

**BRYCE
CONSULTING**

**TRUCKEE TAHOE AIRPORT DISTRICT
CLASSIFICATION & COMPENSATION PLAN
FINAL REPORT**

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SECTION I - INTRODUCTION

The Truckee Tahoe Airport District retained Bryce Consulting to conduct a District-wide classification and compensation study involving all District positions. This report presents the classification and compensation study results for the District. This introductory section of the report addresses the classification and compensation study objectives and methodology.

This report includes:

Section I	Introduction
Section II	Classification Conceptual Framework
Section III	Classification Plan Allocations
Section IV	Classification Specifications
Section V	FLSA Analysis
Section VI	Compensation Survey Parameters
Section VII	Compensation Survey Results
Section VIII	Salary Setting Methodology

STUDY OBJECTIVES

Classification Study:

In conducting the classification phase of the study, Bryce Consulting, had the following major objectives:

- To systematically describe in the classification plan the kind of work currently performed by employees and the level of responsibility and difficulty of that work.
- To develop a classification structure that reflects the District's overall classification and compensation strategy and includes the clear definition of terms.
- To allocate each position to the appropriate class based on the duties and responsibilities assigned at the time the position was studied.
- To draft new or revised class specifications.

Compensation Study

In conducting the compensation phase of the study, Bryce Consulting, had the following major objectives:

- Recommend classifications to survey.
- Collect and analyze salary and benefit data for the selected survey classes from the identified labor market.
- Develop a salary plan for all District classes using market data and internal relationships to ensure parity to the labor market and internal equity within the organization.

STUDY METHODOLOGY

To achieve the above objectives, the following tasks have occurred:

Classification Study:

- The project consultant met with the General Manager and Ad Hoc Committee of the Board of Directors to review the study scope and methodology.
- The project consultant met with all available employees included within the scope of the study to discuss the study objectives and procedures. At that time, Position Inventory Questionnaires were distributed to employees to complete regarding their current position.
- Upon independent completion of the questionnaire by the employees, management reviewed the questionnaires for accuracy and provided additional comments. The consultant then conducted a preliminary analysis of the information provided by the employee and management.
- The consultant returned to the field to conduct interviews with all employees, in addition to management staff. The purpose of these interviews was to gain clarification and additional information regarding each position.
- Based on the information obtained through the questionnaires and interviews, the consultant analyzed and developed a conceptual classification plan that groups classes

into series and levels which are similar in the kind of work performed. The class concepts were reviewed by management.

- Thereafter, the consultant drafted new or revised class specifications for each classification. Management staff then reviewed the draft of the classification plan along with the new or revised class specifications. Following the review process, the plan was finalized and submitted to the District for review and adoption.

Compensation Study:

- The consultant selected the classifications to be surveyed for compensation purposes, solicited salary and benefit information from the survey agencies selected by the District, reviewed and analyzed the data, followed up with the survey agencies as needed to gain clarification and developed and presented the salary and benefit findings to the District.
- Once the data was collected and analyzed, the consultant met with the Ad Hoc Committee to review the finding. Once this review process was completed, the data was finalized and presented to the Board of Directors.

SECTION II – CLASSIFICATION CONCEPTUAL FRAMEWORK

This section of the report presents a conceptual framework for the classification plan. The classification analysis as applied to positions within the District used sound principles of job evaluation and job analyses. The approach utilized classes that reflect distinct differences in levels and types of work as determined through the use of established allocation factors and class concepts.

The classifications emerging from the analysis represent a carefully designed classification structure tailored to the particular needs of the District. While the District is a relatively stable organization, it is one that needs classes that provide flexibility. Within these job classes are positions that require a full range of knowledge, skills, and abilities to successfully accomplish a wide array of managerial, professional, technical, operations/maintenance, and administrative support assignments. The class concepts as outlined on the following pages accommodate these diverse needs and requirements in a manner that encourages the highest degree of management flexibility possible. At the same time, these class concepts reflect organizational consistency within job series. Finally, the proposed classifications emphasize the duties performed and responsibility exercised as documented through the job analysis process. This section elaborates upon these and other classification concepts used to build the proposed classification plan. The concepts addressed include the following:

Classification Levels
Class Series
Flexible Staffing
Titling of Supervisory and Management Job Classes
Class Specification Format
Definitions of Levels of Supervision
Allocation Factors

CLASSIFICATION LEVELS

Position classification represents the grouping of jobs within the District into a systematic classification structure based on the interrelationship of the duties performed, nature and level of responsibilities and other work-related requirements of the jobs. Within the overall classification plan it is possible to generally categorize each classification according to the following possible levels:

Class Level
Entry
Journey
Advanced Journey

Manager
Supervisor
Department Head

Within each job family, there may exist a classification at every level or only at selected levels. The levels within a job family reflect the organization and should be tailored to that organization's needs and priorities. For instance, there are areas where it is to the District's advantage to fill positions at a fully working journey level. There is no need for functions to be performed at the entry level. Therefore, there would be no entry level classification in that particular job family. Furthermore it is important to note that while two given job families may both contain, for example, a journey level classification, the two journey level classes will likely be treated differently for compensation purposes. Distinctions between class levels for all types of job families may be expressed in terms of the general amount of responsibility to be assumed within each class level. The following subsections generally define the responsibilities to be assumed at each class level identified.

Entry level classes are designed to provide an on-the-job training opportunity to an employee who has limited directly related work experience and is not yet prepared to perform the full range of work assigned to the journey level class.

Journey level classes are designed to recognize those positions which require the incumbent to perform a broad range of tasks usually under general supervision. A journey level position is fully trained in the scope of duties associated with this level.

Advanced Journey level classes possess a specialized technical or functional expertise. They typically are assigned significant responsibilities above the journey level, possess specialized knowledge, abilities, skills, and experience, and often exercise independent judgment in the performance of their duties. Advanced journey level classes may provide technical and functional or first-line supervision over lower level positions.

The **Manager** level class recognizes positions that provide full line and functional management responsibility for an assigned program.

The **Supervisor** level class recognizes full, first-line supervisory positions that plan, assign, and evaluate the work of subordinates and are responsible for a program area within a work unit or department.

The **Department Head** level class recognizes positions with full responsibility for the administration of a department.

The **General Manager** level class recognizes the position that is responsible for the overall administration and operations of the District, reporting to the Board.

CLASS SERIES – OFFICE SUPPORT AND OPERATIONS AND MAINTENANCE

A class series is a set of two or more classes within a job family that are closely related in terms of work performed and distinguished primarily by the level of responsibility and scope of duties assumed. Within a class series it is possible to distinguish general categories or levels based upon factors such as the scope of responsibility assumed, the training and experience required to perform assigned duties, and the nature of supervision received and exercised. Also, common titling designations are generally used to clearly define the applicable class level. The following subsections indicate for each of the defined class levels in the office support and operations and maintenance class series the titling distinctions, scope of duties assumed, the general experience and training required and the nature of supervision received and exercised which typically reflect each level.

ENTRY LEVEL -- "I" CLASSES -- Entry level classes provide on-the-job training to employees with limited related work experience. Assignments are generally limited in scope and are performed within a procedural framework established by higher level employees. As experience is acquired, the employee performs with less immediate supervision.

JOURNEY LEVEL -- "II" OR "NO DESIGNATION" CLASSES -- Journey level classes recognize positions that require the incumbent to work under general supervision and within a framework of established procedures. Incumbents are expected to perform the full range of duties with only occasional instruction or assistance. Positions at this level frequently work outside the immediate proximity of a supervisor. A journey level position is fully trained in the scope of duties associated with this level and work is normally reviewed only on completion and for overall results.

ADVANCED JOURNEY LEVEL -- "III" CLASSES -- Advanced journey level classes recognize positions that perform a full range of duties, possess specialized technical or functional expertise, and are assigned specialized duties. They typically are assigned significant responsibilities above the journey level that requires specialized knowledge, abilities, skills, and experience, and often exercise independent judgment in the performance of their duties. Advanced journey positions may exercise technical, functional or lead supervision over lower level positions.

FLEXIBLE STAFFING

Associated with the above described class series is the practice of flexible staffing. The District may choose to flexibly staff positions within a class series containing an entry and a journey level position. Flexible staffing gives the District the flexibility to hire employees at the entry level or the journey level depending upon applicant qualifications and staffing needs. Positions budgeted at the journey level and encompassing full journey level work would normally be filled at the entry level when they become vacant, unless the needs of the District require that the position be filled at the journey level. The distinction between the entry level and the journey level is based upon the degree of responsibility to which an incumbent is expected to perform rather than on the types of duties assigned. After gaining the experience and knowledge to perform the full range or journey level tasks and fulfilling any special requirements for the journey level, the employee could reasonably expect to progress to the journey level based upon the judgment of management. It is emphasized that flexible staffing does not preclude the District from identifying certain positions in the class that contain primarily routine and repetitive tasks and assigning those positions to the entry level permanently. In these cases, the employee at the entry level could not reasonably expect to advance to the journey level while in the assigned position.

Advancement to the advanced journey level would be achieved through competitive selection rather than the more routine promotion from the entry to the journey level under the flexible staffing concept. However, should the District choose not to flexibly staff a given class series, appointment to the journey level would also be done through the traditional competitive selection method. The following classes are recommended for flexible staffing:

Operations and Maintenance Technician I/II

TITLING OF MANAGEMENT AND SUPERVISORY JOB CLASSES

To promote consistency in position titling both within the District and in relationship to other public agencies, we suggest specific titles be used to reflect organization responsibilities and levels. The titles recommended for supervisory and management classifications are defined as follows:

MANAGER -- Where the word "Manager" appears in the job title, it identifies classes that:

- Assume full line and functional management responsibility for multiple, varied functions.

- Assume responsibility for the development and implementation of program goals, objectives, policies, and priorities.
- May assume responsibility for the preparation and administration of an assigned program budget.

SUPERVISOR -- Where the word "Supervisor" appears in a job title, it identifies classes that:

- Provide full, first-line, direct supervision to assigned employees.
- Plan, assign, supervise, and review the work of subordinates.
- Assume responsibility for program development and management.
- Assume responsibility for effectively recommending a variety of personnel actions in such areas as performance evaluations, training, selections, transfers, and disciplinary measures.
- Perform the most difficult and complex work of the section or unit.
- Assist in budget development and administration.

DIRECTOR -- Where the word "Director" appears in a job title, it denotes the administrative head of a major department who:

- Assumes responsibility for the development and implementation of department goals, objectives, policies and priorities.
- Assumes responsibility for preparation and administration of department budget.
- Provides supervision over staff.

GENERAL MANAGER – The General Manager is the administrative head of the District who:

- Assumes responsibility for the development and implementation of District goals, objectives, policies and priorities.
- Assumes responsibility for preparation and administration of the District budget.
- Ensures Board directives are adhered to.

EXCEPTIONS TO TITLING GUIDELINES

At times, a title has been recommended that uses terminology that may appear inconsistent with the recommended titling guidelines. The recommended title in these instances conforms to titles used conventionally within the respective industry, trade or profession or past history within the District (e.g. District Clerk). Nothing in this report will preclude the District from using working titles in individual employees' day-to-day business activities.

CLASS SPECIFICATIONS FORMAT

The class specifications for the proposed job classes as outlined in this report are descriptive and explanatory in defining classes. Each class specification may contain all or part of the following information:

Class Title - The class title is a brief and descriptive designation of the type of work performed. The class title on payrolls, budgets, personnel reports and other official forms and reports dealing with positions or personnel will provide a common reference to the position. It should be understood that the class title is selected to serve this purpose and is not to be construed as limiting the use of working titles.

Definition - This section is a general description of the work and includes a brief, concise definition of the primary responsibilities assigned to positions in the class.

Distinguishing Characteristics - This section, when used, describes the level of work in relation to higher or lower classes in the same series.

Supervision Received and Exercised - This section describes the level of supervision received and exercised by positions in the class. For a definition of the terms used to denote levels of supervision, see the next part of this section.

Examples of Essential Duties - This section is intended to enable the reader to obtain a more complete concept of the actual work performed by positions allocated to the class and typical tasks which are common to positions of the class are listed. These examples show, further, the range of duties performed by positions in the class. The list is descriptive, but not limiting, and is not intended to describe all the work performed by all positions allocated to the class. This section merely serves to illustrate the more typical portions of the work. The statement "Perform related duties as assigned" is included in all class specifications to provide flexibility to management in assigning duties.

Minimum Qualifications - This section lists those knowledge and abilities that the duties of the class require and that applicants for positions in the class at a minimum must possess to be qualified.

Also included are the desirable levels of experience and education and/or training most likely to produce the desired knowledge and abilities. It should be stressed that this section does not in any way refer to the qualifications of present employees. Personal characteristics commonly required of all employees should not be listed since they are to be implied as required qualifications for all classes.

License and/or Certificates - In certain classifications, legal or special provisions require possession of a specific license or certification issued by a Board of Licensure as a condition of employment or continued employment. These requirements will appear on the class specification under the section entitled License and/or Certificates.

Working Environment - This section provides an idea of the typical working environment positions within the classification will experience.

CLASSIFICATION SPECIFICATION FORMAT

TAHOE TRUCKEE AIRPORT DISTRICT

Job Description

CLASS TITLE

DEFINITION

DISTINGUISHING CHARACTERISTICS

SUPERVISION RECEIVED AND EXERCISED

EXAMPLES OF ESSENTIAL DUTIES - *Duties may include, but are not limited to, the following:*

MINIMUM QUALIFICATIONS

Knowledge of:

Ability to:

EXPERIENCE AND TRAINING

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Training:

License and/or Certificate

Working Environment

DEFINITIONS OF LEVELS OF SUPERVISION

The following terms may be used to denote the levels of supervision received and exercised by positions in the various classes of work:

DIRECT SUPERVISION - The basic characteristics of direct supervision are the assignment of tasks; the observance, review, and evaluation of performance; the administration of line personnel functions (e.g., selection, discipline, grievances, privileges); and responsibility for the worker, as well as the work. The gradations of direct supervision are described below in terms of supervision received by employees.

- **Immediate Supervision** - The employee works in the presence of his/her supervisor or in a situation of close control and easy reference. Work assignments are given with explicit instructions or are so routinized that few, if any, deviations from established practice are made without checking with the supervisor. This type of supervision generally is exercised over the entry level in a series.
- **General Supervision** - Assigned duties require the exercise of judgment or choice among possible actions, sometimes without clear precedents and with concern for the consequences of the action. The employee may or may not work in proximity to his/her supervisor. This type of supervision typically pertains to the journey levels in a clerical or operations/maintenance class series.
- **Direction** - The employee receives general instructions regarding the scope of and approach to projects or assignments, but procedures and techniques are left to the discretion of the employee. This category is usually applied to advanced journey level clerical and operations/maintenance classes in which employees are expected to operate with a reasonable degree of independence and journey level of professional classes.
- **General Direction** -- The employee is responsible for a program or function(s) and is expected to carry out necessary activities without direction except as new or unusual circumstances require. This category is usually reserved for managers.
- **Administrative Direction** -- The employee has broad management responsibility for a large program or set of related functions. Administrative direction is usually received in terms of goals; review is received in terms of results. This category is usually reserved for supervisory positions.
- **Policy Direction** -- The employee has broad management responsibility for a department. Policy direction is usually received in terms of District-wide goals; review

is received in terms of results. This category is usually reserved for department heads and the General Manager.

INDIRECT SUPERVISION -- Indirect supervision is characterized by some form of authority over the work of employees not under direct supervision. In other words, the "Supervisor" is responsible for the work but not for the worker. The descriptions above were written in relation to the employee under direct supervision; the following describes persons with responsibility for exercising indirect supervision:

- **Technical Supervision** - The "Supervisor" is responsible for prescribing procedures, methods, materials, and formats as a technical expert in a specialty. He/she may produce or approve specifications, guides, lists, or directions. He/she may give direction to employees, but usually on "how" and "why", and does not assign tasks or observe and evaluate performance. "Technical supervision" is related to an occupational specialty or function--not to specified employees.
- **Functional Supervision** - The "Supervisor" is responsible for a project or recurrent activities which involve tasks performed by persons over whom he/she has authority to give direction in regard to that project, even though they are under the direct supervision of someone else. "Functional supervision" may include "technical supervision", but goes beyond it in that the supervisor schedules and assigns tasks, monitors progress, reviews results, evaluates the employee regarding area of assignment, and is the person responsible for the completed work product.

