

BRYCE
CONSULTING

TRUCKEE TAHOE AIRPORT DISTRICT
CLASSIFICATION & COMPENSATION PLAN
OCTOBER 2021 – FINAL REPORT

Prepared by
Bryce Consulting
1024 Iron Point Road, Ste. 100
Folsom, CA 95630
916-974-0199



TABLE OF CONTENTS

Section I - Introduction	3
Section II - Classification Conceptual Framework	6
Section III - Classification Plan Allocations	17
Section IV - Classification Specifications	18
Section V – FLSA Analysis	19
Section VI - Compensation Study Survey Parameters	25
Section VII - Compensation Survey Results	29
Section VIII – Salary Setting Methodology	38
Appendix	
A – Allocation List	A
B – Detailed Datasheets	B
C – Miscellaneous Benefit Data	C
D – Salary Recommendations	D

SECTION I - INTRODUCTION

The Truckee Tahoe Airport District retained Bryce Consulting to conduct a District-wide classification and compensation study. 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 revise class specifications as needed.

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 Human Resources Manager/District Clerk 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 available employees, in addition to management staff. The purpose of these interviews was to gain clarification and additional information regarding each position.
- Thereafter, the consultant revised the class specifications as necessary. 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:

- In consultation with the District, the consultant selected the classifications to be surveyed for compensation purposes, solicited salary and benefit information from the survey identified agencies, reviewed and analyzed the data, and followed up with the survey agencies as needed to gain clarification.
- Once the data was collected and analyzed, the consultant met with the General Manager and Human Resources Manager/District Clerk to review the findings. 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 classifications 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 needs of the District. While the District is a relatively stable organization, it is one that needs classifications 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
Coordinator

Manager
Supervisor
Department Head
General Manager

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 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.

The **Coordinator** level describes classes that have overall responsibility for a program area within a department.

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.

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:

Accountant I/II
Operations and Maintenance Technician I/II

TITLING OF COORDINATOR, 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:

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

- Under the direction of management staff, develop, implement and coordinate a complete program area.
- Provide full technical support over a program area.
- Develop and implement program procedures and policies.
- Contact, coordinate, and liaison with outside agencies and organizations related to the program.
- Represent the department at outside events and activities related to the program.
- May develop and monitor program budget.

- Assist the department head in the administrative aspects of the program (i.e., forecasting, strategic planning, etc.).

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 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. 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 supervisory.
- **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 management 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

These 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. 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:

Accountant I/II
Accounting Technician
Administrative Assistant
Airport Facility Maintenance Manager
Airport Safety and Security Manager
Aviation and Community Services Manager – Information Technology
Aviation and Community Services Manager – Property
Aviation and Community Services Manager – Public Relations
Aviation and Community Services Program Associate – Noise
Aviation and Community Services Project Coordinator
Director of Airport Operations and Maintenance
Director of Aviation and Community Services
Director of Finance and Administration
Human Resources Manager/District Clerk
Operations and Maintenance Specialist
Operations and Maintenance Supervisor
Operations and Maintenance Technician I/II
Pilot and Passenger Outreach Coordinator

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 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. The FLSA regulations provide for three broad and a specific occupational category of exempt employees. In California, there are three factors that must all be in place in order for an employee to be classified as exempt from overtime to include:

Salary Threshold – The salary threshold in California is two times the state minimum wage. For 2021, this is \$14 per hour X 2080 hours/year X 2 = \$58,240. This means that any California employee earning less than \$58,240 per year cannot be considered an exempt employee.

Salary Basis – The salary basis describes how an exempt employee is to be paid, what can be deducted from the employee’s pay and what cannot be deducted. Violating the salary basis by making an improper deduction from an exempt employee’s pay could potentially invalidate the exemption. If an employee is not paid correctly according to the salary basis, they cannot be considered an exempt employee.

Duties Test – In California, the duties test is interpreted to mean that the employee must be performing exempt level work more than 50% of the time in the workweek. It is not determined by the job title or by the job description. It is determined by what the employee actually does during the workday. In California, if an employee is not performing exempt level work more than 50% of the time, they cannot be considered an exempt employee.

Exempt employees are classified under a specific exemption. In California these are the Administrative exemption, the Executive exemption, and the Professional exemption (including Computer Professional).

ANALYSIS

ADMINISTRATIVE EXEMPTION

A person employed in an administrative capacity means any employee:

1. Whose duties and responsibilities involve either:

- a. The performance of office or non-manual work directly related to management policies or general business operations of his or her employer or his or her employer's customers, or
- b. The performance of functions in the administration of a school system, or educational establishment or institution, or of a department or subdivision thereof, in work directly related to the academic instruction or training carried on therein; and
 1. Who customarily and regularly exercised discretion and independent judgment; and
 2. Who regularly and directly assists a proprietor, or an employee employed in a bona fide executive or administrative capacity, or
 3. Who performs, under only general supervision, work along specialized or technical lines requiring special training, experience, or knowledge, or
 4. Who executes, under only general supervision, special assignments and tasks, and
 5. Who is primarily engaged in duties which meet the test for the exemption.

Following are examples of employees who might qualify for the exemption if, and only if, they meet the criteria set forth above:

1. Employees who regularly and directly assist a proprietor or exempt executive or administrator. Included in this category are those executive assistants and administrative assistants to whom executives or high-level administrators have delegated part of their discretionary powers. Generally, such assistants are found in large establishments where the official assisted has duties of such scope and which require so much attention that the work of personal scrutiny, correspondence and interviews must be delegated.
2. Employees who perform, only under general supervision, work along specialized or technical lines requiring special training, experience or knowledge. Such employees are often described as "staff employees," or functional, rather than department heads. They include employees who act as advisory specialists to management, or to the employer's customers. Typical examples are tax experts, insurance experts, sales research experts, wage rate analysts, foreign exchange consultants, and statisticians. Such experts may or may not be exempt, depending on the extent to which they exercise discretionary powers. Also included in this category would be persons in charge of a functional department, which may even be a one-person department, such as credit managers, purchasing agents, buyers, personnel directors, safety directors, and labor relations directors.
3. Employees who perform special assignments under only general supervision. Often, such employees perform their work away from the employer's place of business. Typical titles of such persons are buyers, field representatives, and location managers for motion picture companies. This category also includes employees whose special assignments are performed entirely or mostly on the employer's premises, such as

customers' brokers in stock exchange firms and so-called "account executives" in advertising firms.

EXECUTIVE EXEMPTION

A person employed in an executive capacity means any employee:

1. Whose duties and responsibilities involve the management of the enterprise in which he or she is employed or of a customarily recognized department or subdivision thereof; and
2. Who customarily and regularly directs the work of two or more other employees therein; and
3. Who has the authority to hire or fire other employees or whose suggestions and recommendations as to the hiring or firing and as to the advancement and promotion or any other change of status of other employees will be given particular weight; and
4. Who customarily and regularly exercises discretion and independent judgment; and
5. Who is primarily engaged in duties, which meet the test of the exemption.

With respect to the requirement that management duties must be exercised over the entire enterprise or a customarily recognized department or subdivision thereof, it is important to note that the phrase "customarily recognized department or subdivision thereof" has a particular meaning. The phrase 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." Thus, in order to meet the criteria of a managerial employee, one must be more than merely a supervisor of two or more employees. The managerial exempt employee must be in charge of the unit, not simply participate in the management of the unit.

The IWC Orders require as a basic condition for the executive exemption that the manager must supervise two or more employees. This may be one full-time and two half-time employees. It has been the experience of the DLSE that a managerial employee supervising as few as two employees rarely spends as much as 50% of his or her time primarily engaged in managerial duties.

Regarding the requirement for the exemption to apply that the employee "customarily and regularly exercises discretion and independent judgment," this phrase means the comparison and evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered. The employee must have the authority or power to make an independent choice, free from immediate direction or supervision and with respect to matters of significance. With respect to the executive exemption, the most frequent cause of misapplication of the phrase "discretion and independent judgment" is the failure to distinguish discretion and independent judgment from the use of independent managerial skills. An employee who merely applies his or her memory in following prescribed procedures

or determining which required procedure out of the company manual to follow, is not exercising discretion and independent judgment.

