

**COMPENSATION
CONSULTING
FOR A
COMPETITIVE
EDGE**

**Focusing on Tax-exempt,
Healthcare, Foundations,
Education, Associations, and
Technology-based,
Private and Service Industry
Organizations**

ABOUT LAWRENCE ASSOCIATES

OUR SERVICES

Lawrence Associates provides compensation consulting services to boards, executives and managers. Our work includes:

Executive Compensation - assistance to management and board members with competitive analysis; compensation strategy; incentive plan design; capital accumulation; perquisites; benefits and response to media and public disclosure.

Intermediate Sanctions and Reasonable Compensation Review – analysis and certification under the IRS safe harbor.

Recognition & Reward - variable pay/incentives; team, project, competency, skill-based pay; wage and salary program design; broadbanding; performance evaluation and other reward programs for management, staff and physicians.

Custom Competitive Analysis & Surveys - custom-designed competitive market surveys and analyses of all sizes.

OUR APPROACH TO CONSULTING

Our *on point, on time, on budget* philosophy is a key to our success.

Our greatest source of pride is the number of repeat clients and ongoing relationships.

- ✓ *On Point*: Effective, creative, flexible solutions, employing best practices and research, tailored to meet our clients' specific needs.
- ✓ *On Time*: Meeting pre-established deadlines, and responding to our clients' changing priorities and objectives.
- ✓ *On Budget*: Establishing upfront project fees that provide a fair value for the work performed, and never exceeding fee estimates unless a project materially changes in scope.

CONSULTING EXAMPLES

- Assisting trustees with developing proactive Intermediate Sanctions and reasonableness of compensation reviews for covered executives.
- Conducting a premier Greater New York healthcare executive, management and market jobs survey, comprehensive New Jersey executive and wage and salary surveys and an annual college and university executive compensation survey. Conducting custom surveys.
- Assisting organizations with restructuring and redesigning wage and salary programs, linking to lateral career growth, skill attainment and competency,

applying job analysis, classification and factor approaches.

- Assisting management and trustees with auditing, reviewing and updating the approach to executive compensation, competitive assessment and Intermediate Sanctions.
- Assisting organizations with complex executive compensation issues related to retirement, transition and succession planning, and development of capital accumulation, severance and supplemental retirement alternatives.
- Developing and conducting customized local, regional and national executive compensation, wage and salary and physician compensation surveys.
- Developing customized approaches to addressing executive compensation needs within regulatory constraints.
- Developing performance-linked compensation programs.
- Responding to media inquiries on behalf of clients and associations. Assisting board members in responding to public disclosure of executive compensation and reasonableness concerns.

PROFESSIONAL PROFILES

Lindalee A. Lawrence is the founder and President of Lawrence Associates. She has over twenty-five years of experience working with employers, associations, executives and board members.

Prior to forming Lawrence Associates in 1989, Ms. Lawrence was Manager of the Healthcare, Government and Financial Services Industries Human Resource practice for KPMG in Boston. She spent four years with Mercer Human Resource Consulting, responsible for consulting in group employee benefits, medical cost containment and plan design for Taft-Hartley and other employers.

Ms. Lawrence was a senior official in healthcare, insurance and health maintenance organization regulation for the Commonwealth of Massachusetts prior to entering consulting.

She holds an M.B.A. from the Wharton School and a B.A. from the University of Pennsylvania. Ms. Lawrence is a Certified Compensation Professional (CCP), having passed the WorldatWork examinations.

Richard M. Lucash is an attorney with extensive experience with Intermediate Sanctions and compensation issues.

With Lawrence Associates, he has advised hospitals, foundations, universities, colleges and private schools, other nonprofit and for-profit organizations, and technology and other

entrepreneurial companies on executive compensation matters, including compensation levels, processes for complying with the IRS Intermediate Sanctions regulations, and transition issues.

Prior to joining Lawrence Associates, he founded a Boston law firm where he was a member of the management group and the Compensation Committee. In his legal practice, he focused on organizational, capital formation, founder and management compensation and other legal and business issues, and advised the organizations and individuals who invest in those companies. He has been actively involved with the venture capital community, and founded the LaunchPad angel investment group. With Lawrence Associates, he advises technology-based and other entrepreneurial companies on compensation and related matters.

Mr. Lucash holds an AV[®] (highest) rating for attorneys from Martindale-Hubbell. He holds a J.D. from the Cornell University Law School, and an undergraduate degree in Physics from the Massachusetts Institute of Technology.

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