ALLOCATION FACTORS

Allocation factors are standards that are used to measure job requirements of individual positions. These factors can be compared in order to measure the similarities and differences among positions. The allocation factors used to develop the District's Classification Plan are:

Decision Making
Scope and Complexity
Contact with Others Required by the Job
Supervision Exercised and Received
Knowledge, Skills and Abilities

These criteria are briefly defined below:

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 the 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. It relates to the independence of action inherent in a position.

Knowledge, Skills and Abilities

This standard defines the knowledge, skills and abilities necessary to perform assigned responsibilities.

These allocation factors are carefully and consistently applied during the analysis of each position included in the scope of the study. They are then compared with the same elements in positions that involve similar kinds of work. Not all factors will be as pertinent to all positions and each factor is analyzed in accordance with the importance of that particular factor to the kind of job under study. Consideration of these allocation factors leads to the identification of various classes. More specifically, positions are typically divided first into classification families and series that involve the same kind of work and then subdivided into classes based on levels of responsibility within each group.

Positions are classified according to the nature and kind of duties assigned to the position. The assignment of additional duties of a similar nature to a position does not justify a higher classification. Redistributing work or adding employees, not by reclassifying existing positions, properly solves problems of excessive workload.

SECTION III - CLASSIFICATION PLAN ALLOCATIONS

This section presents the preliminary classification plan for your review. As such, it includes a proposed classification list.

ALLOCATION OF POSITIONS TO CLASSES

Each position included in the scope of the study has been allocated to an appropriate class within the recommended classification plan. The allocation list can be found in **Appendix A**.

It should be noted that changes in titles do not necessarily represent a major change in duties or responsibilities. In the same vein, the retention of a job title currently in use does not always indicate that the job specification for that class will remain unchanged.

CLASS LIST

The proposed classification plan includes the following classes:

Administrative Clerk
Aviation and Community Services Manager
Aviation and Community Services Program Coordinator (Environmental)
Aviation and Community Services Program Coordinator (Safety)
Director of Airport Operations and Maintenance
Director of Aviation and Community Services
Director of Finance and Administration
District Clerk
General Manager
Operations and Maintenance Technician I/II
Operations and Maintenance technician III
Operations and Maintenance Supervisor
Pilot Outreach Coordinator
Public Relations Manager
Staff Accountant

SECTION IV - CLASSIFICATION SPECIFICATIONS

Bryce Consulting has developed class specifications describing the classes recommended in the preceding section. These specifications are written to be general descriptions of the main focus of the assigned duties and responsibilities and are not inclusive of every task assigned to a position. For a general explanation of the format of the class specifications refer to Section II of this report. The complete job descriptions have been provided to the District under separate cover.

SECTION V – FLSA ANALYSIS

Bryce was asked to conduct an FLSA Analysis for District classifications. The following contains the analysis and recommendations. The Fair Labor Standards Act (Division of Labor Standards Enforcement) and the corresponding Code of Federal Regulations sets forth the criteria for the determining whether an employee is exempt from the wage and hour requirements of the FLSA/DLSE. The FLSA/DLSE regulations provide for three broad and a specific occupational category of exempt employees. Executive, Administrative, and Professional are the three broad categories with the Computer Employee exemption being a more specific category. Below are the interpretations for exemption by the four categories.

ANALYSIS

1. Executive Exemption

To qualify for the executive employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than \$913 per week;
- The employee's primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
- The employee must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.

Primary Duty - "Primary duty" means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.

Management - Generally, "management" includes, but is not limited to, activities such as interviewing, selecting, and training of employees; setting and adjusting their rates of

pay and hours of work; directing the work of employees; maintaining production or sales records for use in supervision or control; appraising employees' productivity and efficiency for the purpose of recommending promotions or other changes in status; handling employee complaints and grievances; disciplining employees; planning the work; determining the techniques to be used; apportioning the work among the employees; determining the type of materials, supplies, machinery, equipment or tools to be used or merchandise to be bought, stocked and sold; controlling the flow and distribution of materials or merchandise and supplies; providing for the safety and security of the employees or the property; planning and controlling the budget; and monitoring or implementing legal compliance measures.

Department or Subdivision - The phrase "a customarily recognized department or subdivision" is intended to distinguish between a mere collection of employees assigned from time to time to a specific job or series of jobs and a unit with permanent status and function.

Customarily and Regularly - The phrase "customarily and regularly" means greater than occasional but less than constant; it includes work normally done every workweek, but does not include isolated or one-time tasks.

Two or More - The phrase "two or more other employees" means two full-time employees or their equivalent. For example, one full-time and two half-time employees are equivalent to two full-time employees. The supervision can be distributed among two, three or more employees, but each such employee must customarily and regularly direct the work of two or more other full-time employees or the equivalent. For example, a department with five full-time nonexempt workers may have up to two exempt supervisors if each supervisor directs the work of two of those workers.

Particular Weight - Factors to be considered in determining whether an employee's recommendations as to hiring, firing, advancement, promotion or any other change of status are given "particular weight" include, but are not limited to, whether it is part of the employee's job duties to make such recommendations, and the frequency with which such recommendations are made, requested, and relied upon. Generally, an executive's recommendations must pertain to employees whom the executive customarily and regularly directs. It does not include occasional suggestions. An

employee's recommendations may still be deemed to have "particular weight" even if a higher level manager's recommendation has more importance and even if the employee does not have authority to make the ultimate decision as to the employee's change in status.

2. Administrative Exemption

To qualify for the administrative employee exemption, all of the following tests must be met:

1. The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$913 per week;
2. The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and
3. The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

Primary Duty - "Primary duty" means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.

Directly Related to Management or General Business Operations - To meet the "directly related to management or general business operations" requirement, an employee must perform work directly related to assisting with the running or servicing of the business, as distinguished, for example from working on a manufacturing production line or selling a product in a retail or service establishment. Work "directly related to management or general business operations" includes, but is not limited to, work in functional areas such as tax; finance; accounting; budgeting; auditing; insurance; quality control; purchasing; procurement; advertising; marketing; research; safety and health; personnel management; human resources; employee benefits; labor relations; public relations; government relations; computer network, Internet and database administration; legal and regulatory compliance; and similar activities.

Employer's Customers - An employee may qualify for the administrative exemption if the employee's primary duty is the performance of work directly related to the management or general business operations of the employer's customers. Thus, employees acting as advisors or consultants to their employer's clients or customers - as tax experts or financial consultants, for example - may be exempt.

Discretion and Independent Judgment - In general, the exercise of discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered. The term must be applied in the light of all the facts involved in the employee's particular employment situation, and implies that the employee has authority to make an independent choice, free from immediate direction or supervision. Factors to consider include, but are not limited to: whether the employee has authority to formulate, affect, interpret, or implement management policies or operating practices; whether the employee carries out major assignments in conducting the operations of the business; whether the employee performs work that affects business operations to a substantial degree; whether the employee has authority to commit the employer in matters that have significant financial impact; whether the employee has authority to waive or deviate from established policies and procedures without prior approval, and other factors set forth in the regulation. The fact that an employee's decisions are revised or reversed after review does not mean that the employee is not exercising discretion and independent judgment. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures or specific standards described in manuals or other sources.

Matters of Significance - The term "matters of significance" refers to the level of importance or consequence of the work performed. An employee does not exercise discretion and independent judgment with respect to matters of significance merely because the employer will experience financial losses if the employee fails to perform the job properly. Similarly, an employee who operates very expensive equipment does not exercise discretion and independent judgment with respect to matters of significance merely because improper performance of the employee's duties may cause serious financial loss to the employer.

3. Learned Professional Exemption

To qualify for the learned professional employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$913 per week;
- The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment;

- The advanced knowledge must be in a field of science or learning; and
- The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

Primary Duty -“Primary duty” means the principal, main, major or most important duty that the employee performs. Determination of an employee’s primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee’s job as a whole.

Work Requiring Advanced Knowledge -“Work requiring advanced knowledge” means work which is predominantly intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment. Professional work is therefore distinguished from work involving routine mental, manual, mechanical or physical work. A professional employee generally uses the advanced knowledge to analyze, interpret or make deductions from varying facts or circumstances. Advanced knowledge cannot be attained at the high school level.

Field of Science or Learning - Fields of science or learning include law, medicine, theology, accounting, actuarial computation, engineering, architecture, teaching, various types of physical, chemical and biological sciences, pharmacy and other occupations that have a recognized professional status and are distinguishable from the mechanical arts or skilled trades where the knowledge could be of a fairly advanced type, but is not in a field of science or learning.

Customarily Acquired by a Prolonged Course of Specialized Intellectual Instruction - The learned professional exemption is restricted to professions where specialized academic training is a standard prerequisite for entrance into the profession. The best evidence of meeting this requirement is having the appropriate academic degree. However, the word “customarily” means the exemption may be available to employees in such professions who have substantially the same knowledge level and perform substantially the same work as the degreed employees, but who attained the advanced knowledge through a combination of work experience and intellectual instruction. This exemption does not apply to occupations in which most employees acquire their skill by experience rather than by advanced specialized intellectual instruction.

4. Computer Employee Exemption

To qualify for the computer employee exemption, the following tests must be met:

- The employee must be compensated ***either*** on a salary or fee basis at a rate not less than \$7,265.43 per month ***or***, if compensated on an hourly basis, at a rate not less than \$41.85 an hour;
- The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below;
- The employee’s primary duty must consist of:
 1. The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;
 2. The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;
 3. The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or
 4. A combination of the aforementioned duties, the performance of which requires the same level of skills.

The computer employee exemption does not include employees engaged in the manufacture or repair of computer hardware and related equipment. Employees whose work is highly dependent upon, or facilitated by, the use of computers and computer software programs (e.g., engineers, drafters and others skilled in computer-aided design software), but who are not primarily engaged in computer systems analysis and programming or other similarly skilled computer-related occupations identified in the primary duties test described above, are also not exempt under the computer employee exemption.

Primary Duty - “Primary duty” means the principal, main, major or most important duty that the employee performs. Determination of an employee’s primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee’s job as a whole.

AUDIT RESULTS

Table 1 on the following page provides the recommendations regarding exemption from overtime.

TABLE 1 FLSA ANALYSIS	
Classification	FLSA Designation
Administrative Clerk	Non-Exempt
Aviation and Community Services Manager	Administrative Exemption
Aviation and Community Services Program Coordinator (Environmental)	Non-Exempt
Aviation and Community Services Program Coordinator (Safety)	Non-Exempt
Director of Airport Operations and Maintenance	Executive Exemption
Director of Aviation and Community Services	Executive Exemption
Director of Finance and Administration	Executive Exemption
District Clerk	Non-Exempt
General Manager	Executive Exemption
Operations and Maintenance Technician I/II	Non-Exempt
Operations and Maintenance Technician III	Non-Exempt
Operations and Maintenance Supervisor	Exempt
Pilot Outreach Coordinator	Non-Exempt
Public Relations Manager	Administrative Exemption
Staff Accountant	Non-Exempt

SECTION VI – COMPENSATION SURVEY PARAMETERS

This section of the report presents the compensation survey parameters and includes:

- Labor market employers and survey classes
- Survey scope
- Survey methodology

SURVEY EMPLOYERS

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 might compete with for employees. The criteria typically utilized in identifying those employers include 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 larger or smaller in size.
- **GEOGRAPHIC PROXIMITY** - Geographic proximity is another factor utilized in identifying an appropriate labor market. This factor is particularly important because it identifies those employers that the District must directly compete with 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.

Bryce surveyed the same agencies that were included in the 2010 compensation study as the District feels those agencies are representative of the District's labor market as listed below.

TABLE 2	
SURVEY AGENCIES	
	Aspen Airport
	Big Bear Airport
	Centennial Airport
	Friedman Memorial Airport-Sun Valley
	Monterey Peninsula Airport District
	North Tahoe Public Utility District
	Northstar Community Services District
	Northstar Ski Resort
	Reno-Tahoe Airport Authority
	Squaw Valley Ski Corporation
	Tahoe City Public Utility District
	Tahoe-Truckee Sanitation Agency
	Town of Truckee
	Truckee Donner Public Utility District
	Truckee Sanitary District

Of the 15 agencies surveyed, all were able to participate in the process with the exception of Friedman Memorial Airport-Sun Valley and Northstar Ski Resort.

SURVEY CLASSES

Survey classes are a representative sample of all classes within the District's classification plan, and provide a reference point for the subsequent salary determinations of the classifications not surveyed. The number of classifications selected to survey is somewhat dependent on the number of classifications a particular agency has within their classification plan. For instance, a smaller agency may have nearly all of the classifications selected as a survey class while a larger organization may have only one-third to one-half of the classifications within their organization surveyed, as larger organizations often have stronger internal relationships between classifications; whereas a smaller organization may face challenges in developing internal ties due to the limited number of similar classifications. Due to the relatively small size of the District, nearly all of the classifications were surveyed.

Table 3 displays the survey classifications based on the above criteria.

TABLE 3 SURVEY CLASSIFICATIONS
Administrative Clerk
Aviation and Community Services Manager
Aviation and Community Services Program Coordinator- Environmental
Aviation and Community Services Program Coordinator-Safety
Director of Airport Operations and Maintenance
Director of Aviation and Community Services
Director of Finance and Administration
District Clerk
General Manager
Operations and Maintenance Supervisor
Operations and Maintenance Worker II
Operations and Maintenance Worker III
Pilot and Passenger Outreach Coordinator
Public Relations Manager
Staff Accountant

SURVEY SCOPE

The scope of the survey included the labor market agencies presented in this report. The data collected for each survey classification included:

- Title of comparable class
- Maximum monthly salary
- Employer pick-up of the employee contribution for retirement
- Employer contribution towards deferred compensation
- Longevity Pay at Year 10
- Certification/Education Pay
- Employer contribution towards cafeteria plan, health, dental, and vision insurance
- Employer paid life insurance
- Employer paid long term disability insurance
- Retiree Health Savings Account contribution
- Social Security practices
- Employee pick-up of employer contribution for retirement
- Cost of living information
- Retirement benefit, formula and employer's rate

- Auto allowance
- Education Reimbursement
- Retiree health benefit information
- Pay plan practices
- Paid leave (vacation, sick leave, holidays, administrative/management leave)

It should be noted that benefit data was collected for newly hired employees, unless otherwise noted. The salary and benefit data was collected in July, August and September 2016.

SURVEY METHODOLOGY

The survey methodology utilized by Bryce Consulting included:

- The consultant utilized the survey agencies' websites, where available, to collect salary data and to collect and compare job descriptions, organization charts and position allocation lists to determine comparability.
- A survey sent to the labor market employer with detailed questions for collecting the salary data.
- The consultant contacted the survey agencies to gain clarification and/or collect additional information regarding the classifications and salary and benefit data.

In addition to the collection of salary information, careful efforts were made to document the full range of duties and requirements of all job classes as comparable to the District's corresponding survey classes. This included the collection of:

- Reporting relationships
- Functional areas of responsibility
- The class's relationship to other classes in the series

The data was analyzed to produce the labor market mean for each classification using maximum salary, total cash and total compensation. The District's position was then compared to the labor market, for each survey classification, which produced the percentage the District is above or below the labor market mean for maximum salary, total cash, and total compensation.

SECTION VII – COMPENSATION SURVEY RESULTS

This section of the report presents the compensation survey findings. As indicated in the previous section, the survey involved the collection of compensation information for each of the survey classes from the labor market employers identified. **Table 4** displays the comparability for each survey classification out of 13 responding survey agencies. It should be noted that those classifications with fewer than three matches are reported as insufficient data. With respect to the non-aviation survey agencies, for the operations and maintenance classifications, the matches were viewed broadly. While the non-aviation survey agencies do not have classifications that perform operations and maintenance related to runways and related facilities, they do have classifications that require similar skill sets.