PROFESSIONAL EXEMPTION

A person employed in a professional capacity means any employee who meets all of the following requirements:

1. Who is licensed or certified by the State of California and is primarily engaged in the practice of one of the following recognized professions: law, medicine, dentistry, optometry, architecture, engineering, teaching, or accounting, or
2. Who is primarily engaged in an occupation commonly recognized as a learned or artistic profession. "Learned or artistic profession" means an employee who is primarily engaged in the performance of:
 - a. Work requiring knowledge of an advance type in a field or science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study, as distinguished from a general academic education and from an apprenticeship, and from training in the performance of routine mental, manual, or physical processes, or work that is an essential part of or necessarily incident to any of the above work; or
 - b. Work that is original and creative in character in a recognized field of artistic endeavor (as opposed to work which can be produced by a person endowed with general manual or intellectual ability and training), and the result of which depends primarily on the invention, imagination, or talent of the employee or work that is an essential part of or necessarily incident to any of the above work; and
 - c. Whose work is predominantly intellectual and varied in character (as opposed to routine mental, manual, mechanical, or physical work) and is of such character that the output produced or the result accomplished cannot be standardized in relation to a given period of time.
3. Who customarily and regularly exercised discretion an independent judgment in the performance of duties set forth above.

Regarding the requirement for the exemption to apply that the employee "customarily and regularly exercises discretion and independent judgment," this phrase means the comparison and evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered. The employee must have the authority or power to make an independent choice, free from immediate direction or supervision and with respect to matters of significance.

For the learned professions, an advanced academic degree (above the bachelor level) is a standard prerequisite.

For the artistic professions, work in a "recognized field of artistic endeavor" includes such fields as music, writing, the theater, and the plastic and graphic arts.

Highly Paid Hourly Computer Software Employees

A special exemption from overtime requirements applies to certain very highly paid and highly skilled professional computer employees, even though they are paid on an hourly basis (CA Lab. Code Sec. 515.5). An employee qualifies for this exemption only if all the following requirements are met:

1. The employee is primarily engaged in work that is intellectual or creative and requires the exercise of discretion and independent judgment, and the employee is primarily engaged in duties that consist of one or more of the following:
 - The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications
 - 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
 - The documentation, testing, creation, or modification of computer programs related to the design of software or hardware for computer operating systems
2. The employee is highly skilled and is proficient in the theoretical and practical application of highly specialized information relating to computer systems analysis, programming, or software engineering. A job title must not be determinative of the applicability of this exemption.
3. The employee's pay in 2021 is at least \$47.48 per hour; or, if paid on a salary basis, he or she is paid at least \$96,968.33 per year in monthly payments of at least \$8,242.32, exclusive of board, lodging, and other facilities.

This exemption does not apply to the following employees:

- Trainees or employees in entry-level positions who are learning to become proficient in the theoretical and practical application of highly specialized information to computer systems analysis, programming, and software engineering
- Employees in a computer-related occupation but who have not attained the level of skill and expertise necessary to work independently and without close supervision
- Employees engaged in the operation of computers or in the manufacture, repair, or maintenance of computer hardware and related equipment
- Employees who are engineers, drafters, machinists, or other professionals whose work is highly dependent on or facilitated by the use of computers and computer software

programs and who are skilled in computer-aided design software, including CAD/CAM, but who are not working as computer systems analysts or programmers

- Writers engaged in writing material, including box labels, product descriptions, documentation, promotional material, setup and installation instructions, and other similar written information, either for print or for on-screen media, or who writes or provides content material intended to be read by customers, subscribers, or visitors to computer-related media
- Employees performing otherwise exempt duties for the purpose of creating imagery for effects used in the motion picture, television, or theatrical industry

AUDIT RESULTS

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

TABLE 1 FLSA ANALYSIS	
Classification	FLSA Designation
Accountant I	Non-Exempt
Accountant II	Non-Exempt
Accounting Technician	Non-Exempt
Administrative Assistant	Non-Exempt
Airport Facility Maintenance Manager	Administrative Exemption
Aviation and Community Services Manager – Information Technology	Administrative Exemption ¹
Aviation and Community Services Manager-Property	Administrative Exemption
Aviation and Community Services Manager-Public Relations	Administrative Exemption
Aviation and Community Services Program Associate-Noise	Non-Exempt
Aviation and Community Services Project Coordinator	Non-Exempt
Director of Aviation and Community Services	Executive Exemption
Director of Finance and Administration	Executive Exemption
Director of Operations and Maintenance	Executive Exemption
General Manager	Executive Exemption
Human Resources Manager/District Clerk	Administrative Exemption
Operations and Maintenance Specialist	Non-Exempt
Operations and Maintenance Supervisor	Non-Exempt
Operations and Maintenance Technician I	Non-Exempt
Operations and Maintenance Technician II	Non-Exempt
Pilot and Passenger Outreach Coordinator	Non-Exempt
Airport Safety and Security Manager	Administrative Exemption

¹The determination of exemption from overtime is based on the assumption that more than 50% of the work performed involves general business operations of the employer and is not routine help desk type duties.

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 2016 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 Regional 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

Northstar Ski Resort, Reno-Tahoe Airport Authority and Squaw Valley Ski Corporation did not respond to our request to participate in the study.

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 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 the classifications were surveyed.

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

TABLE 3 SURVEY CLASSIFICATIONS
Accountant II
Accounting Technician
Administrative Assistant
Airport Facility Maintenance Manager
Airport Safety and Security Manager
Aviation and Community Services Manager - Information Technology
Aviation and Community Services Manager - Property
Aviation and Community Services Manager - Public Relations
Aviation and Community Services Program Associate - Noise
Aviation and Community Services Project Coordinator
Director of Aviation and Community Services
Director of Finance and Administration
Director of Operations and Maintenance
District Clerk
General Manager
Human Resources Manager
Operations and Maintenance Technician II
Operations and Maintenance Supervisor
Pilot and Passenger Outreach Coordinator

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
- Minimum and 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

- Vehicle allowance
- Uniform allowance
- Education reimbursement
- Retiree health benefit information
- Paid leave (vacation, sick leave, holidays, administrative/management leave)
- Cash out of leave policies
- Health/Fitness benefits/reimbursement
- Shift differential

It should be noted that benefit data was collected for newly hired employees, both classic and PEPRA tiers. The salary and benefit data is effective August 2021.

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.
- 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 12 responding 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
Accountant II	4
Accounting Technician	10
Administrative Assistant	6
Airport Facility Maintenance Manager	2*
Airport Safety and Security Manager	3*
Aviation and Community Services Manager - Information Technology	4
Aviation and Community Services Manager - Property	1*
Aviation and Community Services Manager - Public Relations	3*
Aviation and Community Services Program Associate - Noise	1*
Aviation and Community Services Project Coordinator	1*
Director of Aviation and Community Services	2*
Director of Finance and Administration	10
Director of Operations and Maintenance	10
District Clerk	7
General Manager	12
Human Resources Manager	7
Operations and Maintenance Technician II	10
Operations and Maintenance Supervisor	8
Pilot and Passenger Outreach Coordinator	0*

*Fewer than 3 comparable classes resulting in insufficient data

SALARY SURVEY RESULTS

The data has been organized into several 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.
- The labor market mean maximum monthly salary.
- Percentage the District's maximum salary is above or below the mean of the labor market.

