



**Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, California 96161  
Ph. (530) 587-4119  
Fax (530) 587-2984**

**REQUEST FOR PROPOSALS FOR  
TOTAL COMPENSATION STUDY (Part A)**

The Truckee Tahoe Airport District (the District) is hereby requesting proposals from firms qualified to perform services related to a total compensation study. Firms are invited to submit a proposal outlining their experience and qualification in performing work directly related to the services required.

Proposers are invited to submit their proposals at their own risk. Materials submitted in response to this competitive procurement shall become the property of the District.

This Request for Proposals (RFP) will be available on the Truckee Tahoe Airport District's website, [www.truckeetahoeairport.com](http://www.truckeetahoeairport.com), on May 5, 2021 at 11:00 AM. The RFP includes details on the scope, schedule, submittal requirements, and selection process.

The submittal must be submitted to the following physical address and/or email address no later than 5:00 PM Monday, May 31, 2021.

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

[Lauren.Tapia@TruckeeTahoeAirport.com](mailto:Lauren.Tapia@TruckeeTahoeAirport.com)

Proposals should be clearly marked on the outside of the envelope or email subject line: "Total Compensation Study (Part A)"

Submittal of responses before Monday, May 31, 2021 at 5:00 PM is encouraged.

Questions pertaining to this RFP should be directed to Lauren Tapia, HR Manager at 530-587-4119 ext. 107 or [Lauren.Tapia@TruckeeTahoeAirport.com](mailto:Lauren.Tapia@TruckeeTahoeAirport.com)

Lauren Tapia, SHRM-CP  
Human Resources Manager/District Clerk  
Truckee Tahoe Airport District

## **Introduction**

The Truckee Tahoe Airport District (the District) was founded in 1958 under the State of California's Public Utility District Act. The District provides aviation services for the eastern portion of Placer and Nevada Counties in California.

The District is governed by a five-member Board of Directors, locally elected to four-year overlapping terms. The Board of Directors determines the policies and sets the agenda for the District. The Board hires a General Manager, who in turn hires and supervises the staff. The General Manager serves as the District's Chief Executive Officer and oversees the day to day operations of the District. Under the direction of General Manager, Mr. Kevin Smith, 25 full time employees and approximately 2-5 seasonal employees provide services for airport users and constituents. Employees serve in 3 departments:

- Operations and Maintenance
- Aviation and Community Services
- Finance and Administration

## **Current Compensation**

Currently the District maintains a salary classification system comprised of job titles with a minimum and maximum salary range per title. See attached Salary Range for Classified/Seasonal and Salary Range for Management/Supervisory. The District typically provides a Cost of Living Adjustment the first pay period of July each year based on CPI as well as Annual Performance Reviews with a possible salary increase up to 3%.

The District currently has no bargaining units.

## **The Project**

The District requires the following in order to meet its goal of attracting and retaining high quality personnel while maintaining relative internal equity and sound fiscal responsibility:

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

The District reserves the right (1) to reject any or all proposal not in compliance with public bidding procedures, (2) to postpone award of the contract for a period not to exceed sixty (60)

days from date of proposal opening, (3) to waive informalities in the proposals, (4) to select the proposal which appears to be in the best interest of the District, (5) conduct interviews with select proposers.

### **Scope of Services**

The scope of services shall include, but not be limited to, the following:

1. Develop a work plan which includes milestones and a timeline. The timeline should be driven by the District's need to complete the study by September 22, 2021. See Proposed Timeline.
2. Provide all project work, communication materials and related information to Human Resources to become District property.
3. Identify survey labor market comparable and benchmark classes.
  - a. Conduct a comprehensive total compensation/benefits survey utilizing comparable survey agencies as well as comparable local for-profit companies when able, using not only job titles, but also duties and responsibilities based upon the position descriptions. Complete internal salary relationship analysis, including the development of appropriate internal relationship guidelines: Complete position evaluations.
  - b. Make pay structure recommendations to ensure equity between jobs and between departments.
  - c. Review merit performance review system and make recommendations to address 'top out' issues.
4. Develop externally competitive and internally equitable wage scale recommendations for each job included within the study.
5. Meet with the Steering Committee to explain, identify and reach consensus on:
  - a. A list of comparators to be used in the study (counties, cities, special districts, private companies, state, regional, etc.).
  - b. Total compensation components of the survey.
  - c. The survey instrument.
6. Prepare a recommended compensation plan and salary range assignment for each position that reflects the results of the market survey and the analysis of the internal relationships using a consistent approach.
7. Present results of survey to the Steering Committee.
8. Assist in the development of a strategy for implementing compensation recommendations.
9. Present the findings/recommendations and final report of the Compensation Study to District Board of Directors for their approval. Report will describe, but not be limited to, the process used (methodology), position allocations, survey results (data collected), recommended changes to the current pay schedules, labor market and market position, estimated costs to implement the new systems, implementation options and procedures, and any recommendations for continuous maintenance and administration of the plans.

The consultant or the District may propose additional tasks as deemed necessary to complete the assignment. Any additional work shall be compensated as agreed upon in the consultant's contract with the District.

#### **Proposed Timeline**

May 5, 2021	Advertisement and Release of Proposals
May 31, 2021	Deadline for Submission of Proposals
June 7-10, 2021	Interviews (if necessary)
June 23, 2021	Award of Contract
June 23, 2021	Commencement of Services
September 22, 2021	Targeted Completion Date for the Study

*Note: The District reserves the right to modify this schedule at the District's discretion. Proper notification of changes will be made to all interested parties.*

## Submission Requirements

Submit seven (7) complete copies of your response to the RFP. Proposals and acknowledgement of any addendums must be signed and submitted with the proposal. Proposals must be submitted in a sealed envelope and designated with proposal title. The name and address of the proposer should appear on the outside of the envelope. The submittal must be presented at the following physical address or email address no later than **5:00 PM Monday, May 31, 2021**.

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

[Lauren.Tapia@TruckeeTahoeAirport.com](mailto:Lauren.Tapia@TruckeeTahoeAirport.com)

It is the Proposer's responsibility to ensure that proposals are received prior to the stated closing time. The District shall not be responsible for the proper identification and handling of any proposals submitted incorrectly. Late proposals, late modification or late withdrawals may not be considered accepted after the stated bid opening date and time and may be returned unopened.

The submission and signing of a proposal shall indicate the intention of the consultant to adhere to the provisions described in this RFP.

A signature page must be submitted with the proposal. The submission and signing of a proposal shall indicate the intention of the firm to adhere to the provisions described in the RFP.

The RFP does not commit the District to paying any costs incurred by Proposer in the submission or presentation of a proposal, or in making the necessary studies for the preparation thereof.

All questions regarding this project proposal shall be submitted to Lauren Tapia, Human Resources Manager, at [Lauren.Tapia@truckeetahoeairport.com](mailto:Lauren.Tapia@truckeetahoeairport.com) or by phone at (530) 587-4119 x107. If necessary, interpretations or clarifications in response to such questions will be made by issuance of any "Addendum" within a reasonable time prior to proposal closing. The District may, at its discretion, extend the closing date.

Any Addendum issued, as a result of any change in the RFP, must be acknowledged on the Signature Page with proposal.

Only questions answered by formal written addenda will be binding. Oral and other interpretations of clarifications will be without legal effect.

Upon award of the proposal, consultant shall complete a W-9 form for the District.

Each proposal shall be irrevocable for a period of sixty (60) days from the Proposal Opening Date.

A copy of the standard Professional Services Agreement, which the District expects the successful firm or individual to execute, is included as **Attachment "A"**. The contract will incorporate the terms and conditions from this RFP document and the submitted proposal. **Consultants taking exception to any of the Professional Services Agreement terms shall submit a request for change WITH THEIR PROPOSAL or the exceptions will be deemed waived.** The District's Legal Counsel will review all requests for changes and may or may not accept the requested exceptions.

All proposal material submitted by proposer shall become the property of the District and a public record, subject to public disclosure as provided under California's Public Records Law. During the evaluation and selection process, District shall treat proposal materials as exempt from public inspection. After the selection process is completed and notice of intent to award a contract has been issued, District shall treat proposal materials as open to public inspection, unless exempt from public inspection by provision of applicable state or federal law.