TABLE 4 COMPARABILITY	
Survey Classifications	Number of Comparable Matches
Administrative Clerk	10
Aviation and Community Services Manager	2*
Aviation and Community Services Program Coordinator-Environmental	4
Aviation and Community Services Program Coordinator-Safety	2*
Director of Airport Operations and Maintenance	11
Director of Aviation and Community Services	3
Director of Finance and Administration	12
District Clerk	6
General Manager	13
Operations and Maintenance Supervisor	10
Operations and Maintenance Worker II	12
Operations and Maintenance Worker III	12
Pilot and Passenger Outreach Coordinator	0*
Public Relations Manager	5
Staff Accountant	9

***Fewer than 3 comparable classes resulting in insufficient data**

SALARY SURVEY RESULTS

The data has been organized into a number of tables that summarize the District's relationship to the labor market for each class. The detailed compensation survey data sheets are presented in **Appendix B** of this report. **Table 5** summarizes, for each classification, how the District's salaries compare to the labor market. The following data is presented:

- Title of the District's classification.
- The District's current maximum salary (Step 7 for those on a step range and maximum

for those on an open range).

- The labor market mean maximum monthly salary.
- Percentage the District's maximum or Step 7 is above or below the mean of the labor market.

TABLE 5
SUMMARY OF MAXIMUM/STEP 7 SALARY

Survey Classification	TTAD Max Salary/Step 7	Labor Market Mean Maximum Salary	% TTAD is Above or Below Labor Market Mean for Maximum Salary
Administrative Clerk	\$3,970	\$4,580	-15.36%
Aviation and Community Services Manager	\$6,337	Insuff Data	---
Aviation and Community Services Program Coordinator-Environmental	\$5,322	\$5,739	-7.83%
Aviation and Community Services Program Coordinator-Safety	\$5,322	Insuff Data	---
Director of Airport Operations and Maintenance	\$9,647	\$10,046	-4.13%
Director of Aviation and Community Services	\$9,344	\$10,023	-7.27%
Director of Finance and Administration	\$9,344	\$12,169	-30.23%
District Clerk	\$4,646	\$6,034	-29.88%
General Manager	\$12,868	\$16,349	-27.05%
Operations and Maintenance Supervisor	\$6,337	\$7,052	-11.28%
Operations and Maintenance Worker II	\$4,308	\$5,352	-24.24%
Operations and Maintenance Worker III	\$4,984	\$5,878	-17.93%
Pilot and Passenger Outreach Coordinator	\$5,998	Insuff Data	---
Public Relations Manager	\$6,337	\$6,401	-1.02%
Staff Accountant	Market Check ¹	\$6,102	Market Check ¹

¹This is a newly created classification; therefore, there is not a current salary range to compare to the market. The compensation data will assist in setting a salary for the classification.

TOTAL CASH SURVEY RESULTS

Total cash represents the maximum salary, plus longevity pay at Year 10, the employee's share of retirement paid by the agency, the employer's contribution towards deferred compensation, and certification pay. **Table 6** displays, for each classification, how the District compares to the labor market with respect to total cash for new CalPERS Classic employees. The following data is presented:

- Title of the District's classification.
- The District's current total cash.
- The labor market mean for total cash.
- Percentage the District's total cash is above or below the mean of the labor market.

TABLE 6 SUMMARY OF TOTAL CASH			
Survey Classification	TTAD Total Cash	Labor Market Mean Total Cash	% TTAD is Above or Below Labor Market Mean for Total Cash
Administrative Clerk	\$3,970	\$4,818	-21.36%
Aviation and Community Services Manager	\$6,337	Insuff Data	---
Aviation and Community Services Program Coordinator-Environmental	\$5,322	\$6,011	-12.95%
Aviation and Community Services Program Coordinator-Safety	\$5,322	Insuff Data	---
Director of Airport Operations and Maintenance	\$9,647	\$10,534	-9.19%
Director of Aviation and Community Services	\$9,344	\$10,647	-13.95%
Director of Finance and Administration	\$9,344	\$12,780	-36.78%
District Clerk	\$4,646	\$6,290	-35.39%
General Manager	\$12,868	\$17,195	-33.62%
Operations and Maintenance Supervisor	\$6,337	\$7,365	-16.23%
Operations and Maintenance Worker II	\$4,308	\$5,654	-31.26%
Operations and Maintenance Worker III	\$4,984	\$6,199	-24.38%
Pilot and Passenger Outreach Coordinator	\$5,998	Insuff Data	---

TABLE 6 SUMMARY OF TOTAL CASH			
Survey Classification	TTAD Total Cash	Labor Market Mean Total Cash	% TTAD is Above or Below Labor Market Mean for Total Cash
Public Relations Manager	\$6,337	\$6,494	-2.48%
Staff Accountant	Market Check	\$6,355	Market Check

TOTAL COMPENSATION SURVEY RESULTS

Total compensation represents the total cash elements, plus the agency's contribution towards cafeteria, health, dental, vision, life and long term disability insurance, the agency's contribution towards retiree health savings account, social security, less the employer's share of retirement paid by the employee. **Table 7** displays, for each classification, how the District compares to the labor market with respect to total compensation for new CalPERS Classic employees. The following data is presented:

- Title of the District's classification.
- The District's current total cash.
- The labor market mean for total compensation.
- Percentage the District's total compensation is above or below the mean of the labor market.

TABLE 7 SUMMARY OF TOTAL COMPENSATION			
Survey Classification	TTAD Total Compensation	Labor Market Mean Total Compensation	% TTAD is Above or Below Labor Market Mean for Total Compensation
Administrative Clerk	\$6,127	\$6,932	-13.15%
Aviation and Community Services Manager	\$8,528	Insuff Data	---
Aviation and Community Services Program Coordinator-Environmental	\$7,499	\$8,013	-6.85%
Aviation and Community Services Program Coordinator-Safety	\$7,499	Insuff Data	---
Director of Airport Operations and Maintenance	\$11,887	\$12,887	-8.42%

TABLE 7 SUMMARY OF TOTAL COMPENSATION			
Survey Classification	TTAD Total Compensation	Labor Market Mean Total Compensation	% TTAD is Above or Below Labor Market Mean for Total Compensation
Director of Aviation and Community Services	\$11,578	\$12,608	-8.89%
Director of Finance and Administration	\$11,578	\$15,264	-31.83%
District Clerk	\$6,813	\$8,435	-23.82%
General Manager	\$15,154	\$19,700	-29.99%
Operations and Maintenance Supervisor	\$8,528	\$9,630	-12.92%
Operations and Maintenance Worker II	\$6,470	\$7,750	-19.79%
Operations and Maintenance Worker III	\$7,156	\$8,313	-16.18%
Pilot and Passenger Outreach Coordinator	\$8,185	Insuff Data	---
Public Relations Manager	\$8,528	\$8,246	3.30%
Staff Accountant	Market Check	\$8,260	Market Check

RELATIONSHIP TO THE MARKET

On average, the District is 16.02% below the labor market mean for maximum salary; 21.60% below the labor market mean for total cash; and 15.32% below market mean for total compensation.

MISCELLANEOUS BENEFIT DATA

Appendix C presents the miscellaneous benefit data that was collected including cost of living, retirement practices, vehicle allowance, education/certification pay, retiree health benefits, pay plan information, and paid leave.

COST OF LIVING INCREASE- APPENDIX C – TABLE 1

The District last awarded a 1.6% cost of living increase in October 2016. The District considers future cost of living increases annually as part of the District's annual Budget.

With respect to the responding survey agencies, eight have an increase scheduled for 2017 with the amounts ranging from 0% to 3% as most based their increase on the Consumer Price Index as

well. Four agencies do not provide cost of living increases and one does not have an increase scheduled.

RETIREMENT PRACTICES – APPENDIX C – TABLE 2

With respect to retirement practices, the District has a CalPERS retirement plan with a benefit of 2% @ 60 and formula of Highest Three Years for Classic members. 11 staff are on the tier one plan (2.7% @ 55), 2 are on the tier 2 plan (2% @ 60) and 9 are on the Public Employees' Pension Reform Act plan (2% @ 62 plan).

With respect to the responding survey agencies, nine are participate in CalPERS, one is in Nevada PERS, two have a defined contribution plan, and one does not offer retirement.

With respect to the retirement benefit, for those in a defined benefit plan, two have a benefit of 2% @ 55; six have a benefit of 2.7% @ 55; one has a benefit of 2.5% @ 55; and one has a benefit of 2.25% for each year of service with the eligible age of retirement being based on years of service. Three have a formula of Single Highest Year and seven have a formula of Highest Three Years.

VEHICLE ALLOWANCE – APPENDIX C - TABLE 3

The District provides \$500 a month to the General Manager for a vehicle allowance. Of the responding agencies, eight also provide a vehicle allowance ranging from \$267 to \$827, depending on classification as four of the agencies provide a vehicle allowance to the Chief Executive Officer as well as other management staff.

EDUCATION/CERTIFICATION AND EDUCATION REIMBURSEMENT – APPENDIX C - TABLE 4

The District provides education and/or certification pay in very limited situations; however, the District does provide \$3,000 per year in education reimbursement. Four of the responding agencies provide education and/or certification pay; however, they are the utility districts and this is a common practice within that industry. Seven of the responding agencies provide education reimbursement ranging from \$800 per year to \$5,250 per year. Five of the responding agencies reported that they do not have a set maximum for education reimbursement as it is at the General Manager's discretion.

RETIREE MEDICAL BENEFITS – APPENDIX C – TABLE 5

The District does not contribute to a Retiree Health Savings Account or to retirement health benefits.

One of the responding agencies contributes to a Retiree Health Savings Account for department heads in the amount of 1%. Eight of the responding agencies provide retiree health benefits. Four contribute the PEMHCA minimum, two contribute a flat amount with the maximum being \$1,796 for family, and two provide up to 100% based on years of service.

PAY PLAN INFORMATION – APPENDIX C – TABLE 6

It was requested that the consultant collect information from the survey agencies regarding their pay plan administration regarding cost of living increases and merit increases. When the District awards cost of living increases, both the range and the individual salary of employees are increased. With respect to merit increases, employees are provided, on average, the opportunity for an additional 1% to 3% increase based on performance. Additionally, the District has an additional step, for those on the step system that is for exceptional performance.

Of those that offer cost of living increases, four of the responding agencies only increase the range but not the salary of employees. Three of the agencies that provide cost of living increases move both the range as well as individual salaries when the increase is awarded. 11 of the responding agencies also increase salaries based on performance with two of the agencies having automatic increases. Additionally, four agencies have a salary range system similar to the District whereby they have a control point which is the point that most employees can achieve with a maximum at a point above the control point for exceptional performance.

MANAGEMENT LEAVE BENEFITS – APPENDIX C – TABLE 7

The District's vacation accrual for management classes is 160 hours at year 1; 200 hours at year 5; 216 hours at year 10; 240 hours at year 15; and 240 hours at year 20. The District offers management 12 days of sick leave per year with an unlimited accrual and 11 holidays. The District does not offer administrative or management leave since management positions are provided with more vacation than non-management classes.

The labor market average with respect to vacation is 125 hours at year 1; 145 hours at year 5; 170 hours at year 10; 186 hours at year 15; and 191 hours at year 20. With respect to sick leave, nine provide 12 days with eight having an unlimited accrual. The labor market average for holidays is 12 with two agencies combining the holidays with vacation. Four agencies provide administrative/management leave ranging from 40 hours to 80 hours.

MISCELLANEOUS LEAVE BENEFITS – APPENDIX C – TABLE 8

The District's vacation accrual for miscellaneous classes is 80 hours at year 1; 120 hours at year 5; 136 hours at year 10; 160 hours at year 15; and 160 hours at year 20. The District offers

management 12 days of sick leave per year with an unlimited accrual, 11 holidays, and no administrative or management leave.

The labor market average with respect to vacation is 98 hours at year 1; 119 hours at year 5; 149 hours at year 10; 174 hours at year 15; and 180 hours at year 20. With respect to sick leave, nine provide 12 days with seven having an unlimited accrual. The labor market average for holidays is 12 with two agencies combining the holidays with vacation. None of the agencies provide administrative/management leave.

SECTION VIII – SALARY SETTING METHODOLOGY

This section of the report presents the salary setting methodology and salary recommendation guidelines for District classes.

SALARY SETTING METHODOLOGY

In setting salaries for the District, Bryce Consulting has applied consistent compensation principles and practices typically utilized in the public sector as outlined below:

1. The mean maximum labor market salary adjusted for benefits is used to set the maximum for those on an open range and step 7 for those on a step system for the District's benchmark classification salary. The methodology utilized by Bryce ensures that the District's benefits are fully considered with the recommended salaries and identifies what the maximum of the range would need to be when combined with the current benefits to be equal to the labor market mean for total compensation.
2. Classes not surveyed or where insufficient data was collected are then set to the benchmarks using internal relationship guidelines typically utilized by local government agencies:
 - Approximately 10% between entry and journey level classes in a series.
 - Approximately 10% between journey and advanced journey level classes in a series.
 - A minimum of 15% between first line supervisor and highest level supervised.

As a practical matter, there could be occasions when market data will skew internal alignments. In those cases internal alignments may take precedence over market data.

SALARY RECOMMENDATIONS

Using the above methodology, Bryce Consulting prepared salary recommendations for all District classes. The recommended salary plan has been included in **Appendix D** with a proposed salary scheduled in **Appendix E**.

APPENDIX A
ALLOCATION LIST

APPENDIX B
DETAILED DATASHEETS

APPENDIX C
MISCELLANEOUS BENEFIT DATA

APPENDIX D
SALARY RECOMMENDATIONS

APPENDIX E
PROPOSED SALARY SCHEDULE

Allocation List				
Department	Incumbent	Current Classification	Classification Concept	Recommended Allocation
Administration	Kevin Smith	General Manager	Chief Executive	General Manager
	Lauren Tapia	District Clerk	Journey Technical	District Clerk
Aviation and Community Services	Hardy Bullock	Director of Aviation and Community Services	Director	Director of Aviation and Community Services
	Mike Cooke	Aviation and Community Services Manager	Manager	Aviation and Community Services Manager - Noise/Annoyance
	Marc Lamb	Community Relations Manager	Manager	Aviation and Community Services Manager - Public Relations
	Katie Greenwood	Pilot Outreach Coordinator	Journey Professional	Pilot Outreach Coordinator
	Jill McClendon	Aviation and Community Services Coordinator (Environmental)	Journey Professional	Aviation and Community Services Coordinator - Environmental
	Stacey Justesen	Aviation and Community Services Coordinator (Safety)	Journey Professional	Aviation and Community Services Coordinator - Safety
Operations and Maintenance	Fred Stoner	Director of Operations and Maintenance	Director	Director of Operations and Maintenance
	Mike Ketron	Operations and Maintenance Supervisor	Supervisor	Operations and Maintenance Supervisor
	Dave Hoffman	Operations and Maintenance Supervisor	Supervisor	Operations and Maintenance Supervisor
	Phil McLaren	Operations and Maintenance Technician III	Advanced Journey Maintenance	Operations and Maintenance Technician III
	Richard Anzar	Operations and Maintenance Technician III	Advanced Journey Maintenance	Operations and Maintenance Technician III
	Roger Pynappl	Operations and Maintenance Technician III	Advanced Journey Maintenance	Operations and Maintenance Technician III
	Mike Lebedeff	Operations and Maintenance Technician III	Advanced Journey Maintenance	Operations and Maintenance Technician III
	Mitchell Montgomery	Operations and Maintenance Technician II	Journey Maintenance	Operations and Maintenance Technician II
	Derek Coons	Operations and Maintenance Technician I	Entry Maintenance	Operations and Maintenance Technician I
	Dylan Bonnie	Operations and Maintenance Technician I	Entry Maintenance	Operations and Maintenance Technician I
	Mark Covey	Operations and Maintenance Technician I	Entry Maintenance	Operations and Maintenance Technician I
	Sarah Person	Operations and Maintenance Technician I	Entry Maintenance	Operations and Maintenance Technician I
	Michelle Nicholas	Administrative Clerk	Journey Clerical	Administrative Clerk
Finance and Administration	Sally Lyon	Director of Finance and Administration	Director	Director of Finance and Administration
	Sean Holmes	Account Clerk	Journey Professional	Staff Accountant