TABLE 5 SUMMARY OF MAXIMUM			
Survey Classification	TTAD Max Salary	Labor Market Mean Maximum Salary	% TTAD is Above or Below Labor Market Mean for Maximum Salary
Accountant II	\$7,699	\$7,722	-0.30%
Accounting Technician	\$5,986	\$5,796	3.17%
Administrative Assistant	\$5,986	\$5,244	12.39%
Airport Facility Maintenance Manager	\$8,882	Insuff Data	---
Airport Safety and Security Manager	\$8,882	\$8,113	8.66%
Aviation and Community Services Manager - Information Technology	\$8,882	\$10,083	-13.52%
Aviation and Community Services Manager - Property	\$8,882	Insuff Data	---
Aviation and Community Services Manager - Public Relations	\$8,882	\$8,049	9.37%
Aviation and Community Services Program Associate-Noise	\$7,324	Insuff Data	---
Aviation and Community Services Project Coordinator	\$8,060	Insuff Data	---
Director of Aviation and Community Services	\$11,833	Insuff Data	---
Director of Finance and Administration	\$11,833	\$13,111	-10.80%
Director of Operations and Maintenance	\$12,147	\$12,406	-2.13%
District Clerk	\$8,882	\$8,137	8.38%
General Manager	\$17,400	\$17,381	0.11%
Human Resources Manager	\$8,882	\$10,748	-21.01%
Operations and Maintenance Technician II	\$6,999	\$6,286	10.19%
Operations and Maintenance Supervisor	\$9,326	\$8,459	9.30%
Pilot and Passenger Outreach Coordinator	\$8,060	Insuff Data	---

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. 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.

Survey Classification	TTAD Total Cash (Classic)	Labor Market Mean Total Cash (Classic)	% TTAD is Above or Below Labor Market Mean for Total Cash (Classic)	TTAD Total Cash (PEPRA)	Labor Market Mean Total Cash (PEPRA)	% TTAD is Above or Below Labor Market Mean for Total Cash (PEPRA)
Accountant II	\$7,699	\$8,133	-5.64%	\$7,699	\$7,952	-3.29%
Accounting Technician	\$5,986	\$6,110	-2.07%	\$5,986	\$6,051	-1.09%
Administrative Assistant	\$5,986	\$5,668	5.32%	\$5,986	\$5,464	8.72%
Airport Facility Maintenance Manager	\$8,882	Insuff Data	---	\$8,882	Insuff Data	---
Airport Safety and Security Manager	\$8,882	\$8,724	1.78%	\$8,882	\$8,724	1.78%
Aviation and Community Services Manager - Information Technology	\$8,882	\$10,260	-15.51%	\$8,882	\$10,439	-17.53%
Aviation and Community Services Manager - Property	\$8,882	Insuff Data	---	\$8,882	Insuff Data	---
Aviation and Community Services Manager - Public Relations	\$8,882	\$8,263	6.97%	\$8,882	\$8,263	6.97%
Aviation and Community Services Program Associate - Noise	\$7,324	Insuff Data	---	\$7,324	Insuff Data	---
Aviation and Community Services Project Coordinator	\$8,060	Insuff Data	---	\$8,060	Insuff Data	---
Director of Aviation and Community Services	\$11,833	Insuff Data	---	\$11,833	Insuff Data	---
Director of Finance and Administration	\$11,833	\$13,702	-15.79%	\$11,833	\$13,526	-14.31%
Director of Operations and	\$12,147	\$13,135	-8.13%	\$12,147	\$12,990	-6.94%

**TABLE 6
SUMMARY OF TOTAL CASH**

Survey Classification	TTAD Total Cash (Classic)	Labor Market Mean Total Cash (Classic)	% TTAD is Above or Below Labor Market Mean for Total Cash (Classic)	TTAD Total Cash (PEPRA)	Labor Market Mean Total Cash (PEPRA)	% TTAD is Above or Below Labor Market Mean for Total Cash (PEPRA)
Maintenance						
District Clerk	\$8,882	\$8,409	5.33%	\$8,882	\$8,421	5.20%
General Manager	\$17,400	\$18,523	-6.46%	\$17,400	\$18,282	-5.07%
Human Resources Manager	\$8,882	\$11,148	-25.51%	\$8,882	\$11,017	-24.03%
Operations and Maintenance Technician II	\$6,999	\$6,798	2.86%	\$6,999	\$6,696	4.32%
Operations and Maintenance Supervisor	\$9,326	\$9,039	3.08%	\$9,326	\$8,925	4.30%
Pilot and Passenger Outreach Coordinator	\$8,060	Insuff Data	---	\$8,060	Insuff Data	---

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. 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 Comp (Classic)	Labor Market Mean Total Comp (Classic)	% TTAD is Above or Below Labor Market Mean for Total Comp (Classic)	TTAD Total Comp (PEPRA)	Labor Market Mean Total Comp (PEPRA)	% TTAD is Above or Below Labor Market Mean for Total Comp (PEPRA)
Accountant II	\$10,134	\$11,269	-11.20%	\$10,134	\$11,038	-8.92%
Accounting Technician	\$8,396	\$9,113	-8.53%	\$8,396	\$9,047	-7.74%
Administrative Assistant	\$8,396	\$8,383	0.16%	\$8,396	\$8,208	2.24%
Airport Facility Maintenance Manager	\$11,334	Insuff Data	---	\$11,334	Insuff Data	---
Airport Safety and Security Manager	\$11,334	\$11,643	-2.72%	\$11,334	\$11,643	-2.72%
Aviation and Community Services Manager - Information Technology	\$11,334	\$13,651	-20.44%	\$11,334	\$13,886	-22.52%
Aviation and Community Services Manager - Property	\$11,334	Insuff Data	---	\$11,334	Insuff Data	---
Aviation and Community Services Manager - Public Relations	\$11,334	\$11,304	0.27%	\$11,334	\$11,393	-0.51%
Aviation and Community Services Program Associate - Noise	\$9,754	Insuff Data	---	\$9,754	Insuff Data	---
Aviation and Community Services Project Coordinator	\$10,501	Insuff Data	---	\$10,501	Insuff Data	---
Director of Aviation and Community Services	\$14,328	Insuff Data	---	\$14,328	Insuff Data	---
Director of Finance and Administration	\$14,328	\$17,096	-19.32%	\$14,328	\$16,940	-18.22%
Director of Operations and Maintenance	\$14,647	\$16,385	-11.87%	\$14,647	\$16,284	-11.18%
District Clerk	\$11,334	\$11,811	-4.21%	\$11,334	\$11,797	-4.08%
General Manager	\$19,976	\$21,886	-9.56%	\$19,976	\$21,692	-8.59%
Human Resources Manager	\$11,334	\$14,639	-29.15%	\$11,334	\$14,555	-28.41%
Operations and Maintenance Technician II	\$9,424	\$9,752	-3.48%	\$9,424	\$9,645	-2.35%
Operations and Maintenance Supervisor	\$11,785	\$12,199	-3.51%	\$11,785	\$12,064	-2.37%

**TABLE 7
SUMMARY OF TOTAL COMPENSATION**

Survey Classification	TTAD Total Comp (Classic)	Labor Market Mean Total Comp (Classic)	% TTAD is Above or Below Labor Market Mean for Total Comp (Classic)	TTAD Total Comp (PEPRA)	Labor Market Mean Total Comp (PEPRA)	% TTAD is Above or Below Labor Market Mean for Total Comp (PEPRA)
Pilot and Passenger Outreach Coordinator	\$10,501	Insuff Data	---	\$10,501	Insuff Data	---

RELATIONSHIP TO THE MARKET

On average, the District is 1.06% above the labor market mean for maximum salary. For total cash, the District is 4.14% below market for the Classic tier and 3.15% below for the PEPRA tier. For total compensation, the District is 9.50% below market for the Classic tier and 8.88% below the labor market mean for the PEPRA tier. The District's loss on the market when comparing base pay to total cash to total compensation can be attributed to the fact that the District participates in Medicare only and several of the survey agencies also participate in FICA which is an additional contribution of 6.2%. The District is contemplating adding a deferred compensation benefit with a matching contribution which will assist in bringing the benefit package closer to market.

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, and paid leave.

COST OF LIVING INCREASE- APPENDIX C – TABLE 1

The District has a future cost of living increase scheduled for July 2022 with the amount yet to be determined as it is based on the CPI. Seven of the responding agencies have an increase scheduled for later in 2021 and 2022 with amounts ranging 1.5% to 5%.