If it is necessary to submit trade secrets or other confidential information in order to comply with the terms and conditions of the RFP, submit the trade secret or other confidential information in a separate, sealed envelope marked "Trade Secret and or Confidential Information – Do not disclose except for the purpose of evaluating this proposal."

In submitting a proposal, each proposer agrees that the District (a) reveal any trade secret or other confidential materials contained in the proposal to District staff and to any outside consultant or third party who is hired by the District and (b) post the proposal on the District's Intranet. Furthermore, each proposer agrees to indemnify and hold harmless the District and each of its officers, employees, and agents from all costs, damages, and expenses designated as a trade secret and or as confidential information. Any proposer that designates its entire proposal as a trade secret may be disqualified.

The Consultant agrees that, in performing the work called for by this proposal, Consultant shall comply with all Federal, State and local civil rights and rehabilitation laws prohibiting discrimination because of race, sex, national origin, religion, age or disability.

## **PROPOSAL CONTENT AND FORMAT**

### **1. Format**

To provide a degree of consistency in review of the written proposals, firms are requested to prepare their proposal in the standard format specified below.

- a. Title Page  
Proposer should identify the RFP subject, name and title of contact person, address, telephone number, fax number, email address and date of submission.
- b. Transmittal Letter  
The transmittal letter should be not more than two (2) pages long and should include as a minimum the following:
  - i. A brief statement of the Proposer's understanding of the project and services to be performed.
  - ii. A positive commitment to perform the services within the time period specified, starting and completing the project within the deadlines stated in the RFP, the names of persons authorized to represent the Proposer, their title, address and telephone number (if different from the individual who signs the transmittal letter).
- c. Table of Contents  
The table of contents should include a clear and complete identification by section and page number of the materials submitted.
- d. Experience  
Provide a description of the firm's experience in performing similar studies that address the key elements of the proposed scope of work. Proposer must have five+ years' experience in compensation administration or consulting.
- e. References  
Provide a list of up to five references that may be contacted about the firm's qualifications and the experience. Include the contact name(s), address, and telephone number for each reference.
- f. Cost Proposal  
Sealed fee proposal shall include the total hours and dollar amounts, including out-of-pocket costs for the total project.

## 2. Proposer Qualifications

Interested firms should submit statement of qualifications including the following:

- a. Background of the firm. This should include a brief history of the firm and types of services the firm is qualified to perform.
- b. Qualifications of the firm in performing this type of work. This should include examples of related experience and references for similar studies and projects.
- c. Project team and their individual qualifications. Identify individuals and sub consultants who will complete this work, their experience and their individual qualifications. Pertinent resume of assigned personnel should be included.
- d. Description of project approach, proposed work elements, deliverables for all phases. Consultant shall also provide a fee estimate by work task.

3. Approach to the Project
  - a. Submit a work plan to accomplish the scope of work defined in the section entitled "Scope of Services" in this RFP. The work plan should include time estimates (in hours) for each significant segment of the project and the staff level to be assigned. Where possible, individual staff members should be named and their titles provided. The planned use of specialists (if any) should be described.
  - b. Indicate the extent to which District personnel would be expected to contribute to the project work effort.
4. Time Requirements
 

Demonstrate a practical approach to meeting the District's specific deadlines by providing detailed information as to how the firm proposes to meet the targeted completion date of September 22, 2021.
5. Disputes
 

Should any doubt or difference of opinion arise between the District and the Proposer as to the items to be furnished hereunder or the interpretation of the provisions of this RFP, the decision of the District shall be final and binding upon all parties.
6. Signature Page

### **PROPOSAL EVALUATION PROCEDURES**

1. Selection and Evaluation Process: A Steering Committee assembled by the District will review the submitted proposals. Committee members will evaluate proposals to determine which firm best meets the needs of the District. The proposals will be evaluated on both their technical and fee aspects.