Truckee-Tahoe Airport District
Total Compensation Study
September-2016

TTAD Classification	TTAD Market/Control Point*	Labor Market Mean (maximum salary)	% TTAD is Above or Below Labor Market Mean (maximum salary)	TTAD Total Cash	Labor Market Mean (total cash)	% TTAD is Above or Below Labor Market Mean (total cash)	TTAD Total Compensation	Labor Market Mean (total comp)	% TTAD is Above or Below Labor Market Mean (total comp)	Comparability
Administrative Clerk	\$3,970	\$4,580	-15.36%	\$3,970	\$4,818	-21.36%	\$6,127	\$6,932	-13.15%	10
Aviation and Community Services Manager - Noise/Annoyance	\$6,337	Insuff Data	---	\$6,337	Insuff Data	---	\$8,528	Insuff Data	---	2
Aviation and Community Services Manager - Public Relations	\$6,337	\$6,401	-1.02%	\$6,337	\$6,494	-2.48%	\$8,528	\$8,246	3.30%	5
Aviation and Community Services Program Coordinator-Environmental	\$5,322	\$5,739	-7.83%	\$5,322	\$6,011	-12.95%	\$7,499	\$8,013	-6.85%	4
Aviation and Community Services Program Coordinator-Safety	\$5,322	Insuff Data	---	\$5,322	Insuff Data	---	\$7,499	Insuff Data	---	2
Director of Airport Operations and Maintenance	\$9,647	\$10,046	-4.13%	\$9,647	\$10,534	-9.19%	\$11,887	\$12,887	-8.42%	11
Director of Aviation and Community Services	\$9,344	\$10,023	-7.27%	\$9,344	\$10,647	-13.95%	\$11,578	\$12,608	-8.89%	3
Director of Finance and Administration	\$9,344	\$10,537	-12.77%	\$9,344	\$11,020	-17.94%	\$11,578	\$13,445	-16.12%	12
District Clerk	\$4,646	\$6,034	-29.88%	\$4,646	\$6,290	-35.39%	\$6,813	\$8,435	-23.82%	6
General Manager	\$12,868	\$16,349	-27.05%	\$12,868	\$17,195	-33.62%	\$15,154	\$19,700	-29.99%	13
Operations and Maintenance Supervisor	\$6,337	\$7,052	-11.28%	\$6,337	\$7,365	-16.23%	\$8,528	\$9,630	-12.92%	10
Operations and Maintenance Worker II	\$4,308	\$5,352	-24.24%	\$4,308	\$5,654	-31.26%	\$6,470	\$7,750	-19.79%	12
Operations and Maintenance Worker III	\$4,984	\$5,878	-17.93%	\$4,984	\$6,199	-24.38%	\$7,156	\$8,313	-16.18%	12
Pilot and Passenger Outreach Coordinator	\$5,998	Insuff Data	---	\$5,998	Insuff Data	---	\$8,185	Insuff Data	---	0
Staff Accountant	Market Check	\$6,102	Market Check	Market Check	\$6,355	Market Check	Market Check	\$8,260	Market Check	9
		Average	-14.43%			-19.89%			-13.89%	

*Step 7 for staff positions and maximum of the range for management

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Administrative Clerk		\$3,970	0%	\$0	\$0	\$0	\$0	\$3,970	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$58	0%	\$0	\$6,127	Step 7-Market used as max salary
Aspen Airport	No Comparable Class																				Administrative Assistant IV is only clerical class, but is also responsible for managing the federally mandated badging program and is the Assistant Airport Security Coordinator
Big Bear Airport	Administrative Clerk	No Unions	\$4,333	7%	\$303	\$115	\$0	\$0	\$4,752	\$1,600	inc	inc	inc	DNA	\$9	\$0	\$63	0%	\$0	\$6,424	Assists with Help Desk
Centennial Airport	Senior Administrative Assistant	No Unions	\$3,917	0%	\$0	\$274	\$0	\$0	\$4,191	\$0	\$915	\$86	\$19	\$19	\$1	\$0	\$300	0%	\$0	\$5,531	Mid Point listed; Max is \$4,931
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	Office Assistant-Confidential	Not represented	\$4,502	0%	\$0	\$0	\$0	\$0	\$4,502	\$100	\$2,083	\$216	\$12	DNA	\$0	\$0	\$344	0%	\$0	\$7,258	
North Tahoe Public Utility District	Customer Service Representative	Represented	\$4,475	1.5%	\$67	\$0	\$1	\$448	\$4,990	\$125	\$1,881	inc	inc	\$17	\$4	\$0	\$342	0%	\$0	\$7,359	Cert pay is 1.5% up to 10% max for educational courses.
Northstar Community Services District	No Comparable Class																				
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	No Comparable Class																				
Local Employer	Administrative Assistant	No Unions	\$2,773	0%	\$0	\$0	\$0	\$0	\$2,773	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$212	0%	\$0	\$3,636	No spec available
Tahoe City Public Utility District	Administrative Assistant II	Represented	\$4,871	0%	\$0	\$34	\$0	\$0	\$4,905	\$1,430	inc	inc	inc	\$10	\$9	\$0	\$373	1.59%	\$77	\$6,650	
Tahoe-Truckee Sanitation Agency	Technical Services IV	No Unions	\$6,384	8%	\$511	\$0	\$0	\$0	\$6,895	\$83	\$2,312	\$195	\$33	\$30	\$0	\$0	\$93	0%	\$0	\$9,641	
Town of Truckee	Office Assistant	Represented	\$3,940	0%	\$0	\$39	\$0	\$0	\$3,979	\$0	\$1,353	\$82	\$20	\$11	\$0	\$0	\$57	0%	\$0	\$5,502	Control Point listed; Max is \$4,255
Truckee Donner Public Utility District	Customer Service Representative	Represented	\$4,748	1.89%	\$90	\$0	\$29	\$0	\$4,866	\$0	\$2,689	\$167	\$33	\$3	\$1	\$0	\$363	0%	\$0	\$8,123	
Truckee Sanitary District	Administrative Technician 2	No Unions	\$5,855	8%	\$468	\$0	\$0	\$0	\$6,323	\$0	\$2,068	\$170	\$138	\$53	\$0	\$0	\$448	0%	\$0	\$9,200	
Labor Market Mean			\$4,580																		\$6,932
% TTAD is Above or Below Labor Market Mean			-15.36%																		-13.15%
Comparability			10																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Town of Truckee: ER contribution towards deferred compensation requires 9 years of service

Truckee Sanitary District: ER is self funded for vision insurance and reimburses up to \$200/year per family member for eye exam and \$350/year per family member for glasses/contacts. Amount listed is for EE, spouse and 1 dependent

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Aviation and Community Services Manager -		\$6,337	0%	\$0	\$0	\$0	\$0	\$6,337	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$92	0%	\$0	\$8,528	Step 7-Market used as max salary
Aspen Airport	Coordinator III- Operations	No Unions	\$4,774	0%	\$0	\$621	\$0	\$0	\$5,394	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$69	0%	\$0	\$8,072	MP Listed; Max is \$5,647; Broad class
Big Bear Airport	No Comparable Class																				
Centennial Airport	Noise and Planning Specialist	No Unions	\$5,458	0%	\$0	\$382	\$0	\$0	\$5,840	\$0	\$915	\$86	\$19	\$27	\$2	\$0	\$418	0%	\$0	\$7,306	Mid Point Listed; Max is \$7,019; over Noise Abatement and Environmental Compliance and Planning; BA required
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	No Comparable Class																				Operations Manager monitors noise abatement program but is also over regulatory compliance, and assists with management of maintenance
North Tahoe Public Utility District	No Comparable Class																				
Northstar Community Services District	No Comparable Class																				
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	No Comparable Class																				Airport Noise Analyst does not require BA
Local Employer	No Comparable Class																				
Tahoe City Public Utility District	No Comparable Class																				
Tahoe-Truckee Sanitation Agency	No Comparable Class																				
Town of Truckee	No Comparable Class																				
Truckee Donner Public Utility District	No Comparable Class																				
Truckee Sanitary District	No Comparable Class																				
Labor Market Mean			Insuff Data		Insuff Data															Insuff Data	
% TTAD is Above or Below Labor Market Mean			---		---															---	
Comparability			2																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Town of Truckee- ER contribution of 1% towards deferred compensation requires 9 years of service

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employer (%)	Employer's Portion of Retirement Paid by Employer (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Aviation and Community Services Manager - Public Relations		\$6,337	0%	\$0	\$0	\$0	\$0	\$6,337	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$92	0%	\$0	\$8,528	Step 7-Market used as max salary (Aviation and Community Services Manager salary used)
Aspen Airport	No Comparable Class																				
Big Bear Airport	No Comparable Class																				
Centennial Airport	Manager of Communications and Media/Communications Specialist	No Unions	\$5,885	0%	\$0	\$412	\$0	\$0	\$6,297	\$0	\$915	\$86	\$19	\$29	\$2	\$0	\$450	0%	\$0	\$7,797	Mid Point Listed; Max is \$7,566
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	Marketing/Public Relations Coordinator	Not Represented	\$5,923	0%	\$0	\$0	\$0	\$0	\$5,923	\$100	\$2,083	\$216	\$12	DNA	\$0	\$0	\$453	0%	\$0	\$8,788	Public Relations, Marketing, Grants and Social Media
North Tahoe Public Utility District	No Comparable Class																				Technology and Public Information Administrator is over IT also
Northstar Community Services District	No Comparable Class																				
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	Manager of Public Relations and Customer Service	Not Represented	\$7,041	0%	\$0	\$0	\$0	\$0	\$7,041	\$0	\$1,102	\$112	\$18	\$44	\$21	\$0	\$102	0%	\$0	\$8,440	Mid Point Listed; Max is \$8,591
Local Employer	Public Relations Director	No Unions	\$5,833	0%	\$0	\$0	\$0	\$0	\$5,833	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$446	0%	\$0	\$6,930	No spec available
Tahoe City Public Utility District	Grants and Community Information Administrator	Not Represented	\$7,325	0%	\$0	\$51	\$0	\$0	\$7,376	\$1,430	inc	inc	inc	\$13	\$14	\$0	\$560	1.59%	\$116	\$9,277	Also over Grants
Tahoe-Truckee Sanitation Agency	No Comparable Class																				
Town of Truckee	No Comparable Class																				
Truckee Donner Public Utility District	No Comparable Class																				Public Information and Conservation Manager is over conservation and legislative and regulatory programs
Truckee Sanitary District	No Comparable Class																				
Labor Market Mean			\$6,401																		\$6,494
% TTAD is Above or Below Labor Market Mean			-1.02%																		-2.48%
Comparability			5																		\$8,246
																					3.30%

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Aviation and Community Services Program Coordinator-Environmental		\$5,322	0%	\$0	\$0	\$0	\$0	\$5,322	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$77	0%	\$0	\$7,499	Range 8 Step 7 -Market used as max salary
Aspen Airport	Coordinator III- Operations	No Unions	\$4,774	0%	\$0	\$621	\$0	\$0	\$5,394	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$69	0%	\$0	\$8,072	Mid Point Listed; Max is \$5,647; Broad class
Big Bear Airport	No Comparable Class																				
Centennial Airport	Noise and Planning Specialist	No Unions	\$5,458	0%	\$0	\$382	\$0	\$0	\$5,840	\$0	\$915	\$86	\$19	\$27	\$2	\$0	\$418	0%	\$0	\$7,306	Mid Point Listed; Max is \$7,019; over Noise Abatement and Environmental Compliance and Planning; BA required
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	No Comparable Class																				Planning Manager Environmental over planning/environmental activities and construction & permitting.
North Tahoe Public Utility District	Contracts and Planning Coordinator	Represented	\$5,684	1.5%	\$85	\$0	\$1	\$0	\$5,770	\$125	\$1,881	inc	inc	\$17	\$5	\$0	\$435	0%	\$0	\$8,232	Also does contracts
Northstar Community Services District	No Comparable Class																				
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	Environmental Program Manager	Not Represented	\$7,041	0%	\$0	\$0	\$0	\$0	\$7,041	\$0	\$1,102	\$112	\$18	\$44	\$21	\$0	\$102	0%	\$0	\$8,440	Mid Point Listed; Max is \$8,591
Local Employer	No Comparable Class																				
Tahoe City Public Utility District	No Comparable Class																				Technical Services Supervisor (\$8505)
Tahoe-Truckee Sanitation Agency	No Comparable Class																				
Town of Truckee	No Comparable Class																				
Truckee Donner Public Utility District	No Comparable Class																				
Truckee Sanitary District	No Comparable Class																				
Labor Market Mean			\$5,739																		\$6,011
% TTAD is Above or Below Labor Market Mean			-7.83%																		-12.95%
Comparability			4																		\$8,013
																					-6.85%

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employer's Portion of Retirement Paid by Employee (\$)	Total Compensation	Comments
Truckee Tahoe Airport District	Aviation and Community Services Program Coordinator-Safety		\$5,322	0%	\$0	\$0	\$0	\$0	\$5,322	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$77	0%	\$0	\$7,499	Range 8 Step 7 - Market used as max salary
Aspen Airport	Coordinator III- Operations	No Unions	\$4,774	0%	\$0	\$621	\$0	\$0	\$5,394	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$69	0%	\$0	\$8,072	Mid Point Listed, Max is \$5,647, Broad class
Big Bear Airport	No Comparable Class																				
Centennial Airport	No Comparable Class																				
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	No Comparable Class																				
North Tahoe Public Utility District	No Comparable Class																				
Northstar Community Services District	No Comparable Class																				
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	No Comparable Class																				Multiple classes perform duties
Local Employer	No Comparable Class																				
Tahoe City Public Utility District	No Comparable Class																				
Tahoe-Truckee Sanitation Agency	Safety Compliance Coordinator	No Unions	\$8,890	8%	\$711	\$0	\$0	\$0	\$9,601	\$83	\$2,312	\$195	\$33	\$39	\$0	\$0	\$129	0%	\$0	\$12,393	
Town of Truckee	No Comparable Class																				
Truckee Donner Public Utility District	No Comparable Class																				
Truckee Sanitary District	No Comparable Class																				
Labor Market Mean			Insuff Data		Insuff Data															Insuff Data	
% TTAD is Above or Below Labor Market Mean			---		---															---	
Comparability			2																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Director of Airport Operations and Maintenance		\$9,647	0%	\$0	\$0	\$0	\$0	\$9,647	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$140	0%	\$0	\$11,887	
Aspen Airport	Manager, Facilities	No Unions	\$6,814	0%	\$0	\$886	\$0	\$0	\$7,700	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$99	0%	\$0	\$10,408	Mid Point Listed; Max is \$8,061
Big Bear Airport	No Comparable Class																				Maintenance staff report to General Manager
Centennial Airport	Director of Maintenance	No Unions	\$7,458	0%	\$0	\$522	\$0	\$0	\$7,980	\$0	\$915	\$86	\$19	\$36	\$2	\$0	\$571	0%	\$0	\$9,610	Mid Point Listed; Max is \$9,591; Director of Operations is lower paid
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	No Comparable Class																				Maintenance Supervisor reports to Deputy General Manager/Planning & Development
North Tahoe Public Utility District	Utility Operations Manager	Represented	\$9,840	1.5%	\$148	\$0	\$1	\$0	\$9,989	\$125	\$1,881	inc	inc	\$17	\$8	\$0	\$753	0%	\$0	\$12,772	T2 and D2 within 12 months; the following certs are desired- Any of the following are desirable: Collection System Maintenance Technologist, Cross-Connection Control Specialist, Mechanical Technologist, Backflow Prevention Assembly Tester, and Sewer Treatment Plant Operator; Engineering and Operations Manager is over Engineering
Northstar Community Services District	Utilities Operations Manager	Not Represented	\$11,608	8%	\$929	\$0	\$580	\$0	\$13,117	\$0	\$1,892	\$112	\$7	\$12	\$0	\$0	\$168	0%	\$0	\$15,308	Collections Grade 3, D3; and T3; no spec available
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	Director of Facilities and Maintenance	Not Represented	\$10,155	0%	\$0	\$0	\$0	\$0	\$10,155	\$0	\$1,102	\$112	\$18	\$63	\$26	\$0	\$147	0%	\$0	\$11,624	Mid Point Listed; Max is \$12,543; Manager of Airside Operations is lower paid
Local Employer	Director of Lift Maintenance	No Unions	\$9,583	0%	\$0	\$0	\$0	\$0	\$9,583	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$733	0%	\$0	\$10,967	No spec available
Tahoe City Public Utility District	Director of Utilities	Not Represented	\$13,176	0%	\$0	\$92	\$0	\$0	\$13,268	\$1,430	inc	inc	inc	\$13	\$25	\$0	\$803	1.59%	\$209	\$15,330	T3, D4, and Collections Grade 4
Tahoe-Truckee Sanitation Agency	Maintenance Superintendent	No Unions	\$11,152	8%	\$892	\$0	\$0	\$0	\$12,044	\$83	\$2,312	\$195	\$33	\$39	\$0	\$0	\$162	0%	\$0	\$14,868	Mechanical Technologist Grade 4; also have Operations Superintendent which requires a D4- same salary
Town of Truckee	Street Maintenance Manager	Represented	\$8,601	0%	\$0	\$169	\$0	\$0	\$8,770	\$0	\$1,670	\$127	\$29	\$12	\$0	\$0	\$125	0%	\$0	\$10,732	Control Point Listed; Max is \$9,290; Director of Public Works/Town Engineer requires PE
Truckee Donner Public Utility District	Water Superintendent	Not Represented	\$10,622	1.89%	\$201	\$0	\$29	\$0	\$10,852	\$0	\$2,689	\$167	\$33	\$8	\$3	\$0	\$766	0%	\$0	\$14,518	T3 and D4
Truckee Sanitary District	Operations and Maintenance Superintendent	No Unions	\$11,493	8%	\$919	\$0	\$0	\$0	\$12,412	\$0	\$2,068	\$170	\$138	\$53	\$0	\$0	\$779	0%	\$0	\$15,620	Grade 4 Collection System maintenance
Labor Market Mean			\$10,046																	\$12,887	
% TTAD is Above or Below Labor Market Mean			-4.13%																	-8.42%	
Comparability			11																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Truckee Sanitary District- ER is self funded for vision insurance and reimburses up to \$200/year per family member for eye exam and \$350/year per family member for glasses/contacts. Amount listed is for EE, spouse and 1 dependent