RETIREMENT PRACTICES – APPENDIX C – TABLE 2

With respect to retirement practices, the District has a CalPERS retirement plan with a benefit of 2% @ 60 for Classic members and 2% @ 62 for PEPRA members, and a formula of Highest Three Years.

With respect to the responding survey agencies, nine of the responding agencies participate in CalPERS and two have a defined contribution plan. For those in a defined benefit plan, three have

a benefit of 2% @ 55; five have a benefit of 2.7% @ 55; and one has a benefit of 2.5% @ 55 for Classic members. Five have a formula of Highest Three Year and four have Single Highest Year for Classic members. For PEPRA members, all have a benefit of 2% @ 62 and a formula of Three-Year Average.

VEHICLE ALLOWANCE – APPENDIX C - TABLE 3

The District provides a take home vehicle to the General Manager and Director of Operations and Maintenance and \$250 a month vehicle allowance to the Director of Aviation and Community Services. Of the responding agencies, eight either provide a take home vehicle or vehicle allowance ranging from \$299 to \$800, depending on the classification.

UNIFORM ALLOWANCE – APPENDIX C – TABLE 4

The District provides uniform allowance to a variety of classifications ranging from \$200 to \$500 per year. Eight of the responding agencies provide a uniform or uniform allowance with the amounts varying by classification.

EDUCATION/CERTIFICATION AND EDUCATION REIMBURSEMENT – APPENDIX C - TABLE 5

The District does not provide education and/or certification pay; however, the District does provide \$3,000 per year in education reimbursement. Four of the responding agencies provide education and/or certification pay. Nine of the responding agencies provide education reimbursement. Of those nine, four reported that they do not have a set maximum for education reimbursement with the other five have a reimbursement ranging from \$1,000 per year to \$5,250 per year.

RETIREE MEDICAL BENEFITS – APPENDIX C – TABLE 6

The District does not contribute to a Retiree Health Savings Account nor to post-employment retiree health benefits. Two of the responding agencies contribute to a Retiree Health Savings Account ranging from 1% to \$100 per pay period, depending on classification. Eight of the responding agencies provide post-employment retiree health benefits with three contribute the PEMHCA minimum, one contributing the PERS Unequal Methods, and three contributing a percentage based on years of service up to 100% with 20 years of service.

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/management leave since management positions are provided with more vacation than non-management classes.

One agency has paid time off whereby vacation and sick leave are combined. For the Town of Truckee, the vacation is dependent on individual contract. For the remainder of the agencies, the labor market average with respect to vacation is 120 hours at year 1; 144 hours at year 5; 165 hours at year 10; 185 hours at year 15; and 191 hours at year 20. With respect to sick leave, the majority provide 12 days with four having an unlimited accrual and six having a cap ranging from 480 to 2,000 hours. The labor market average for holidays is 12. 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; and 160 hours at year 15 years or more. For supervisory classifications, the District provides 120 hours at year 1; 160 hours at year 5; 200 hours at year 10; 216 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, 11 holidays, and no administrative/management leave.

One agency has paid time off whereby vacation and sick leave are combined. Of those with a separate leave bank, the labor market average with respect to vacation is 98 hours at year 1; 114 hours at year 5; 148 hours at year 10; 168 hours at year 15; and 175 hours at year 20. With respect to sick leave, the majority provide 12 days with four having an unlimited accrual and six having a cap ranging from 480 to 2,000 hours. The labor market average for holidays is 12. One agency provides 40 hours of administrative/management leave for supervisory classifications.

CASH OUT OF LEAVE – APPENDIX C – TABLE 9

The District does not allow cash out of vacation or sick leave during active employment and does not provide administrative/management leave.

With respect to the labor market, eight of the responding agencies allow for vacation to be cashed out during active employment, six of the agencies allow for sick leave to be cashed out during active employment, and none of the agencies that have administrative or management leave allow it to be cashed out.

HEALTH/FITNESS BENEFITS/REIMBURSEMENT – APPENDIX C – TABLE 10

The District provides \$600 a year for a fitness allowance. Three of the responding agencies provide some level of fitness benefit and one agency has a wellness room with exercise

equipment for employee use.

SHIFT DIFFERENTIAL – APPENDIX C – TABLE 11

The District provides a shift differential of \$1.45 per hour for closing shift, \$2.90 per hour for weekend closing, and \$1.45 per hour for weekend shift. Seven of the responding agencies provide some level of shift differential with the details varying and provided in table 11.

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 (PEEPRA tier) is used to set the maximum salary for the District's benchmark classification salary. The methodology utilized by Bryce ensures that the District's benefits are fully considered 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**.

In developing a salary recommendation for Director of Airport Operations and Maintenance, Director of Finance and Administration, and Director of Aviation and Community Services, the consultant took the average of the recommended salary for Director of Airport Operations and Maintenance and Director of Finance and set all three classifications the same.

For the group of manager classifications, the Human Resources Manager resulted in the most data; however, for some of the survey agencies, the comparable classification has supervisory responsibility and/or a broader scope of responsibilities such as risk management, safety,

workers' compensation and/or labor relations. In addition, for the District, nearly half of the position's time is spent as District Clerk. Therefore, the consultant reduced the percentage the Human Resources Manager is below market for total compensation by 10%, and then took the average of that percentage and the percentage the District is behind for District Clerk to arrive at a percentage increase in base salary. The rest of the manager classifications were then set to the Human Resources Manager/District Clerk.

**APPENDIX A
ALLOCATION LIST**

Department	Employee Name	Current Classification	Classification Concept	Recommended Classification	Comments
Administration	Kevin Smith	General Manager	General Manager	Chief Executive	No changes
	Stacey Justesen	Airport Safety and Security Manager	Manager	Airport Safety and Security Manager	Job description update
	Lauren Tapia	Human Resources Manager/District Clerk	Manager	Human Resources Manager/District Clerk	Job description update
Aviation and Community Services	Hardy Bullock	Director of Aviation and Community Services	Director	Director of Aviation and Community Services	Job description update
	Marc Lamb	Aviation and Community Services Manager - Public Relations	Manager	Aviation and Community Services Manager - Public Relations	Job description update
	Jill McClendon	Aviation and Community Services Property Manager	Manager	Aviation and Community Services Manager - Property	Title change; job description update
	Michael Cooke	Aviation and Community Services Manager - Information Technology	Manager	Aviation and Community Services Manager - Information Technology	Job description update
	Mark Covey	Pilot and Passenger Outreach Coordinator	Coordinator	Pilot and Passenger Outreach Coordinator	Job description update
	David Van Quest	Aviation and Community Services Program Associate-Noise	Journey Technical	Aviation and Community Services Program Associate-Noise	Job description update
	Emily Pindar	Administrative Clerk	Journey Administrative Support	Administrative Assistant	Title change; job description update
Finance and Administration	Kelly Woo	Director of Finance and Administration	Director	Director of Finance and Administration	Job description update
	Vacant	Staff Accountant	Entry/Journey Professional	Accountant I/II	Retitle and flex staffed
	Michelle Nicholas	Administrative Clerk - Finance	Journey Technical	Accounting Technician	Reclass and revised existing classification
Operations and Maintenance	Dave Hoffman	Operations and Maintenance	Director	Director of Operations and Maintenance	Job description update
	Mike Ketron	Operations and Maintenance Supervisor	Supervisor	Operations and Maintenance Supervisor	Job description update
	Mitchell Montgomery	Airport Facility Maintenance Manager	Manager	Airport Facility Maintenance Manager	Job description update
	Sarah Person	Operations and Maintenance Supervisor	Supervisor	Operations and Maintenance Supervisor	Job description update
	Timothy Bourque	Operations and Maintenance Supervisor	Supervisor	Operations and Maintenance Supervisor	Job description update
	Derek Coons	Operations and Maintenance Technician II	Journey Maintenance	Operations and Maintenance Technician II	Job description update
	Ryan O'Rear	Operations and Maintenance Technician II	Journey Maintenance	Operations and Maintenance Technician II	Job description update
	Adam Duncan	Operations and Maintenance Technician I	Entry Maintenance	Operations and Maintenance Technician I	Job description update
	Ryan Widen	Operations and Maintenance Technician I	Entry Maintenance	Operations and Maintenance Technician I	Job description update
	Scott Tetzlaff	Operations and Maintenance Technician I	Entry Maintenance	Operations and Maintenance Technician I	Job description update
	Yale Williamson	Operations and Maintenance Technician I	Entry Maintenance	Operations and Maintenance Technician I	Job description update
	Alan Feik	Operations and Maintenance Specialist	Journey Technical	Operations and Maintenance Specialist	New Class
	Roger Pynappel	Operations and Maintenance Specialist	Journey Technical	Operations and Maintenance Specialist	New Class

