant Rate	Fees
1. Study Initiation & Philosophy Development (includes onsite meeting)	20 Hours	\$325	\$6,500
2. Classification & Internal Equity Study	60 Hours	\$225 and \$300	\$15,750
3. Compensation & Benefits Survey	60 Hours	\$225 and \$300	\$15,750
4. Study Recommendations & Report (includes onsite meeting)	16 Hours	\$325	\$5,500
5. Program Maintenance & Client Support	4 Hours	\$300	Complimentary
Fee Estimate^{1,2}	\$43,500		

Notes:

- Above fees include all costs except the purchase of additional published surveys if necessary and/or additional on-site meetings if requested.
- Additional on-site meetings/visits will be charged at \$1,000 per day/consultant (includes all travel costs) in addition to applicable consulting hours.

For work beyond that specified in this proposal, additional fees and out of pocket expenses will be involved. We are available for discussion if the District requests services beyond the stated scope. We guarantee our rates, shown below, for a minimum of one (1) year following completion of the study.

Level	Rate
Managing Director	\$325
Principal Consultant	\$300
Senior Consultant	\$225
Consultant	\$175

Fees quoted are valid for a minimum of 60 days from May 31, 2021.

Logic Compensation Group is a team of senior-level and highly skilled classification and compensation professionals. Our focus, mission and expertise are centered on public sector organizations like yours. LCG offers a level of client interaction, familiarity and value-added service rarely found in larger firms. LCG is pleased to be considered as your classification resource for this study and years to come.

Thank you for this opportunity to present our services. We look forward to hearing from you soon.

Respectfully,

LOGIC COMPENSATION GROUP, LLC



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