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Director of Aviation and Community Services		\$9,344	0%	\$0	\$0	\$0	\$0	\$9,344	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$135	0%	\$0	\$11,578	Director of Aviation and Business Services salary used
Aspen Airport	Director of Security and Landside Operations	No Unions	\$10,505	0%	\$0	\$1,366	\$0	\$0	\$11,870	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$152	0%	\$0	\$14,632	Mid Point Listed; Max is \$12,427; no spec available
Big Bear Airport	No Comparable Class																				
Centennial Airport	Director of Planning and Development	No Unions	\$7,208	0%	\$0	\$505	\$0	\$0	\$7,713	\$0	\$915	\$86	\$19	\$35	\$2	\$0	\$551	0%	\$0	\$9,322	Mid Point Listed; Max is \$9,270
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	No Comparable Class																				
North Tahoe Public Utility District	No Comparable Class																				
Northstar Community Services District	No Comparable Class																				
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	Vice President of Marketing and Public Affairs	Not Represented	\$12,357	0%	\$0	\$0	\$0	\$0	\$12,357	\$0	\$1,102	\$112	\$18	\$77	\$26	\$0	\$179	0%	\$0	\$13,871	Mid Point Listed; Max is \$15,266; also have VP of Airline Business Development- all VPs paid the same
Local Employer	No Comparable Class																				
Tahoe City Public Utility District	No Comparable Class																				
Tahoe-Truckee Sanitation Agency	No Comparable Class																				
Town of Truckee	No Comparable Class																				
Truckee Donner Public Utility District	No Comparable Class																				
Truckee Sanitary District	No Comparable Class																				
Labor Market Mean			\$10,023																		\$10,647
% TTAD is Above or Below Labor Market Mean			-7.27%																		-13.95%
Comparability			3																		\$12,608
																					-8.89%

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Director of Finance and Administration		\$9,344	0%	\$0	\$0	\$0	\$0	\$9,344	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$135	0%	\$0	\$11,578	Supervises 1 staff; Mid Point; Max is \$9,598; In 2006 match was Assistant Director-Administration-no spec available and has same salary as Controller
Aspen Airport	Controller	No Unions	\$8,113	0%	\$0	\$1,055	\$0	\$0	\$9,168	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$118	0%	\$0	\$11,895	Office Manager is too low and reports to the General Manager, no other classes
Big Bear Airport	No Comparable Class																				CFO supervises 1 staff; Mid Point Listed; Max is \$9,591 (Also have Director of Administration - supervises 3 staff (which was match in 2006) over Personnel, Office Management and Tenant Relations- it has the same salary)
Centennial Airport	Chief Financial Officer	No Unions	\$7,458	0%	\$0	\$522	\$0	\$0	\$7,980	\$0	\$915	\$86	\$19	\$36	\$2	\$0	\$571	0%	\$0	\$9,610	
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	Deputy Executive Director- Finance and Administration	Not Represented	\$11,588	0%	\$0	\$0	\$0	\$0	\$11,588	\$100	\$2,083	\$216	\$12	DNA	\$0	\$0	\$780	0%	\$0	\$14,780	Supervises 3 staff; In 2006 match was Accounting Manager- this is the new title of that classification.
North Tahoe Public Utility District	Chief Financial Officer	Not Represented	\$13,470	1.5%	\$202	\$0	\$1	\$0	\$13,673	\$125	\$1,881	inc	inc	\$17	\$11	\$0	\$808	0%	\$0	\$16,514	In 2006 match was Controller-agency no longer has this title; Agency does not have Accounting Manager level; CFO supervises 4 staff
Northstar Community Services District	Director of Finance and Administration	Not Represented	\$13,136	8%	\$1,051	\$0	\$657	\$0	\$14,844	\$0	\$1,892	\$112	\$7	\$12	\$0	\$0	\$190	0%	\$0	\$17,057	Supervises 3 staff; In 2006 match was Controller-agency no longer has this title. Director of Human Resources/Secretary to the Board (lower salary); Agency has Accounting Manager but is vacant and no plans to fill the position
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	Manager of Accounting	Not Represented	\$7,582	0%	\$0	\$0	\$0	\$0	\$7,582	\$0	\$1,102	\$112	\$18	\$47	\$22	\$0	\$110	0%	\$0	\$8,994	Supervises 5 staff; Mid Point Listed; Max is \$9,252; Also have CFO; did not respond to 2006 survey
Local Employer	Controller	No Unions	\$9,167	0%	\$0	\$0	\$0	\$0	\$9,167	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$701	0%	\$0	\$10,518	Supervises 5 staff year round and an additional 2 on a seasonal basis; Also have CFO, unable to determine the class titles for the 2 classes in 2006 as no titles listed; also have Accounting Manager classification, but not currently filled and no set salary
Tahoe City Public Utility District	Chief Financial Officer	Not Represented	\$13,176	0%	\$0	\$92	\$0	\$0	\$13,268	\$1,430	inc	inc	inc	\$13	\$25	\$0	\$803	1.59%	\$209	\$15,330	Supervises 5 staff and an IT Consultant; In 2006 match was Director of Accounting/Employee Services- agency no longer has this title. Agency does not have Accounting Manager level.
Tahoe-Truckee Sanitation Agency	Administrative Services Manager	No Unions	\$11,152	8%	\$892	\$0	\$0	\$0	\$12,044	\$83	\$2,312	\$195	\$33	\$39	\$0	\$0	\$162	0%	\$0	\$14,868	Supervises 6 staff; In 2006 match was Accounting Supervisor- agency no longer has this title. Agency does not have Accounting Manager level.
Town of Truckee	Administrative Services Manager	Represented	\$9,483	0%	\$0	\$178	\$0	\$0	\$9,661	\$0	\$1,670	\$127	\$29	\$12	\$0	\$0	\$138	0%	\$0	\$11,636	Supervises 2 staff; Control Point Listed; Max is \$10,242; In 2006, both the Director of Administrative Services and the Administrative Services Manager were matched; match is division level manager
Truckee Donner Public Utility District	Finance and Accounting Manager	Not Represented	\$10,622	1.89%	\$201	\$0	\$29	\$0	\$10,852	\$0	\$2,689	\$167	\$33	\$8	\$3	\$0	\$766	0%	\$0	\$14,518	Supervises 4 staff; In 2006 matches were Administrative Services Manager and Finance and Accounting Manager; match is division level manager
Truckee Sanitary District	Director of Finance	No Unions	\$11,493	8%	\$919	\$0	\$0	\$0	\$12,412	\$0	\$2,068	\$170	\$138	\$53	\$0	\$0	\$779	0%	\$0	\$15,620	No spec available; agency is eliminating Accounting Supervisor classification; agency was not surveyed in 2006; supervises 3 staff
Labor Market Mean			\$10,537						\$11,020											\$13,445	
% TTAD is Above or Below Labor Market Mean			-12.77%						-17.94%											-16.12%	
Comparability			12																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Truckee Sanitary District- ER is self funded for vision insurance and reimburses up to \$200/year per family member for eye exam and \$350/year per family member for glasses/contacts. Amount listed is for EE, spouse and 1 dependent

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (\$)	Total Compensation	Comments
Truckee Tahoe Airport District	District Clerk		\$4,646	0%	\$0	\$0	\$0	\$0	\$4,646	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$67	0%	\$0	\$6,813	Step 7-Market used as max salary
Aspen Airport	Manager-Executive Office Manager	No Unions	\$4,774	0%	\$0	\$621	\$0	\$0	\$5,394	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$69	0%	\$0	\$8,072	Mid Point Listed; Max is \$5,647
Big Bear Airport	No Comparable Class																				
Centennial Airport	No Comparable Class																				Administrative Assistant performs some Board duties
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	No Comparable Class																				Human Resources/Risk Manager is Board Secretary
North Tahoe Public Utility District	No Comparable Class																				Executive Assistant/Board Secretary supervises Director of Human Resources/Secretary of the Board-also over Human Resources and processes payroll
Northstar Community Services District	No Comparable Class																				
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	Executive Assistant	Not Represented	\$4,879	0%	\$0	\$0	\$0	\$0	\$4,879	\$0	\$1,102	\$112	\$18	\$30	\$14	\$0	\$71	0%	\$0	\$6,226	Mid Point Listed; Max is \$5,874
Local Employer	Executive Administrative Assistant	No Unions	\$5,833	0%	\$0	\$0	\$0	\$0	\$5,833	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$446	0%	\$0	\$6,930	
Tahoe City Public Utility District	No Comparable Class																				Executive Assistant supervises
Tahoe-Truckee Sanitation Agency	Administrative Secretary	No Unions	\$8,842	8%	\$707	\$0	\$0	\$0	\$9,549	\$83	\$2,312	\$195	\$33	\$39	\$0	\$0	\$128	0%	\$0	\$12,340	
Town of Truckee	Records Technician	Represented	\$5,028	0%	\$0	\$50	\$0	\$0	\$5,079	\$0	\$1,353	\$82	\$20	\$12	\$0	\$0	\$73	0%	\$0	\$6,618	Control Point Listed; Max is \$5,432
Truckee Donner Public Utility District	Executive Secretary	Not Represented	\$6,847	1.89%	\$129	\$0	\$29	\$0	\$7,006	\$0	\$2,689	\$167	\$33	\$5	\$2	\$0	\$524	0%	\$0	\$10,425	
Truckee Sanitary District	No Comparable Class	No Unions																			Executive Assistant/Administrative Supervisor supervises
Labor Market Mean			\$6,034							\$6,290											\$8,435
% TTAD is Above or Below Labor Market Mean			-29.88%							-35.39%											-23.82%
Comparability			6																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Town of Truckee- ER contribution towards deferred compensation requires 9 years of service

Surveyed Agency	Classification Title	Maximum Salary/Pay	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (\$)	Total Compensation	Comments
Truckee Tahoe Airport District	General Manager	\$12,868	0%	\$0	\$0	\$0	\$0	\$12,868	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$187	0%	\$0	\$15,154	Pilot Certificate desired
Aspen Airport	Director-Aviation	\$10,925	0%	\$0	\$1,420	\$0	\$0	\$12,345	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$158	0%	\$0	\$15,112	Mid Point Listed; Max is \$12,924 - No spec available
Big Bear Airport	General Manager	\$8,333	7%	\$583	\$115	\$0	\$0	\$9,032	\$1,600	inc	inc	inc	DNA	\$9	\$0	\$121	0%	\$0	\$10,762	Pilot Certificate desired; Accredited Airport Executive Designation desired
Centennial Airport	Executive Director	\$11,333	0%	\$0	\$793	\$0	\$0	\$12,127	\$0	\$915	\$86	\$19	\$41	\$3	\$0	\$777	0%	\$0	\$13,967	Mid Point listed; Max is \$14,575; Pilot license desired; AAAE Accredited is desired
Friedman Memorial Airport-Sun Valley	DNA																			
Monterey Peninsula Airport District	General Manager	\$15,417	0%	\$0	\$0	\$0	\$0	\$15,417	\$100	\$2,083	\$216	\$12	DNA	\$0	\$0	\$836	0%	\$0	\$18,664	Accredited Airport Executive (AAE) credential desired
North Tahoe Public Utility District	General Manager/Chief Executive Officer	\$15,417	1.5%	\$231	\$0	\$1	\$0	\$15,649	\$125	\$1,881	inc	inc	\$17	\$12	\$0	\$836	0%	\$0	\$18,520	
Northstar Community Services District	General Manager	\$19,251	8%	\$1,540	\$0	\$963	\$0	\$21,754	\$0	\$1,892	\$112	\$7	\$12	\$0	\$0	\$279	0%	\$0	\$24,056	No spec available; No PE required
Northstar Ski Resort	DNA																			
Reno-Tahoe Airport Authority	Chief Executive Officer	\$20,020	0%	\$0	\$0	\$0	\$0	\$20,020	\$0	\$1,102	\$112	\$18	\$125	\$26	\$0	\$290	0%	\$0	\$21,694	No spec available
Local Employer	President/Chief Executive Officer	\$29,167	0%	\$0	\$0	\$0	\$0	\$29,167	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$1,035	0%	\$0	\$30,852	No spec available
Tahoe City Public Utility District	General Manager	\$17,410	0%	\$0	\$818	\$0	\$0	\$18,228	\$1,430	inc	inc	inc	\$13	\$33	\$0	\$865	1.59%	\$277	\$20,292	PE desired
Tahoe-Truckee Sanitation Agency	General Manager	\$15,430	8%	\$1,234	\$0	\$0	\$0	\$16,664	\$83	\$2,312	\$195	\$33	\$39	\$0	\$0	\$224	0%	\$0	\$19,551	
Town of Truckee	Town Manager	\$14,711	0%	\$0	\$1,667	\$0	\$0	\$16,378	\$0	\$1,892	\$133	\$30	\$12	\$0	\$147	\$213	0%	\$0	\$18,804	Control Point Listed; Max is \$15,888
Truckee Donner Public Utility District	General Manager	\$19,847	1.89%	\$375	\$0	\$29	\$0	\$20,251	\$0	\$2,689	\$167	\$33	\$14	\$4	\$0	\$900	0%	\$0	\$24,058	
Truckee Sanitary District	General Manager/Chief Engineer	\$15,282	8%	\$1,223	\$0	\$0	\$0	\$16,505	\$0	\$2,068	\$170	\$138	\$53	\$0	\$0	\$834	0%	\$0	\$19,767	PE required
Labor Market Mean		\$16,349						\$17,195											\$19,700	
% TTAD is Above or Below Labor Market Mean		-27.05%						-33.62%											-29.99%	
Comparability		13																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Truckee Sanitary District- ER is self funded for vision insurance and reimburses up to \$200/year per family member for eye exam and \$350/year per family member for glasses/contacts. Amount listed is for EE, spouse and 1 dependent