APPENDIX B
DETAILED DATASHEETS

Survey Classification	Base Salary (CLASSIC AND PEPR)			Total Cash (CLASSIC)			Total Cash (PEPRA)			Total Compensation (CLASSIC)			Total Compensation (PEPRA)			Comparability
	Truckee Tahoe Airport District Maximum Base Salary	Labor Market Mean Base Salary	% Truckee Tahoe Airport District Is Above or Below Labor Market Mean	Truckee Tahoe Airport District Total Cash (CLASSIC)	Labor Market Mean Total Cash (CLASSIC)	% Truckee Tahoe Airport District Is Above or Below Labor Market Mean (CLASSIC)	Truckee Tahoe Airport District Total Cash (PEPRA)	Labor Market Mean Total Cash (PEPRA)	% Truckee Tahoe Airport District Is Above or Below Labor Market Mean (PEPRA)	Truckee Tahoe Airport District Total Compensation (CLASSIC)	Labor Market Mean Total Compensation (CLASSIC)	% Truckee Tahoe Airport District Is Above or Below Labor Market Mean (CLASSIC)	Truckee Tahoe Airport District Total Compensation (PEPRA)	Labor Market Mean Total Compensation (PEPRA)	% Truckee Tahoe Airport District Is Above or Below Labor Market Mean (PEPRA)	
Accountant II	\$7,699	\$7,722	-0.30%	\$7,699	\$8,133	-5.64%	\$7,699	\$7,952	-3.29%	\$10,134	\$11,269	-11.20%	\$10,134	\$11,038	-8.92%	4
Accounting Technician	\$5,986	\$5,796	3.17%	\$5,986	\$6,110	-2.07%	\$5,986	\$6,051	-1.09%	\$8,396	\$9,113	-8.53%	\$8,396	\$9,047	-7.74%	10
Administrative Assistant	\$5,986	\$5,244	12.39%	\$5,986	\$5,668	5.32%	\$5,986	\$5,464	8.72%	\$8,396	\$8,383	0.16%	\$8,396	\$8,208	2.24%	6
Airport Facility Maintenance Manager	\$8,882	Insuff Data	---	\$8,882	Insuff Data	---	\$8,882	Insuff Data	---	\$11,334	Insuff Data	---	\$11,334	Insuff Data	---	2
Airport Safety and Security Manager	\$8,882	\$8,113	8.66%	\$8,882	\$8,724	1.78%	\$8,882	\$8,724	1.78%	\$11,334	\$11,643	-2.72%	\$11,334	\$11,643	-2.72%	3
Aviation and Community Services Manager-Information Technology	\$8,882	\$10,083	-13.52%	\$8,882	\$10,260	-15.51%	\$8,882	\$10,439	-17.53%	\$11,334	\$13,651	-20.44%	\$11,334	\$13,886	-22.52%	4
Aviation and Community Services Manager-Property	\$8,882	Insuff Data	---	\$8,882	Insuff Data	---	\$8,882	Insuff Data	---	\$11,334	Insuff Data	---	\$11,334	Insuff Data	---	1
Aviation and Community Services Manager-Public Relations	\$8,882	\$8,049	9.37%	\$8,882	\$8,263	6.97%	\$8,882	\$8,263	6.97%	\$11,334	\$11,304	0.27%	\$11,334	\$11,393	-0.51%	3
Aviation and Community Services Program Associate-Noise	\$7,324	Insuff Data	---	\$7,324	Insuff Data	---	\$7,324	Insuff Data	---	\$9,754	Insuff Data	---	\$9,754	Insuff Data	---	1
Aviation and Community Services Project Coordinator	\$8,060	Insuff Data	---	\$8,060	Insuff Data	---	\$8,060	Insuff Data	---	\$10,501	Insuff Data	---	\$10,501	Insuff Data	---	1
Director of Aviation and Community Services	\$11,833	Insuff Data	---	\$11,833	Insuff Data	---	\$11,833	Insuff Data	---	\$14,328	Insuff Data	---	\$14,328	Insuff Data	---	2
Director of Finance and Administration	\$11,833	\$13,111	-10.80%	\$11,833	\$13,702	-15.79%	\$11,833	\$13,526	-14.31%	\$14,328	\$17,096	-19.32%	\$14,328	\$16,940	-18.22%	10
Director of Operations and Maintenance	\$12,147	\$12,406	-2.13%	\$12,147	\$13,135	-8.13%	\$12,147	\$12,990	-6.94%	\$14,647	\$16,385	-11.87%	\$14,647	\$16,284	-11.18%	10
District Clerk	\$8,882	\$8,137	8.38%	\$8,882	\$8,409	5.33%	\$8,882	\$8,421	5.20%	\$11,334	\$11,811	-4.21%	\$11,334	\$11,797	-4.08%	7
General Manager	\$17,400	\$17,381	0.11%	\$17,400	\$18,523	-6.46%	\$17,400	\$18,282	-5.07%	\$19,976	\$21,886	-9.56%	\$19,976	\$21,692	-8.59%	12
Human Resources Manager	\$8,882	\$10,748	-21.01%	\$8,882	\$11,148	-25.51%	\$8,882	\$11,017	-24.03%	\$11,334	\$14,639	-29.15%	\$11,334	\$14,555	-28.41%	7
Operations and Maintenance Technician II	\$6,999	\$6,286	10.19%	\$6,999	\$6,798	2.86%	\$6,999	\$6,696	4.32%	\$9,424	\$9,752	-3.48%	\$9,424	\$9,645	-2.35%	10
Operations and Maintenance Supervisor	\$9,326	\$8,459	9.30%	\$9,326	\$9,039	3.08%	\$9,326	\$8,925	4.30%	\$11,785	\$12,199	-3.51%	\$11,785	\$12,064	-2.37%	8
Pilot and Passenger Outreach Coordinator	\$8,060	Insuff Data	---	\$8,060	Insuff Data	---	\$8,060	Insuff Data	---	\$10,501	Insuff Data	---	\$10,501	Insuff Data	---	0
		Average	1.06%		Average	-4.14%		Average	-3.15%		Average	-9.50%		Average	-8.88%	