Proposals will be evaluated in accordance with the following:

**Weighting Factor**

a. Pertinent experience and past performance of firm	30%
b. Articulated understanding of the project and project approach	30%
c. Quality of experience of the key personnel	25%
d. Overall quality of the proposal/references	<u>15%</u>
<b>Total:</b>	<b>100%</b>

Each of the scoring areas has a possible minimum to maximum score of one (1) to four (4) points.



2. Interview: At the District's option, the top two or three firms may be required to make a presentation of their proposal. This will provide an opportunity to clarify or elaborate on the proposal, but will not, in any way, provide an opportunity to change any fee amount originally proposed. The Human Resources Manager will schedule the time and location of these presentations (if necessary) and notify the selected firms.
3. Investigation of References: The District reserves the right to investigate references and the past performance of any proposer with respect to its successful performance of similar projects, compliance with specifications and contractual obligations, its completion or delivery of a project on schedule and its lawful payment of employees and workers.
4. Clarification of Proposals: The District reserves the right to obtain clarification of any point in a firm's proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure of a Proposer to respond to such a request for additional information or clarification could result in rejection of the firm's proposal.
5. Reservation in Evaluation: The Steering Committee reserves the right to either: (a) select a firm directly from the written proposals to best meet the overall needs of the District or (b) request "Best and Final Offers" from the two finalist firms and award to the lowest priced.
6. Intent of Award: Upon review of the proposals submitted, the District will negotiate a scope of work and Professional Services Agreement with one firm.
7. Award Recommendation: The District's recommendation shall be contained in the District's Board Agenda. Agenda for Board meetings are posted on the District website at [www.truckeeatahoeairport.com](http://www.truckeeatahoeairport.com)
8. Proposal Rejection  
The District reserves the right:
  - a. To reject any or all proposals not in compliance with all public procedures and requirements;
  - b. to reject any proposal not meeting the specifications set forth herein;
  - c. to waive any or all irregularities in proposals submitted;
  - d. to reject all proposals;
  - e. to award any or all parts of any proposal; and
  - f. to request references and other data to determine responsiveness.

JOB TITLE		(MINIMUM)	(MAXIMUM)
GENERAL MANAGER	Annually	141,657	208,798
	Monthly	11,805	17,400
	Hourly	68.10	100.38
DIRECTOR OPERATIONS AND MAINTENANCE	Annually	108,967	141,657
	Monthly	9,081	11,805
	Hourly	52.39	68.10
DIRECTOR OF FINANCE AND ADMIN DIRECTOR OF AVIATION AND BUSINESS SERVICES	Annually	106,150	137,994
	Monthly	8,846	11,500
	Hourly	51.03	66.34
OPS/MAINT SUPERVISOR	Annually	79,095	108,756
	Monthly	6,591	9,063
	Hourly	38.03	52.29
AVIATION & COMMUNITY SERVICES MGR - PUBLIC RELATIONS BUILDING MAINTENANCE MANAGER INFORMATION & TECHNOLOGY MANAGER HR MANAGER & DISTRICT CLERK SAFETY AND SECURITY MANAGER	Annually	75,331	103,581
	Monthly	6,278	8,632
	Hourly	36.22	49.80
PILOT & PASSENGER OUTREACH COORDINATOR ASSISTANT O&M SUPERVISOR AVIATION & COMMUNITY SVC PROJECT COORDINATOR	Annually	68,331	93,995
	Monthly	5,694	7,833
	Hourly	32.85	45.19
OPS/MAINT WORKER III STAFF ACCOUNTANT	Annually	65,295	89,780
	Monthly	5,441	7,482
	Hourly	31.39	43.16
AVIATION & COMMUNITY SVC ASSOC - NOISE	Annually	62,119	85,414
	Monthly	5,177	7,118
	Hourly	29.86	41.06
OPS/MAINT WORKER II DISTRICT CLERK	Annually	59,359	81,619
	Monthly	4,947	6,802
	Hourly	28.54	39.24
OPS/MAINT WORKER I	Annually	53,963	74,199
	Monthly	4,497	6,183
	Hourly	25.94	35.67
ADMINISTRATIVE CLERK ACCOUNTING CLERK	Annually	50,769	69,808
	Monthly	4,231	5,817
	Hourly	24.41	33.56