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Operations and Maintenance Supervisor		\$6,337	0%	\$0	\$0	\$0	\$0	\$6,337	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$92	0%	\$0	\$8,528	Step 7-Market used as max salary
Aspen Airport	Supervisor, Facilities	No Unions	\$5,501	0%	\$0	\$715	\$0	\$0	\$6,216	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$80	0%	\$0	\$8,905	Mid Point Listed; Max is \$6,508; AAAL Airport Certified Employee - Airfield Lighting within 12 months; NIMS-700, NIMS-800, ICS-100, ICS-200, IS-907 within 6 months; ICS-300 within 12 months
Big Bear Airport	No Comparable Class																				No supervisor level- Maintenance Staff report to General Manager
Centennial Airport	Operations Supervisor	No Unions	\$5,267	0%	\$0	\$369	\$0	\$0	\$5,635	\$0	\$915	\$86	\$19	\$26	\$2	\$0	\$403	0%	\$0	\$7,086	Mid Point Listed; Max is \$6,631; no supervisor level over maintenance; private pilot license preferred; completion of Advanced Airport Safety and Operations Specialist School preferred, NIMS ICS Certification and ARFF Certification preferred
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	Maintenance Supervisor/Manager	Not Represented	\$7,744	0%	\$0	\$0	\$0	\$0	\$7,744	\$100	\$2,083	\$216	\$12	DNA	\$0	\$0	\$592	0%	\$0	\$10,748	
North Tahoe Public Utility District	Utility Operations Supervisor	Represented	\$8,577	1.5%	\$129	\$0	\$1	\$0	\$8,706	\$125	\$1,881	inc	inc	\$17	\$7	\$0	\$656	0%	\$0	\$11,391	D2, T2, and Collections Grade 2
Northstar Community Services District	Utilities Field Operations Supervisor	Represented	\$7,437	8%	\$595	\$0	\$372	\$0	\$8,404	\$0	\$1,892	\$112	\$7	\$12	\$0	\$0	\$108	0%	\$0	\$10,535	T3; U2; LWLA Sewer Collection Systems Maintenance Grade 2; AWWA Cross Connection Control Specialist or USC FCCC & HR Cross Connection Control Specialist Certification (within 1 year)
Northstar Ski Resort	DNA																				Mid Point Listed; Max is \$8,167; Airfield Maintenance Supervisor paid less; Air Operations Area driver permit
Reno-Tahoe Airport Authority	Operations Supervisor	Not Represented	\$6,489	0%	\$0	\$0	\$0	\$0	\$6,489	\$0	\$1,102	\$112	\$18	\$40	\$19	\$0	\$94	0%	\$0	\$7,874	No spec available; Vehicle Maintenance Supervisor paid same
Local Employer	Lift Maintenance Supervisor	No Unions	\$5,833	0%	\$0	\$0	\$0	\$0	\$5,833	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$446	0%	\$0	\$6,930	No supervisor level
Tahoe City Public Utility District	No Comparable Class																				
Tahoe-Truckee Sanitation Agency	No Comparable Class																				
Town of Truckee	Street Maintenance Supervisor	Represented	\$6,419	0%	\$0	\$64	\$0	\$0	\$6,483	\$0	\$1,353	\$82	\$20	\$12	\$0	\$0	\$93	0%	\$0	\$8,042	Over Street and Snow Removal; Control Point Listed; Max is \$6,932
Truckee Donner Public Utility District	Water Distribution Foreman	Represented	\$8,525	1.89%	\$161	\$0	\$29	\$0	\$8,715	\$0	\$2,689	\$167	\$33	\$6	\$2	\$0	\$652	0%	\$0	\$12,264	T2, D4, Class A
Truckee Sanitary District	Collection Systems Maintenance Supervisor	No Unions	\$8,726	8%	\$698	\$0	\$0	\$0	\$9,424	\$0	\$2,068	\$170	\$138	\$53	\$0	\$0	\$668	0%	\$0	\$12,520	Grade 3 Wastewater Collection System Maintenance within 18 months
Labor Market Mean			\$7,052																		\$9,630
% TTAD is Above or Below Labor Market Mean			-11.28%																		-12.92%
Comparability			10																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Truckee Sanitary District- ER is self funded for vision insurance and reimburses up to \$200/year per family member for eye exam and \$350/year per family member for glasses/contacts. Amount listed is for EE, spouse and 1 dependent

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Operations and Maintenance Worker II		\$4,308	0%	\$0	\$0	\$0	\$0	\$4,308	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$62	0%	\$0	\$6,470	Step 7-Market used as max salary
Aspen Airport	Technician II-Facilities	No Unions	\$4,546	0%	\$0	\$591	\$0	\$0	\$5,136	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$66	0%	\$0	\$7,811	Mid Point Listed; Max is \$5,377; NIMS-700, NIMS-800, ICS-100, ICS-200, IS-907; ICS-300 or AAAE Airport Certified Employee – Airfield Lighting.
Big Bear Airport	Maintenance Worker II	No Unions	\$4,853	7%	\$340	\$115	\$0	\$0	\$5,308	\$1,600	inc	inc	inc	DNA	\$9	\$0	\$70	0%	\$0	\$6,988	
Centennial Airport	Operations Specialist	No Unions	\$4,999	0%	\$0	\$350	\$0	\$0	\$5,349	\$0	\$915	\$86	\$19	\$24	\$1	\$0	\$382	0%	\$0	\$6,777	Mid Point Listed; Max is \$6,294; Maintenance Technician paid lower
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	Maintenance Worker	Not Represented	\$4,191	0%	\$0	\$0	\$0	\$0	\$4,191	\$100	\$2,083	\$216	\$12	DNA	\$0	\$0	\$321	0%	\$0	\$6,923	
North Tahoe Public Utility District	Equipment Operator II	Represented	\$5,791	1.5%	\$87	\$0	\$1	\$579	\$6,458	\$125	\$1,881	inc	inc	\$17	\$5	\$0	\$443	0%	\$0	\$8,928	Cert pay is 1.5% up to 10% max for educational courses.
Northstar Community Services District	Utilities Service Worker	Represented	\$6,146	8%	\$492	\$0	\$307	\$0	\$6,945	\$0	\$1,892	\$112	\$7	\$12	\$0	\$0	\$89	0%	\$0	\$9,057	T1 within 1 year; D1 within 1; C/WEA G/808 1
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	Airfield Technician II	Represented	\$4,496	0%	\$0	\$0	\$0	\$0	\$4,496	\$0	\$1,102	\$112	\$18	\$10	\$13	\$0	\$65	0%	\$0	\$5,817	Sewer Collection System Maintenance certification within 1 year; T2 within 2 years of date of certification as T1; and D2 within 2 years of date of certification as D1; Class B within 6 months.
Local Employer	Lift Mechanic II	No Unions	\$4,507	0%	\$0	\$0	\$0	\$0	\$4,507	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$345	0%	\$0	\$5,502	
Tahoe City Public Utility District	Utility Operations Specialist II	Represented	\$6,501	0%	\$0	\$46	\$0	\$0	\$6,547	\$1,430	inc	inc	inc	\$13	\$12	\$0	\$497	1.59%	\$103	\$8,396	Class A, T1, D2, Grade II Collection System Maintenance
Tahoe-Truckee Sanitation Agency	No Comparable Class																				Operate Wastewater Treatment Plant
Town of Truckee	Street Maintenance Worker II	Represented	\$4,789	0%	\$0	\$48	\$0	\$0	\$4,837	\$0	\$1,353	\$82	\$20	\$12	\$0	\$0	\$69	0%	\$0	\$6,373	Class B; Control Point Listed; Max is \$5,172
Truckee Donner Public Utility District	Water Service Technician	Represented	\$7,013	1.89%	\$133	\$0	\$29	\$0	\$7,175	\$0	\$2,689	\$167	\$33	\$5	\$2	\$0	\$536	0%	\$0	\$10,607	
Truckee Sanitary District	Collection Systems Maintenance Worker 2	No Unions	\$6,302	8%	\$511	\$0	\$0	\$0	\$6,903	\$0	\$2,068	\$170	\$138	\$53	\$0	\$0	\$489	0%	\$0	\$9,821	Grade 2 Wastewater Collection System Maintenance
Labor Market Mean			\$5,352						\$5,654											\$7,750	
% TTAD is Above or Below Labor Market Mean			-24.24%						-31.26%											-19.79%	
Comparability			12																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Town of Truckee- ER contribution towards deferred compensation requires 9 years of service

Truckee Sanitary District- ER is self funded for vision insurance and reimburses up to \$200/year per family member for eye exam and \$350/year per family member for glasses/contacts. Amount listed is for EE, spouse and 1 dependent

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Operations and Maintenance Worker III		\$4,984	0%	\$0	\$0	\$0	\$0	\$4,984	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$72	0%	\$0	\$7,156	Step 7-Market used as max salary
Aspen Airport	Lead- Facilities	No Unions	\$4,774	0%	\$0	\$621	\$0	\$0	\$5,394	\$0	\$2,547	\$48	\$14	DNA	DNA	\$0	\$69	0%	\$0	\$8,072	Mid Point Listed; Max is \$5,647; Lead-Operations is paid same; AAAE Airport Certified Employee - Airfield Lighting; NIMS-700, NIMS-800, ICS-100, ICS-200, ICS-300, IS 907.
Big Bear Airport	Maintenance Worker III	No Unions	\$5,547	7%	\$388	\$115	\$0	\$0	\$6,050	\$1,600	inc	inc	inc	DNA	\$9	\$0	\$80	0%	\$0	\$7,739	
Centennial Airport	Senior Maintenance Technician	No Unions	\$4,999	0%	\$0	\$350	\$0	\$0	\$5,349	\$0	\$915	\$86	\$19	\$24	\$1	\$0	\$382	0%	\$0	\$6,777	Mid Point listed; Max is \$6,294- can be assigned to Administration, Fleet Maintenance or Grounds/Facilities
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	Maintenance Lead Worker	Not Represented	\$5,120	0%	\$0	\$0	\$0	\$0	\$5,120	\$100	\$2,083	\$216	\$12	DNA	\$0	\$0	\$392	0%	\$0	\$7,923	
North Tahoe Public Utility District	Fleet Coordinator/Equipment Mechanic	Represented	\$5,779	1.5%	\$87	\$0	\$1	\$578	\$6,444	\$125	\$1,881	inc	inc	\$17	\$5	\$0	\$442	0%	\$0	\$8,914	Class A within 6 months; Cert pay is 1.5% up to 10% max for educational courses.
Northstar Community Services District	Senior Utilities Worker	Represented	\$6,761	8%	\$541	\$0	\$338	\$0	\$7,640	\$0	\$1,892	\$112	\$7	\$12	\$0	\$0	\$98	0%	\$0	\$9,761	13 within 1 year; 02 within 1 year; CWEA C-2 Collection System Maintenance within 1 year; and Class B
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	Airfield Technician V	Represented	\$5,616	0%	\$0	\$0	\$0	\$0	\$5,616	\$0	\$1,102	\$112	\$18	\$10	\$13	\$0	\$81	0%	\$0	\$6,953	
Local Employer	Equipment Mechanic III	No Unions	\$4,680	0%	\$0	\$0	\$0	\$0	\$4,680	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$358	0%	\$0	\$5,688	No spec available
Tahoe City Public Utility District	Operations Technician-Mechanic	Represented	\$7,325	0%	\$0	\$51	\$0	\$0	\$7,376	\$1,430	inc	inc	inc	\$13	\$14	\$0	\$560	1.59%	\$116	\$9,277	Class A, ASE certificates are desired
Tahoe-Truckee Sanitation Agency	No Comparable Class																				
Town of Truckee	Equipment Mechanic II	Represented	\$6,113	0%	\$0	\$61	\$0	\$0	\$6,175	\$0	\$1,353	\$82	\$20	\$12	\$0	\$0	\$89	0%	\$0	\$7,729	Control Point Listed; Max is \$6,602, Class B
Truckee Donner Public Utility District	Mechanic	Represented	\$6,679	1.89%	\$126	\$0	\$29	\$0	\$6,834	\$0	\$2,689	\$167	\$33	\$5	\$2	\$0	\$511	0%	\$0	\$10,240	Class A
Truckee Sanitary District	Fleet and Heavy Equipment Mechanic	No Unions	\$7,140	8%	\$571	\$0	\$0	\$0	\$7,711	\$0	\$2,068	\$170	\$138	\$53	\$0	\$0	\$546	0%	\$0	\$10,686	Class B, ASE certificates are desired
Labor Market Mean			\$5,878						\$6,199											\$8,313	
% TTAD is Above or Below Labor Market Mean			-17.93%						-24.38%											-16.18%	
Comparability			12																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Town of Truckee- ER contribution towards deferred compensation requires 9 years of service

Truckee Sanitary District- ER is self funded for vision insurance and reimburses up to \$200/year per family member for eye exam and \$350/year per family member for glasses/contacts. Amount listed is for EE, spouse and 1 dependent

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Pilot and Passenger Outreach Coordinator		\$5,998	0%	\$0	\$0	\$0	\$0	\$5,998	\$0	\$1,873	\$163	\$50	\$14	\$0	\$0	\$87	0%	\$0	\$8,185	Step 7-Market used as max salary (used Aviation and Community Services Associate III
Aspen Airport	No Comparable Class																				
Big Bear Airport	No Comparable Class																				
Centennial Airport	No Comparable Class																				
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	No Comparable Class																				
North Tahoe Public Utility District	No Comparable Class																				
Northstar Community Services District	No Comparable Class																				
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	No Comparable Class																				
Local Employer	No Comparable Class																				
Tahoe City Public Utility District	No Comparable Class																				
Tahoe-Truckee Sanitation Agency	No Comparable Class																				
Town of Truckee	No Comparable Class																				
Truckee Donner Public Utility District	No Comparable Class																				
Truckee Sanitary District	No Comparable Class																				
Labor Market Mean			Insuff Data		Insuff Data																Insuff Data
% TTAD is Above or Below Labor Market Mean			---		---																---
Comparability			0																		

NOTES:
Data effective as of 9/2016
*Step 7 for staff positions and maximum of the range for management

Surveyed Agency	Classification Title	Represented by a Union	Maximum Salary*	Employee's Portion of Retirement Paid by Employer (%)	Employee's Portion of Retirement Paid by Employer (\$)	Deferred Comp	Longevity Pay at Yr 10	Cert/Ed Pay	Total Cash	Cafeteria	Health	Dental	Vision	Life Insurance	LTD	RHSA	Social Security	Employer's Portion of Retirement Paid by Employee (%)	Employee's Portion of Retirement Paid by Employee (%)	Total Compensation	Comments
Truckee Tahoe Airport District	Staff Accountant		Market Check						Market Check											Market Check	
Aspen Airport	No Comparable Class																				
Big Bear Airport	Office Manager	No Unions	\$5,200	7%	\$364	\$115	\$0	\$0	\$5,679	\$1,600	inc	inc	inc	DNA	\$9	\$0	\$75	0%	\$0	\$7,363	
Centennial Airport	Accountant	No Unions	\$5,267	0%	\$0	\$369	\$0	\$0	\$5,635	\$0	\$915	\$86	\$19	\$26	\$2	\$0	\$403	0%	\$0	\$7,086	Mid Point Listed; Max is \$6,631
Friedman Memorial Airport-Sun Valley	DNA																				
Monterey Peninsula Airport District	Staff Accountant	Not Represented	\$6,886	0%	\$0	\$0	\$0	\$0	\$6,886	\$100	\$2,083	\$216	\$12	DNA	\$0	\$0	\$527	0%	\$0	\$9,824	
North Tahoe Public Utility District	General Ledger Accountant	Represented	\$5,880	1.5%	\$88	\$0	\$1	\$588	\$6,557	\$125	\$1,881	inc	inc	\$17	\$5	\$0	\$450	0%	\$0	\$9,034	Cert pay is 1.5% up to 10% max for educational courses.
Northstar Community Services District	No Comparable Class																				
Northstar Ski Resort	DNA																				
Reno-Tahoe Airport Authority	Accountant	Not Represented	\$5,514	0%	\$0	\$0	\$0	\$0	\$5,514	\$0	\$1,102	\$112	\$18	\$34	\$16	\$0	\$80	0%	\$0	\$6,876	Mid Point Listed; Max is \$6,730
Local Employer	Staff Accountant	No Unions	\$5,000	0%	\$0	\$0	\$0	\$0	\$5,000	\$0	\$650	\$0	\$0	\$0	\$0	\$0	\$383	0%	\$0	\$6,033	No spec available
Tahoe City Public Utility District	Accountant II	Not Represented	\$6,698	0%	\$0	\$47	\$0	\$0	\$6,745	\$1,430	inc	inc	inc	\$13	\$13	\$0	\$512	1.59%	\$106	\$8,606	
Tahoe-Truckee Sanitation Agency	Accountant III	No Unions	\$8,056	8%	\$644	\$0	\$0	\$0	\$8,700	\$83	\$2,312	\$195	\$33	\$38	\$0	\$0	\$117	0%	\$0	\$11,478	
Town of Truckee	Accountant II	Represented	\$6,419	0%	\$0	\$64	\$0	\$0	\$6,483	\$0	\$1,353	\$82	\$20	\$12	\$0	\$0	\$93	0%	\$0	\$8,042	Control Point Listed; Max is \$6,932
Truckee Donner Public Utility District	No Comparable Class																				Senior Accountant/Analyst is advanced journey level
Truckee Sanitary District	No Comparable Class																				
Labor Market Mean			\$6,102																	\$8,260	
% TTAD is Above or Below Labor Market Mean			Market Check																	Market Check	
Comparability			9																		