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	Accounting Technician	\$4,353	\$5,986	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$5,986	\$5,986	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$87	\$8,396	\$8,396	0%	\$0	0%	\$0	\$8,396	\$8,396			
Aspen Airport (Sardy Field)	No Comparable Class																															Procurement and Accounting Specialist analyzes, negotiates, and prepares contractual agreements		
Big Bear Airport	No Comparable Class																																	
Centennial Airport	Senior Administrative Clerk	\$3,302	\$4,459	0%	\$0	0%	\$0	\$312	\$312	\$0	\$0		\$4,771	\$4,771	\$0	\$0	\$1,701	\$103	\$19	\$16	\$15	\$0	\$341	\$6,966	\$6,966	0%	\$0	0%	\$0	\$6,966	\$6,966	Mid Point Listed; Max is \$5,614		
Friedman Memorial Airport-Sun Valley	Administrative Coordinator I	\$3,809	\$4,761	0%	\$0	0%	\$0	\$567	\$567	\$0	\$0		\$5,328	\$5,328	\$1,449	\$1,449	inc	inc	inc	\$5	\$0	\$0	\$364	\$7,148	\$7,148	0%	\$0	0%	\$0	\$7,148	\$7,148	Mid Point Listed; Range Max is \$5,714		
Monterey Regional Airport District	Account Specialist	\$4,280	\$6,447	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$6,447	\$6,447	\$3,230	\$2,961	inc	\$55	\$27	\$6	\$0	\$0	\$493	\$10,259	\$9,990	0%	\$0	0%	\$0	\$10,259	\$9,990			
North Tahoe Public Utility District	Accounting Technician	\$4,258	\$5,175	0%	\$0	0%	\$0	\$0	\$0	\$0	\$518	10% max cert pay	\$5,693	\$5,693	\$292	\$292	\$2,331	\$135	\$55	\$27	\$62	\$0	\$396	\$8,990	\$8,990	1%	\$52	0%	\$0	\$8,938	\$8,990			
Northstar Community Services District	Accounting Technician	\$4,492	\$5,460	8%	\$437	0%	\$0	\$0	\$0	\$273	\$0		\$6,170	\$5,733	\$0	\$0	\$2,433	\$123	\$9	\$12	\$0	\$217	\$79	\$9,043	\$8,606	0%	\$0	0%	\$0	\$9,043	\$8,606			
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	Accounting Technician	\$5,353	\$6,959	0%	\$0	0%	\$0	\$139	\$139	\$0	\$0		\$7,098	\$7,098	\$119	\$119	\$2,433	\$122	\$27	\$9	\$17	\$0	\$532	\$10,357	\$10,357	2%	\$139	0%	\$0	\$10,218	\$10,357			
Tahoe-Truckee Sanitation Agency	Accounting Technician II	\$4,585	\$5,850	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$5,850	\$5,850	\$83	\$83	\$3,316	\$185	\$100	\$110	\$17	\$0	\$85	\$9,746	\$9,746	0%	\$0	0%	\$0	\$9,746	\$9,746			
Town of Truckee	Accounting Technician	\$4,640	\$5,801	0%	\$0	0%	\$0	\$199	\$199	\$0	\$0		\$6,001	\$6,001	\$0	\$0	\$1,473	\$153	\$31	\$12	\$0	\$0	\$84	\$7,754	\$7,754	0%	\$0	0%	\$0	\$7,754	\$7,754	CP listed; Max is \$6,266		
Truckee Donner Public Utility District	Accounting Specialist	\$5,162	\$6,275	1.89%	\$119	1.89%	\$119	\$0	\$394	\$29	\$0		\$6,422	\$6,816	\$0	\$0	\$3,211	\$182	\$100	\$46	\$2	\$0	\$480	\$10,443	\$10,837	0%	\$0	0%	\$0	\$10,443	\$10,837			
Truckee Sanitary District	Accounting Technician II	\$5,437	\$6,775	8%	\$542	0%	\$0	\$0	\$0	\$0	\$0		\$7,317	\$6,775	\$0	\$0	\$2,433	\$165	\$138	\$43	\$0	\$0	\$518	\$10,614	\$10,072	0%	\$0	0%	\$0	\$10,614	\$10,072			
Labor Market Mean		\$5,796											\$6,110	\$6,051																				
% Truckee Tahoe Airport District is Above or Below Mean		3.17%											-2.07%	-1.09%																				
# Of Comparable Matches		10																																

Data effective as of 8/2021
 Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages
 Friedman Memorial- Employer contribution towards medical is based on age (use EE age 40, spouse age 40 and child age 15)
 Truckee Donner PUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments	
Truckee Tahoe Airport District	Administrative Assistant	\$4,353	\$5,986	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$5,986	\$5,986	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$87	\$8,396	\$8,396	0%	\$0	0%	\$0	\$8,396	\$8,396		
Aspen Airport (Sardy Field)	No Comparable Class																																
Big Bear Airport	Administrative Assistant	\$3,120	\$4,333	7%	\$303	0%	\$0	\$250	\$250	\$0	\$0		\$4,887	\$4,583	\$2,000	\$2,000	inc	inc	inc	\$32	\$25	\$0	\$63	\$7,006	\$6,703	0%	\$0	0%	\$0	\$7,006	\$6,703		
Centennial Airport	No Comparable Class																																
Friedman Memorial Airport-Sun Valley	No Comparable Class																																
Monterey Regional Airport District	No Comparable Class																															No longer have Office Assistant	
North Tahoe Public Utility District	Customer Services Representative II	\$4,184	\$5,086	0%	\$0	0%	\$0	\$0	\$0	\$0	\$509	10% max cert pay	\$5,594	\$5,594	\$292	\$292	\$2,331	\$135	\$55	\$27	\$61	\$0	\$389	\$8,883	\$8,883	1%	\$51	0%	\$0	\$8,832	\$8,883		
Northstar Community Services District	Administrative/Customer Service Specialist	\$4,228	\$5,268	8%	\$421	0%	\$0	\$0	\$0	\$263	\$0		\$5,953	\$5,531	\$0	\$0	\$2,433	\$123	\$9	\$12	\$0	\$217	\$76	\$8,823	\$8,401	0%	\$0	0%	\$0	\$8,823	\$8,401		
Northstar Ski Resort	Declined to participate																																
Reno-Tahoe Airport Authority	Declined to participate																																
Squaw Valley Ski Corporation	Declined to participate																																
Tahoe City Public Utility District	Administrative Assistant II	\$4,798	\$6,238	0%	\$0	0%	\$0	\$125	\$125	\$0	\$0		\$6,363	\$6,363	\$119	\$119	\$2,433	\$122	\$27	\$9	\$15	\$0	\$477	\$9,565	\$9,565	2%	\$125	0%	\$0	\$9,440	\$9,565		
Tahoe-Truckee Sanitation Agency	No Comparable Class																																
Town of Truckee	Office Assistant	\$3,463	\$4,328	0%	\$0	0%	\$0	\$170	\$170	\$0	\$0		\$4,498	\$4,498	\$0	\$0	\$1,473	\$153	\$31	\$12	\$0	\$0	\$63	\$6,229	\$6,229	0%	\$0	0%	\$0	\$6,229	\$6,229	CP Listed, Max is \$4,677	
Truckee Donner Public Utility District	No Comparable Class																																
Truckee Sanitary District	Administrative Assistant II	\$4,987	\$6,214	8%	\$497	0%	\$0	\$0	\$0	\$0	\$0		\$6,711	\$6,214	\$0	\$0	\$2,433	\$165	\$138	\$43	\$0	\$0	\$475	\$9,965	\$9,468	0%	\$0	0%	\$0	\$9,965	\$9,468		
Labor Market Mean		\$5,244																															
% Truckee Tahoe Airport District is Above or Below Mean		12.39%																															
# Of Comparable Matches		6																															

Data effective as of 8/2021
 Truckee Tahoe Airport District: Employer cost for medical, life and LTD are averages
 Big Bear: ER contribution towards life and LTD insurance is an average
 Friedman Memorial: Employer contribution towards medical is based on age (use EE age 40, spouse age 40 and child age 15)
 Truckee Donner PUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employer's Portion of Retirement Paid by the Employee (%) (CLASSIC)	Employer's Portion of Retirement Paid by the Employee (\$) (CLASSIC)	Employer's Portion of Retirement Paid by the Employee (%) (PEPRA)	Employer's Portion of Retirement Paid by the Employee (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	Airport Facility Maintenance Manager	\$6,460	\$8,882	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,882	\$8,882	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$129	\$11,334	\$11,334	0%	\$0	0%	\$0	\$11,334	\$11,334			
Aspen Airport (Sardy Field)	Airport Facilities Manager	\$6,440	\$7,854	0%	\$0	0%	\$0	\$1,100	\$1,100	\$0	\$0		\$8,953	\$8,953	\$156	\$156	\$2,417	\$70	\$19	DNA	DNA	\$0	\$114	\$11,729	\$11,729	0%	\$0	0%	\$0	\$11,729	\$11,729	Mid Point Listed; Mas is \$9,268; BA required. Also over roads, parking lots, runways and snow removal		
Big Bear Airport	No Comparable Class																																	
Centennial Airport	No Comparable Class																																	
Friedman Memorial Airport-Sun Valley	No Comparable Class																																	
Monterey Regional Airport District	No Comparable Class																																	
North Tahoe Public Utility District	No Comparable Class																																	
Northstar Community Services District	No Comparable Class																																	
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	No Comparable Class																																	
Tahoe-Truckee Sanitation Agency	No Comparable Class																																	
Town of Truckee	Fleet and Facilities Manager	\$7,560	\$9,450	0%	\$0	0%	\$0	\$167	\$167	\$0	\$0		\$9,617	\$9,617	\$0	\$0	\$1,818	\$153	\$31	\$12	\$0	\$189	\$137	\$11,957	\$11,957	0%	\$0	0%	\$0	\$11,957	\$11,957	CP listed; mas is \$10,206; also over fleet		
Truckee Donner Public Utility District	No Comparable Class																																	
Truckee Sanitary District	No Comparable Class																																	
Labor Market Mean		Insuff Data												Insuff Data		Insuff Data												Insuff Data		Insuff Data				
% Truckee Tahoe Airport District is Above or Below Mean		---												---		---												---		---				
# Of Comparable Matches		2																																

Data effective as of 8/2021
Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	Airport Safety and Security Manager	\$6,460	\$8,882	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,882	\$8,882	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$129	\$11,334	\$11,334	0%	\$0	0%	\$0	\$11,334	\$11,334			
Aspen Airport (Sardy Field)	Airport Operations Security Supervisor	\$5,510	\$6,720	0%	\$0	0%	\$0	\$941	\$941	\$0	\$0		\$7,661	\$7,661	\$156	\$156	\$2,417	\$70	\$19	DNA	DNA	\$0	\$97	\$10,420	\$10,420	0%	\$0	0%	\$0	\$10,420	\$10,420	Mid Point Listed; Max is \$7,930		
Big Bear Airport	No Comparable Class																																	
Centennial Airport	No Comparable Class																																	
Friedman Memorial Airport-Sun Valley	Security Manager	\$5,994	\$7,492	0%	\$0	0%	\$0	\$892	\$892	\$0	\$0		\$8,384	\$8,384	\$1,449	\$1,449	inc	inc	inc	\$5	\$0	\$0	\$573	\$10,412	\$10,412	0%	\$0	0%	\$0	\$10,412	\$10,412	Mid Point listed; Range max is \$8,990		
Monterey Regional Airport District	No Comparable Class																																	
North Tahoe Public Utility District	No Comparable Class																																Human Resources Manager coordinates and plans the District's risk management programs and safety programs	
Northstar Community Services District	No Comparable Class																																Human Resources Administrator serves as District's Safety Officer	
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	No Comparable Class																																	
Tahoe-Truckee Sanitation Agency	Safety Officer	\$7,933	\$10,126	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$10,126	\$10,126	\$83	\$83	\$3,316	\$185	\$100	\$110	\$29	\$0	\$147	\$14,097	\$14,097	0%	\$0	0%	\$0	\$14,097	\$14,097			
Town of Truckee	No Comparable Class																																	
Truckee Donner Public Utility District	No Comparable Class																																	Business Operations/HR/Risk Manager
Truckee Sanitary District	No Comparable Class																																	Human Resources/Risk Management Administrator
Labor Market Mean		\$8,113												\$8,724	\$8,724													\$11,643	\$11,643					
% Truckee Tahoe Airport District is Above or Below Mean		8.66%												1.78%	1.78%													-2.72%	-2.72%					
# Of Comparable Matches		3																																

Data effective as of 8/2021
 Truckee Tahoe Airport District: Employer cost for medical, life and LTD are averages
 Friedman Memorial: Employer contribution towards medical is based on age (use EE age 40, spouse age 40 and child age 15)

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	Aviation and Community Services Manager - Information Technology	\$6,460	\$8,882	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,882	\$8,882	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$129	\$11,334	\$11,334	0%	\$0	0%	\$0	\$11,334	\$11,334			
Aspen Airport (Sardy Field)	No Comparable Class																															No Information Technology classes at the airport. IT staff are part of the County		
Big Bear Airport	No Comparable Class																															No Information Technology classes		
Centennial Airport	No Comparable Class																															Chief Technology Office is only IT class and paid as a director		
Friedman Memorial Airport-Sun Valley	No Comparable Class																															No Information Technology classes		
Monterey Regional Airport District	No Comparable Class																															No Information Technology classes		
North Tahoe Public Utility District	No Comparable Class																															Contracted out		
Northstar Community Services District	No Comparable Class																															Only IT class is IT/GIS Coordinator		
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	Information Systems and Technology Administrator	\$8,545	\$11,109	0%	\$0	0%	\$0	\$222	\$222	\$0	\$0		\$11,331	\$11,331	\$119	\$119	\$2,433	\$122	\$27	\$9	\$27	\$0	\$850	\$14,918	\$14,918	2%	\$222	0%	\$0	\$14,695	\$14,918			
Tahoe-Truckee Sanitation Agency	Information Technology Specialist	\$7,547	\$9,632	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$9,632	\$9,632	\$83	\$83	\$3,316	\$185	\$100	\$110	\$28	\$0	\$140	\$13,594	\$13,594	0%	\$0	0%	\$0	\$13,594	\$13,594			
Town of Truckee	Information Technology Specialist	\$6,530	\$8,163	0%	\$0	0%	\$0	\$247	\$247	\$0	\$0		\$8,410	\$8,410	\$0	\$0	\$1,473	\$153	\$31	\$12	\$0	\$0	\$118	\$10,197	\$10,197	0%	\$0	0%	\$0	\$10,197	\$10,197	CP listed: max is \$8,816		
Truckee Donner Public Utility District	IT/SCADA Engineer	\$9,401	\$11,427	1.89%	\$216	1.89%	\$216	\$0	\$718	\$23	\$0		\$11,666	\$12,383	\$0	\$0	\$3,211	\$182	\$100	\$84	\$3	\$0	\$874	\$16,120	\$16,838	0%	\$0	0%	\$0	\$16,120	\$16,838			
Truckee Sanitary District	No Comparable Class																																	
Labor Market Mean		\$10,083											\$10,260	\$10,439																				
% Truckee Tahoe Airport District is Above or Below Mean		-13.52%											-15.51%	-17.53%																				
# Of Comparable Matches		4																																

Data effective as of 8/2021
 Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages
 Truckee Donner PUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employer's Portion of Retirement Paid by the Employee (%) (CLASSIC)	Employer's Portion of Retirement Paid by the Employee (\$) (CLASSIC)	Employer's Portion of Retirement Paid by the Employee (%) (PEPRA)	Employer's Portion of Retirement Paid by the Employee (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments					
Truckee Tahoe Airport District	Aviation and Community Services Manager - Property	\$6,460	\$8,882	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,882	\$8,882	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$129	\$11,334	\$11,334	0%	\$0	0%	\$0	\$11,334	\$11,334						
Aspen Airport (Sardy Field)	No Comparable Class																																				
Big Bear Airport	No Comparable Class																																				
Centennial Airport	No Comparable Class																																				
Friedman Memorial Airport-Sun Valley	No Comparable Class																																				
Monterey Regional Airport District	Project Manager	\$4,919	\$7,829	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$7,829	\$7,829	\$3,230	\$2,961	inc	\$55	\$27	\$6	\$0	\$0	\$599	\$11,747	\$11,478	0%	\$0	0%	\$0	\$11,747	\$11,478						
North Tahoe Public Utility District	No Comparable Class																																				
Northstar Community Services District	No Comparable Class																																				
Northstar Ski Resort	Declined to participate																																				
Reno-Tahoe Airport Authority	Declined to participate																																				
Squaw Valley Ski Corporation	Declined to participate																																				
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																																			
% Truckee Tahoe Airport District is Above or Below Mean		---																																			
# Of Comparable Matches		1																																			