NOTES:

Data effective as of 9/2016

*Step 7 for staff positions and maximum of the range for management

Town of Truckee- ER contribution towards deferred compensation requires 9 years of service

Appendix C- Table 1 COLA Information			
Agency	Date of Next COLA	Amount of Next COLA	How COLA determined
Truckee-Tahoe Airport District	Considered Annually	NA	Last COLA was based on CPI
Aspen Airport			Don't offer COLAs
Big Bear Airport			Don't offer COLAs
Centennial Airport			Don't offer COLAs
Friedman Memorial Airport-Sun Valley			Did Not Respond
Monterey Peninsula Airport District	None Scheduled	NA	Negotiated for Represented Group Unrepresented- DNA
North Tahoe Public Utility District	7/2017	TBD (0% - 2%)	Beginning the first full pay period in July 2015, July 2016, and July 2017, there will be an annual salary increase of the base wage rates for the classifications set forth in the MOU between 0% - 2% as determined by a calculation of the average of the Western States CPI, All Urban Consumers for the year ending May data according to the following schedule- CPI Increase Over Prior Year/ Salary schedule Increase Due to CPI 0-2% = actual CPI between 0% and 2% Above 2% = 2% (Additional base wages are also increasing each year (3% in Year 1, 2.5% in Year 2 and 1.5% - 2.5% in Year 3) of contract to match an equal increase in the employee contribution to CalPERS – goal is to have employee's paying 100% of employee share by January 1, 2018. For those in General Unit- In recognition of a disparity in salary as compared to comparable jurisdictions, the District agrees to increase the salary range at 1% per year beginning the first full pay period in July 2015, July 2016, and July 2017 for the following classifications- Equipment Operator I/II, Maintenance Technician I/II, Fleet Coordinator/Equipment Mechanic and Contracts and Planning Coordinator).
Northstar Community	7/2017	TBD (1.5% - 4.5%)	The average of the two annual Department of Labor Urban Wage Earners and Clerical Workers Consumer Price Indices (US City

**Appendix C- Table 1
COLA Information**

Agency	Date of Next COLA	Amount of Next COLA	How COLA determined
Services District			Average and San Francisco-Oakland-San Jose) for April to April shall be calculated and paid as a variable Cost-of-Living-Adjustment (COLA) effective July 1 for each year. There is a minimum 1.5% increase and a maximum of 4.5%.
Northstar Ski Resort	Did Not Respond		
Reno-Tahoe Airport Authority	7/2017	TBD	Based on CPI- Western Rural (typically every July)- not really considered a COLA just an increase to the minimum and/or maximum range)
Squaw Valley Ski Corporation	Don't offer COLAs		
Tahoe City Public Utility District	1/2017	TBD- CPI based	<p>Various increases and/or other changes occur effective January 1, 2015, January 1, 2016, January 1, 2017, January 1, 2018 and January 1, 2019 as follows: 1. Effective each January the following events relative to payment of salary will occur:</p> <p>A Cost of Living Adjustment (COLA) will be applied to base wage and salary range using the average of the two following Consumer Price Indices (CPI): CPI for Urban Wage Earners and Clerical Workers (CPI-W) for San Francisco-Oakland-San Jose, CA and CPI-W for U.S. City Average All Items. Averages will be based on August to August percent change.</p> <p>For 2015 a 3% COLA will be applied to base salary and salary ranges. For 2016, a 1.1% COLA was applied.</p> <p>If the COLA is less than 0.00%, no change will be applied.</p> <p>Employees with a less than satisfactory performance appraisal at last review and who are on month-to-month performance review status will not receive the COLA increase until the review results in a satisfactory rating. At that time, he/she will receive the increase retroactively.</p>
Tahoe-Truckee Sanitation Agency	7/2017	TBD	Based on the California Index
Town of Truckee	7/2017	CPI (1% - 2.5%)	General- beginning in the first full pay period of July 2015 for Fiscal Year 2015/2016 and during each successive July during the term of this agreement, (expires 6/2018), a COLA equivalent to the percent increase in the CPI for the period February of the prior year

**Appendix C- Table 1
COLA Information**

Agency	Date of Next COLA	Amount of Next COLA	How COLA determined
			<p>through February of the current year, as published by the Bureau of Labor Statistics (San Francisco-Oakland-San Jose, CA. all urban consumers Bi-Monthly report) not to be less than 1% or more than 2.5%, shall be applied to employee wages as of June 30th as well as the pay ranges. If the CPI index described exceeds 4% for any fiscal year, the Town and the membership will meet to determine if any adjustment can be made to the COLA for the following fiscal year.</p> <p>Mid-Management- beginning in the first full pay period of July 2015 for Fiscal Year 2015/2016 and during each successive July during the term of this agreement, (expires 6/2018), a COLA equivalent to the percent increase in the CPI for the period February of the prior year through February of the current year, as published by the Bureau of Labor Statistics (San Francisco-Oakland-San Jose, CA. all urban consumers Bi-Monthly report) not to be less than 1% or more than 2.5%, shall be applied to employee wages as of June 30th as well as the pay ranges.</p>
Truckee Donner Public Utility District	1/2017- Represented 1/2017- Unrepresented	3%- Represented TBD- CPI-Unrepresented	<p align="center">Represented Employees Amounts negotiated</p> <p align="center">Management Employees The management group will receive wage increases based on October CPI-W for January 2017, 2018, 2019. There is a floor of 0%.</p>
Truckee Sanitary District	6/2017	TBD	<p>The Truckee Sanitary District Board of Directors looks at a COLA every year as part of the budget process. They are not tied to any specific CPI. The decision is made by motion order by our board based on a review of CPI information as well as COLA information gathered from other agencies.</p>

Appendix C - Table 2
Retirement Practices
(PERS Agencies-New Classic Members)

Survey Agency	Retirement Plan	Retirement Benefit (for Defined Benefit Plans)	Retirement Formula	Employer's PERS Rate (15/16)
Truckee-Tahoe Airport District	CalPERS	2% @ 60	H3Y	7.159%
Aspen Airport	NA-Defined Contribution Plan (ER contributes 13% towards 401a)			
Big Bear Airport	CalPERS	2% @ 55	SHY	11.448%
Centennial Airport	NA- Defined Contribution Plan (ER contributes up to 7% match)			
Friedman Memorial Airport-Sun Valley	Did Not Respond			
Monterey Peninsula Airport District	CalPERS	2% @ 55	H3Y	8.880%
North Tahoe Public Utility District	CalPERS	2% @ 55	H3Y	8.377%
Northstar Community Services District	CalPERS	2.7% @ 55	SHY	12.777%
Northstar Ski Resort	Did Not Respond			
Reno-Tahoe Airport Authority	Nevada PERS	2.25% for each year Age of retirement is based on years of service 5 Years = 65 10 Years = 62 30 Years = 55 33 1/3 Years = Any Age	H3Y	14%
Squaw Valley Ski Corporation	NA- No Employer contribution toward defined contribution plan.			
Tahoe City Public Utility District	CalPERS	2.7% @ 55	SHY	11.634%
Tahoe-Truckee Sanitation Agency	CalPERS	2.7% @ 55	H3Y	12.252%
Town of Truckee	CalPERS	2.5% @ 55	H3Y	10.236%
Truckee Donner Public Utility District	CalPERS	2.7% @ 55	H3Y	11.008%
Truckee Sanitary District	CalPERS	2.7% @ 55	H3Y	11.008%

Appendix C - Table 3 Vehicle Allowance	
Agency	Vehicle Allowance-Monthly Amount
Truckee-Tahoe Airport District	General Manager - \$500
Aspen Airport	None
Big Bear Airport	None
Centennial Airport	None
Friedman Memorial Airport-Sun Valley	Did Not Respond
Monterey Peninsula Airport District	Executive Director/General Manager- \$650 Deputy General Manager- \$350
North Tahoe Public Utility District	General Manager-\$500 Chief Financial Officer - \$400 Management/Mid Management/Confidential- \$400 or can use company vehicle
Northstar Community Services District	General Manager- \$700
Northstar Ski Resort	Did Not Respond
Reno-Tahoe Airport Authority	Chief Executive Officer- \$600 Chief Operating Officer and various Vice Presidents- \$400
Squaw Valley Ski Corporation	Certain positions- Amount- DNA
Tahoe City Public Utility District	General Manager- \$502
Tahoe-Truckee Sanitation Agency	General Manager- \$500
Town of Truckee	Town Manager- \$827 City Clerk- \$267
Truckee Donner Public Utility District	None
Truckee Sanitary District	General Manager- \$600 Other classes may be provided a vehicle

Appendix C – Table 4 Education/Certification and Education Reimbursement		
Agency	Education/Certification Pay (for degrees/certifications beyond what is required)	Education Reimbursement- Annual
Truckee-Tahoe Airport District	<i>Only in limited situations</i>	<i>\$3,000/year</i>
Aspen Airport	None	\$5,250/year
Big Bear Airport	None	Approximately \$800/year (\$4,000/year is total budget for all 5 employees)
Centennial Airport	None	\$1,200/year
Friedman Memorial Airport-Sun Valley	Did Not Respond	
Monterey Peninsula Airport District	None	\$5,250/year
North Tahoe Public Utility District	<p>General Unit Max is 10%</p> <p>(certain classes are eligible for the following)</p> <p>1%- Notary License</p> <p>1.5 %- Completion of 3- unit course</p> <p>1.5% for each- Course in Accounting, Contracts, Economics, Ethics, Finance, Law, Personnel, Purchasing and Transportation</p> <p>2%- Forklift Operators License</p> <p>\$100/biweekly- PE (Engineer series- if not required</p> <p>2.5%- Class B</p> <p>5%- Class A</p> <p>1%- Specialized Welding</p> <p>1.5%- Basic Welding</p> <p>1.5%- Sprinkler/Irrigation Certificate</p> <p>2%0 Certified Pesticide Applicator</p> <p>1%- ASE certification</p> <p>Agency also has incentive pay for other classes (not Airport related)- Water Treatment, Collection System Maintenance,</p>	No set max- must be approved by General Manager.

Appendix C – Table 4 Education/Certification and Education Reimbursement		
Agency	Education/Certification Pay (for degrees/certifications beyond what is required)	Education Reimbursement- Annual
	Mechanical Technologist, Backflow Prevention Assembly Testing, Cross Connection Control Specialist, ICBO, Playground Inspection, Arborist, Plant Maintenance, Electrical/Instrumentation, Water Distribution, Meeting Planning, Wedding Consultant, AutoCAD, GIS and ERSI related certificates – varies by class and level- up to a max of 10% Management, Mid Management, Confidential- None	
Northstar Community Services District	None	No set max- must be approved by General Manager.
Northstar Ski Resort	Did Not Respond	
Reno-Tahoe Airport Authority	None	\$1,500/year
Squaw Valley Ski Corporation	None	None
Tahoe City Public Utility District	None	No set max- must be approved by General Manager.
Tahoe-Truckee Sanitation Agency	Only for Water Related certifications and it is a 1x payment.	\$400/year
Town of Truckee	None	General- \$0 Mid Management- \$2,500/year Dept. Heads- could be negotiated with contract- none have it at this time.
Truckee Donner Public Utility District	Only for Water Related certifications.	No set max- must be approved by General Manager.
Truckee Sanitary District	1x payments Commercial Driver's License \$200 Professional Certification- \$300 AA-\$500 BA- \$750 Graduate Degree- \$1,000	No set max- must be approved by General Manager

Appendix C – Table 5 Retiree Health Benefits					
Agency	Retiree Health Savings Account	Retiree	Retiree + 1	Retiree + 2	Vesting
Truckee-Tahoe Airport District	\$0	\$0	\$0	\$0	NA
Aspen Airport	\$0	\$0	\$0	\$0	NA
Big Bear Airport	\$0	\$338	\$676	\$832	5 years
Centennial Airport	\$0	\$0	\$0	\$0	NA
Friedman Memorial Airport-Sun Valley	Did Not Respond				
Monterey Peninsula Airport District	\$0	PEMHCA Minimum	No Additional Contribution	No Additional Contribution	10 years with District, 5 years with PERS
North Tahoe Public Utility District	\$0	\$0	\$0	\$0	NA
Northstar Community Services District	\$0	PEMHCA Minimum	No Additional Contribution	No Additional Contribution	10 years with District, 5 years with PERS
Northstar Ski Resort	Did Not Respond				
Reno-Tahoe Airport Authority	\$0	\$0	\$0	\$0	NA
Squaw Valley Ski Corporation	\$0	\$0	\$0	\$0	NA
Tahoe City Public Utility District	\$0	PEMHCA Minimum	No Additional Contribution	No Additional Contribution	10 years with District, 5 years with PERS
Tahoe-Truckee Sanitation Agency	\$0	\$889	\$1772	\$1796	5 years

**Appendix C – Table 5
Retiree Health Benefits**

Agency	Retiree Health Savings Account	Retiree	Retiree + 1	Retiree + 2	Vesting
Town of Truckee	1%- Dept. Heads \$0- all others	PEMHCA Minimum	No Additional Contribution	No Additional Contribution	10 years with District, 5 years with PERS
Truckee Donner Public Utility District	\$0	10 years= 50%, plus 5% increase for each year to a max of 100% with 20 years with a cap of Individual only- \$475 Spouse only- \$475 Child(ren) only- \$475 Medicare Rate- \$375	10 years= 50%, plus 5% increase for each year to a max of 100% with 20 years with a cap of Spouse & child(ren) - \$725 Medicare Rate- \$375	10 years= 50%, plus 5% increase for each year to a max of 100% with 20 years with a cap of Spouse & child(ren) - \$725 Medicare Rate- \$375	10 years
Truckee Sanitary District	\$0	10 years= 50%, plus 5% increase for each year, to a max of 100% with 20 years	10 years= 50%, plus 5% increase for each year, to a max of 100% with 20 years	10 years= 50%, plus 5% increase for each year, to a max of 100% with 20 years	10 years

**Appendix C - Table 6
Pay Plan Information**

Agency	% Spread of Ranges	COLA Increases- does just the range move, just the employee, or both?	Merit Increases- how does employee move through range?
Truckee-Tahoe Airport District	30% mgmt 15% (Step 1 to 7 plus 13.6% from 7 to max) staff	Both the range and the incumbent's salary increase.	Performance Based On average, 1% - 3% based on merit. Additionally, for those on a step system, there is an additional step for performance.
Aspen Airport	45%	Does not offer COLAs	Performance Based Minimum, mid-point and max salary. Agency is in process of conducting class/pay plan so policies may change. In January, a 2% increase was provided. In July employees were eligible to receive a 1x bonus of up to 2% (based on performance). Every January performance reviews are conducted and employees move up in range based on performance. There are no step increases for airport staff. In January of 2017, they are targeting for a 5% increase based on performance. If structure were to be increased, only structure would move, not the employee.
Big Bear Airport	54% for GM 28% - 38% for staff (not consistent)	Does not offer COLAs	Performance Based Have a minimum and maximum range. Employees move up in range based on performance evaluation (up to 8%) no steps.
Centennial Airport	80% for management 70% for staff	Does not offer COLAs	Performance Based Agency has a minimum, mid-point and maximum range. No steps. Performance reviews are usually conducted in the month of November each year with recommended payroll increases effective with the 1st payroll in the upcoming new year. Annual bonus awards <i>may</i> be provided in December or special bonus awards whenever recommended. Every 5 years' agency conducts a full scale compensation survey and makes appropriate changes, if indicated to the salary ranges. We spot check on selected positions every 2 to 3 years.
Friedman Memorial Airport-Sun Valley	Did Not Respond		

**Appendix C - Table 6
Pay Plan Information**

Agency	% Spread of Ranges	COLA Increases- does just the range move, just the employee, or both?	Merit Increases- how does employee move through range?
Monterey Peninsula Airport District	12.5% GM 32% Mgmt 38% - 71% staff	Just the range moves.	<p align="center">Performance Based</p> <p>We will endeavor to conduct an appraisal of your performance on or about the completion of your introductory period (1 year) and written appraisals annually on your anniversary hire date.</p> <p>Performance appraisals may also be conducted at other times during your employment at MPAD. Generally, step increases within each job classification are based on satisfactory annual anniversary performance appraisals.</p>
North Tahoe Public Utility District	21.5% all	Just the range moves.	<p align="center">Performance Based</p> <p align="center">Agency has 5 step salary schedule.</p> <p>During the 11th month of initial service, a performance review will be completed by the supervisor. Salary increases shall be considered after the probationary period. Increases after the initial 12 months of service shall be granted as applicable, based on the employee performance. Reason for denial of a salary increase will be presented to the employee. Additional salary increases may be considered each 12 months thereafter. The manager shall administer the Districts salary plan based on employee performance and the recommendation of the employee's supervisor. Employees shall be eligible for a one step (5%) merit increase annually until such time as employee reaches the top step. To be eligible for a step increase, an employee's evaluations must be an overall average of "Meets Standards", "Superior" or "Outstanding."</p> <p>Management/Confidential Group- Also have earnable performance pay. Employees who have reached step 5 of their salary schedule are eligible to review 1%-3% earnable performance pay on an annual basis (Construction Administrator, Executive Assistant/Board Secretary, HR Manager, Technology and Public Information Administrator and Utility Operations Supervisor)</p> <p>Department Heads are eligible for an annual pay adjustment up to</p>

**Appendix C - Table 6
Pay Plan Information**

Agency	% Spread of Ranges	COLA Increases- does just the range move, just the employee, or both?	Merit Increases- how does employee move through range?
			3% after reaching step 5 based upon employee performance as determine by the General Manager/CEO as outlined in employment contracts.
Northstar Community Services District	30% - 33% Mgmt 37% - 43% staff	Both the range and the employee receives the COLA.	<p align="center">Performance Based</p> <p>Represented- Have a 5 step salary schedule. Step Advancement within Range - Performance Evaluation Requirements - The Department Manager shall authorize a step advancement within the salary range after evaluating the employee's performance and determining that it is satisfactory. The review shall take place on the employee's anniversary date. Should no performance review take place, the step increase will be given automatically, up to the five (5) step range. This determination shall be noted on a performance evaluation form to be placed in the employee's file, with a copy given to the employee. An employee whose salary step is adjusted to a higher step for reasons other than regular advancement shall have a new advancement date effective one (1) year from the date of said adjustment.</p> <p>Unrepresented-each year the employee is evaluated on their anniversary date and may or may not receive increase. No automatic increases.</p>
Northstar Ski Resort	Did Not Respond		
Reno-Tahoe Airport Authority	51% - 56% Mgmt 50% staff	Does not offer COLAs	<p align="center">Performance Based</p> <p>Teamsters- Merit increases only provided on anniversary date. Employee is eligible for a 2%, 3%, or 4% based on performance rating. For employees hired before 7/1/16, the % will be going up to 2.5%, 3.5%, 4.5% for FY 17-18 and then up to 3%, 4%, 5% for FY 18-19. Once an employee is at the max, they are eligible for a lump sum over max payment (% x 2080)</p> <p>Management/Unrepresented- Merit increases on July 1st for all.</p>

**Appendix C - Table 6
Pay Plan Information**

Agency	% Spread of Ranges	COLA Increases- does just the range move, just the employee, or both?	Merit Increases- how does employee move through range?
			3%, 4% or 5% based on performance. Once hit max, eligible for lump sum over max payment.
Squaw Valley Ski Corporation	DNA	Does not offer COLAs	Performance Based Typically offer merit increases between 3% - 5% for year-round staff based on performance.
Tahoe City Public Utility District	30% All	<p>Both the range and the employee receives the COLA (unless on performance plan).</p> <p>Represented Group- Various increases and/or other changes occur effective 1/1/2015, 1/1/2016, 1/1/2017, 1/2018, and 1/1/2019 as follows: Effective each January the following events relative to payment of salary will occur. a. A Cost of Living Adjustment (COLA) will be applied to base wage and salary range based on CPI. For 2015 a 3% COLA will be applied to base salary and salary ranges. If the COLA is less than 0.00%, no change will be applied. Employees with a less than satisfactory performance appraisal at last review and who are on month-to-month performance review status will not receive the COLA increase until the review results in a satisfactory rating. At that time, he/she will receive the increase retroactively.</p>	<p>Performance Based</p> <p>Represented Group- Employees shall be formally evaluated annually in January of each year for his/her performance during the preceding year for employees hired before January 1, 2002, and on the anniversary date of satisfactory completion of probation for employees hired after January 1, 2002 and promoted employees. If there is room to move within his/her designated salary range, a merit increase of 1% - 5% will be applied to the employee's base salary. The merit increase percentage will be equal to the numerical score from the performance appraisal subject to the discretion of the supervisor with concurrence of the Department Manager and General Manager. All performance based merit increases will be effective on January 1st for performance in the prior year or on the employee's anniversary date, as applicable. Employees having more than one- year experience with the District and who have at least an annual performance evaluation in which the overall rating was "Achieves" or higher shall be eligible for a non-competitive promotion to the next position if such position exists. The employee must meet all the education, certification and licensing requirements for the position, and have demonstrated the ability to perform the full scope of duties required. All promotions to the next position will be in accordance with the Personnel Policy Manual and based on a business need for the position.</p>

**Appendix C - Table 6
Pay Plan Information**

Agency	% Spread of Ranges	COLA Increases- does just the range move, just the employee, or both?	Merit Increases- how does employee move through range?
Tahoe-Truckee Sanitation Agency	21.6% for select classes on 5 step range 16% for all other classes	Just the range moves.	Increases are automatic An employee starts of on Step 1 as soon as they start the position. Only on Step 1 do they get a review after six months and move up to Step 2. Every step from 2 through 7, the employee moves up one step until they max out. Step increases are automatic. They occur every year for steps 2-7. Employees who are maxed out in their current job classification will still receive an annual performance review every year in September.
Town of Truckee	25% (min to mid) + 8% all	Both the range and the employee receives the COLA. Cost of Living Increases- a COLA equivalent to the % increase in the CPI shall be applied to the employee wages as well as the pay ranges.	Performance Based The compensation plan has open pay ranges. Employees will be eligible for pay increases based on performance each fiscal year. The merit based increase will be determine based on the Towns general fund revenue (See Attachment B/C of MOU) Revenue Increase, Pay for Performance Pool and the performance rating (0% - 6%- based upon a number of factors). The merit based pay changes will be awarded on July 1. Incentive Pay- each employee who has reached the top of their pay classification will continue to be evaluated under the Towns pay for performance system. However, the employee's performance based pay will be in the form of a lump sum payment and not added to the base pay. If an employee is not capped out and the increase caps out their salary, any remaining increase will be paid in a lump sum with the total salary and lump sum payment to exceed the total calculated increase. A max incentive pay amount of \$4,000 per year for General and \$5,000 per year for Management is allowed.
Truckee Donner Public Utility District	21.5% all	Just the range moves.	Increases are automatic They do not have any documented policies. The practice is that new employees are hired at Step 1. After a successful 6-month probation completion, the employee receives another step increase. Then, the employee receives a step increase annually on that date. If the employee negotiates starting at over step 1, then the step increases occur on the employee hire anniversary.

**Appendix C - Table 6
Pay Plan Information**

Agency	% Spread of Ranges	COLA Increases- does just the range move, just the employee, or both?	Merit Increases- how does employee move through range?
			The 6-month increase is automatic. We do not have performance based increases.
Truckee Sanitary District	19% all	Just the range moves.	<p align="center">Performance Based</p> <p>An employee typically goes up 1 step after their 6- month introductory period. After that all employees typically gets merit increases annually, each April, until they are maxed out. It's pretty much a given that an employee will receive a merit increase, unless the employee has had performance issues.</p>

**Appendix C – Table 7
Paid Leave- Management**

Agency	Annual Vacation Leave					Vacation Max Accrual	Sick Leave Days per year	Sick Leave Max Accrual	Holidays Fixed + Floating Days (hours)	Management Leave Hours per year
	Year 1	Year 5	Year 10	Year 15	Year 20					
Truckee-Tahoe Airport District	160	200	216	240	240	360	12	Unl	11 + 0 = 11	0 (Exempt have higher vacation accruals than Non Exempt)
Aspen Airport	177	224	224	224	224	Unl	12	Unl	Included in vacation	0
Big Bear Airport	80	120	160	160	160	300	12	Unl	10 + 2 = 12 (Other Mngt) 10 + 5 = 15 (GM)	0
Centennial Airport ¹	96	96	120	144	144	160	12	480 hours	10 + 2 = 12	0
Friedman Memorial Airport-Sun Valley	Did Not Respond									
Monterey Peninsula Airport District	80	120	160	160	160	240	10- (0-5 yrs) 15- (5-10 yrs) 20- (10+ years)	Unl	11 + 0 = 11	40-Exempt only
North Tahoe Public Utility District ²	88	120	144	176	200	3x	12	960 hours	12 + 0 = 12	40
Northstar Community Services ³	120	120	160	200	200	2x	12	Unl	12 + 0 = 12	0

¹ General Manager receives 136 hours at each year

² Chief Financial Officer receives 200 hours at each year; General Manager receives 160 hours at each year

³ General Manager receives 200 hours at each year.

Appendix C – Table 7 Paid Leave- Management										
Agency	Annual Vacation Leave					Vacation Max Accrual	Sick Leave Days per year	Sick Leave Max Accrual	Holidays Fixed + Floating Days (hours)	Management Leave Hours per year
	Year 1	Year 5	Year 10	Year 15	Year 20					
District										
Northstar Ski Resort	Did Not Respond									
Reno-Tahoe Airport Authority	130	156	182	182	208	2x	15	Unl	12 + 1 = 13	0
Squaw Valley Ski Corporation	88	124	160	160	160	1.5x	6	6 days	Included in vacation	0
Tahoe City Public Utility District	120	120	176	216	224	380	8- (0-5 yrs) 6- (6+ yrs)	Unl	11 + 1 = 12	40
Tahoe-Truckee Sanitation Agency	240	240	240	240	240	240	12	Unl	9 + 2 = 11	0 (can request 8 hours per year)
Town of Truckee ⁴	80- MM	120- MM	120- MM	160- MM	160- MM	240-MM	12	1,000 hours	12 + 1 = 13	80-Exempt Only
Truckee Donner Public Utility District	80	80	120	160	160	360	12	Unl	10 + 1 = 11	64 hours
Truckee Sanitary District	240	240	240	240	240	240	12	2,000 hours	10 + 1 = 11	0
	Some or All Classes in this Category are Represented									

⁴ Mid Management accruals listed; Dept. Heads and Town Manager vary by contract- 120-200 hours at each interval and max accrual vary from 240 – 320.

Appendix C – Table 8 Paid Leave- Miscellaneous										
Agency	Annual Vacation Leave					Vacation Max Accrual	Sick Leave Days per year	Sick Leave Max Accrual	Holidays Fixed + Floating	Management Leave Hours per year
	Year 1	Year 5	Year 10	Year 15	Year 20					
Truckee-Tahoe Airport District	80	120	136	160	160	240	12	Unl	11 + 0 = 11	0
Aspen Airport	177	224	224	224	224	Unl	12	Unl	Included in vacation	0
Big Bear Airport	80	120	160	160	160	300	12	Unl	10 + 2 = 12	0
Centennial Airport	96	96	120	144	144	160	12	480 hours	10 + 2 = 12	0
Friedman Memorial Airport-Sun Valley	Did Not Respond									
Monterey Peninsula Airport District	80	120	160	160	160	240	10- (0-5 yrs) 15- (5-10 yrs) 20- (10+ years)	Unl	11 + 0 = 11	0
North Tahoe Public Utility District	80	88	128	160	184	2x	12	960 hours	12 + 0 = 12	0
Northstar Community Services District	80	120	160	200	200	2x	12	Unl	12 + 0 = 12	0
Northstar Ski Resort	Did Not Respond									

Appendix C – Table 8 Paid Leave- Miscellaneous										
Agency	Annual Vacation Leave					Vacation Max Accrual	Sick Leave Days per year	Sick Leave Max Accrual	Holidays Fixed + Floating	Management Leave Hours per year
	Year 1	Year 5	Year 10	Year 15	Year 20					
Reno-Tahoe Airport Authority	117	143	169	195	208	2x	13	880 hours	12 + 1 = 13	0
Squaw Valley Ski Corporation	88	124	160	160	160	1.5x	6	6 days	Included in vacation	0
Tahoe City Public Utility District	120	120	176	216	224	320	8- (0-5 yrs) 6- (6+ yrs)	Unl	11 + 1 = 12	0
Tahoe-Truckee Sanitation Agency	96	96	120	160	184	240	12	Unl	9 + 2 = 11	0
Town of Truckee	80	120	120	160	160	240	12	1,000 hours	12 + 1 = 13	0
Truckee Donner Public Utility District	80	80	120	160	168	360	12	Unl	10 + 1 = 11	0
Truckee Sanitary District	96	96	120	160	160	240	12	2,000 hours	10 + 1 = 11	0
	Some or All Classes in this Category are Represented									

Salary Recommendations

Classification	Current Step 7/Market (Non- Mgmt)	Current Maximum (All Staff)	Labor Market Mean Maximum Base Salary (Annual)	Recommended Minimum (Annual)	Recommended Control Point/Market (Non- Mgmt)	Recommended Maximum (All Staff)
General Manager	NA	\$154,421	\$196,188	\$127,608	NA	\$188,090
Director of Airport Operations and Maintenance	NA	\$115,768	\$120,552	\$98,160	NA	\$127,608
Director of Aviation and Community Services	NA	\$112,123	\$120,276	\$95,622	NA	\$124,308
Director of Finance and Administration	NA	\$112,123	\$126,444	\$95,622	NA	\$124,308
Operations and Maintenance Supervisor	\$76,040	\$86,385	\$84,624	\$71,251	\$89,064	\$97,970
Aviation and Community Services Manager - Noise/Annoyance	\$76,040	\$86,385	Insuff Data	\$67,860	\$84,826	\$93,308
Aviation and Community Services Manager - Public Relations	\$76,040	\$86,385	\$76,812	\$67,860	\$84,826	\$93,308
Pilot and Passenger Outreach Coordinator	\$71,980	\$81,831	Insuff Data	\$61,554	\$76,943	\$84,637
Operations and Maintenance Technician III	\$59,809	\$67,609	\$70,536	\$58,819	\$73,524	\$80,876
Staff Accountant	New	New	\$73,224	\$58,819	\$73,524	\$80,876
Aviation and Community Services Program Coordinator - Environmental	\$63,868	\$72,639	\$68,868	\$55,958	\$69,948	\$76,943
Aviation and Community Services Program Coordinator - Safety	\$63,868	\$72,639	Insuff Data	\$55,958	\$69,948	\$76,943
District Clerk	\$55,750	\$63,024	\$72,408	\$53,472	\$66,840	\$73,524
Operations and Maintenance Technician II	\$51,695	\$60,030	\$64,224	\$53,472	\$66,840	\$73,524
Operations and Maintenance Technician I	\$43,581	\$49,264	---	\$48,611	\$60,764	\$66,840
Administrative Clerk	\$47,638	\$53,851	\$54,960	\$45,734	\$57,168	\$62,885

Proposed Salary Ranges

Classification	Recommended Minimum (Annual)	Recommended Control Point (Annual)	Recommended Maximum (Annual)
General Manager	\$127,608	NA	\$188,090
Director of Airport Operations and Maintenance	\$98,160	NA	\$127,608
Director of Aviation and Community Services	\$95,622	NA	\$124,308
Director of Finance and Administration	\$95,622	NA	\$124,308
Operations and Maintenance Supervisor	\$71,251	\$89,064	\$97,970
Aviation and Community Services Manager - Noise/Annoyance	\$67,860	\$84,826	\$93,308
Aviation and Community Services Manager - Public Relations	\$67,860	\$84,826	\$93,308
Pilot and Passenger Outreach Coordinator	\$61,554	\$76,943	\$84,637
Operations and Maintenance Technician III	\$58,819	\$73,524	\$80,876
Staff Accountant	\$58,819	\$73,524	\$80,876
Operations and Maintenance Technician II	\$53,472	\$66,840	\$73,524
Aviation and Community Services Program Coordinator - Environmental	\$55,958	\$69,948	\$76,943
Aviation and Community Services Program Coordinator - Safety	\$55,958	\$69,948	\$76,943
District Clerk	\$53,472	\$66,840	\$73,524
Operations and Maintenance Technician I	\$48,611	\$60,764	\$66,840
Administrative Clerk	\$45,734	\$57,168	\$62,885