Data effective as of 8/2021
Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	Aviation and Community Services Manager-Public Relations	\$6,460	\$8,882	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,882	\$8,882	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$129	\$11,334	\$11,334	0%	\$0	0%	\$0	\$11,334	\$11,334			
Aspen Airport (Sardy Field)	No Comparable Class																																	
Big Bear Airport	No Comparable Class																																	
Centennial Airport	Manager of Communications and Media-PIO	\$4,702	\$6,582	0%	\$0	0%	\$0	\$461	\$461	\$0	\$0		\$7,043	\$7,043	\$0	\$0	\$1,701	\$103	\$19	\$24	\$22	\$0	\$504	\$9,415	\$9,415	0%	\$0	0%	\$0	\$9,415	\$9,415	Mid Point Listed; Max is \$8,465		
Friedman Memorial Airport-Sun Valley	No Comparable Class																																	
Monterey Regional Airport District	No Comparable Class																																	
North Tahoe Public Utility District	Public Information Officer	\$7,036	\$8,552	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,552	\$8,552	\$292	\$292	\$2,331	\$135	\$55	\$27	\$102	\$0	\$654	\$12,147	\$12,147	1%	\$86	0%	\$0	\$12,062	\$12,147	Reports to the General Manager		
Northstar Community Services District	No Comparable Class																																	
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	Management Analyst-Public Information and Community Engagement	\$6,934	\$9,014	0%	\$0	0%	\$0	\$180	\$180	\$0	\$0		\$9,194	\$9,194	\$119	\$119	\$2,433	\$122	\$27	\$9	\$22	\$0	\$690	\$12,615	\$12,615	2%	\$180	0%	\$0	\$12,435	\$12,615	No longer have Grants and Community Information Administrator		
Tahoe-Truckee Sanitation Agency	No Comparable Class																																	
Town of Truckee	No Comparable Class																																	Communications Director/Town Clerk
Truckee Donner Public Utility District	No Comparable Class																																	Public Information Officer/Strategic Affairs Director is a Department Head
Truckee Sanitary District	No Comparable Class																																	
Labor Market Mean		\$8,049																																
% Truckee Tahoe Airport District is Above or Below Mean		9.37%																																
# Of Comparable Matches		3																																
													\$8,263	\$8,263														\$11,304	\$11,393					
													6.97%	6.97%														0.27%	-0.51%					

Data effective as of 8/2021
Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments
Truckee Tahoe Airport District	Aviation and Community Services Program Associate-Noise	\$5,327	\$7,324	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$7,324	\$7,324	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$106	\$9,754	\$9,754	0%	\$0	0%	\$0	\$9,754	\$9,754	
Aspen Airport (Sardy Field)	No Comparable Class																															
Big Bear Airport	No Comparable Class																															
Centennial Airport	Senior Planner/Noise and Environment	\$4,702	\$6,582	0%	\$0	0%	\$0	\$461	\$461	\$0	\$0		\$7,043	\$7,043	\$0	\$0	\$1,701	\$103	\$19	\$24	\$22	\$0	\$504	\$9,415	\$9,415	0%	\$0	0%	\$0	\$9,415	\$9,415	Mid Point listed; Max is \$8,465; Senior is journey level
Friedman Memorial Airport-Sun Valley	No Comparable Class																															
Monterey Regional Airport District	No Comparable Class																															
North Tahoe Public Utility District	No Comparable Class																															
Northstar Community Services District	No Comparable Class																															
Northstar Ski Resort	Declined to participate																															
Reno-Tahoe Airport Authority	Declined to participate																															
Squaw Valley Ski Corporation	Declined to participate																															
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											Insuff Data	Insuff Data		
	% Truckee Tahoe Airport District is Above or Below Mean	---															---	---											---	---		
	# Of Comparable Matches	1																														

Data effective as of 8/2021
Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employer's Portion of Retirement Paid by the Employee (%) (CLASSIC)	Employer's Portion of Retirement Paid by the Employee (\$) (CLASSIC)	Employer's Portion of Retirement Paid by the Employee (%) (PEPRA)	Employer's Portion of Retirement Paid by the Employee (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments	
Truckee Tahoe Airport District	Aviation and Community Services Project Coordinator	\$5,859	\$8,060	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,060	\$8,060	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$117	\$10,501	\$10,501	0%	\$0	0%	\$0	\$10,501	\$10,501		
Aspen Airport (Sardy Field)	No Comparable Class																																
Big Bear Airport	No Comparable Class																																
Centennial Airport	Senior Planner/Special Projects Coordinator	\$4,702	\$6,582	0%	\$0	0%	\$0	\$461	\$461	\$0	\$0		\$7,043	\$7,043	\$0	\$0	\$1,701	\$103	\$19	\$24	\$22	\$0	\$504	\$9,415	\$9,415	0%	\$0	0%	\$0	\$9,415	\$9,415	Mid Point Listed; Max is \$8,465	
Friedman Memorial Airport-Sun Valley	No Comparable Class																																
Monterey Regional Airport District	No Comparable Class																																
North Tahoe Public Utility District	No Comparable Class																																
Northstar Community Services District	No Comparable Class																																
Northstar Ski Resort	Declined to participate																																
Reno-Tahoe Airport Authority	Declined to participate																																
Squaw Valley Ski Corporation	Declined to participate																																
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														
% Truckee Tahoe Airport District is Above or Below Mean		---															---		---														
# Of Comparable Matches		1																															

Data effective as of 8/2021
Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments	
Truckee Tahoe Airport District	Director of Aviation and Community Services	\$9,102	\$11,833	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$11,833	\$11,833	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$172	\$14,328	\$14,328	0%	\$0	0%	\$0	\$14,328	\$14,328		
Aspen Airport (Sardy Field)	Director of Airport Security and Construction	\$9,510	\$11,598	0%	\$0	0%	\$0	\$1,624	\$1,624	\$0	\$0		\$13,221	\$13,221	\$156	\$156	\$2,417	\$70	\$19	DNA	DNA	\$0	\$168	\$16,051	\$16,051	0%	\$0	0%	\$0	\$16,051	\$16,051	Mid Point Listed: Max is \$13,685; there is cross over with Director of Airport Operations, Safety and ARFF but they are paid the same	
Big Bear Airport	No Comparable Class																																
Centennial Airport	Planning Development Director	\$5,774	\$8,084	0%	\$0	0%	\$0	\$566	\$566	\$0	\$0		\$8,650	\$8,650	\$0	\$0	\$1,701	\$103	\$19	\$29	\$27	\$0	\$618	\$11,147	\$11,147	0%	\$0	0%	\$0	\$11,147	\$11,147	Mid Point listed: Max is \$10,396	
Friedman Memorial Airport-Sun Valley	No Comparable Class																																
Monterey Regional Airport District	No Comparable Class																																
North Tahoe Public Utility District	No Comparable Class																																
Northstar Community Services District	No Comparable Class																																
Northstar Ski Resort	Declined to participate																																
Reno-Tahoe Airport Authority	Declined to participate																																
Squaw Valley Ski Corporation	Declined to participate																																
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												Insuff Data		Insuff Data			
% Truckee Tahoe Airport District is Above or Below Mean		---												---		---												---		---			
# Of Comparable Matches		2																															

Data effective as of 8/2021
Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments	
Truckee Tahoe Airport District	Director of Finance and Administration	\$9,102	\$11,833	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$11,833	\$11,833	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$172	\$14,328	\$14,328	0%	\$0	0%	\$0	\$14,328	\$14,328		
Aspen Airport (Sardy Field)	No Comparable Class																																
Big Bear Airport	No Comparable Class																																
Centennial Airport	Chief Financial Officer	\$6,071	\$8,500	0%	\$0	0%	\$0	\$595	\$595	\$0	\$0		\$9,095	\$9,095	\$0	\$0	\$1,701	\$103	\$19	\$31	\$29	\$0	\$650	\$11,627	\$11,627	0%	\$0	0%	\$0	\$11,627	\$11,627	Mid Point listed; Max is \$10,931	
Friedman Memorial Airport-Sun Valley	Deputy Director, Finance and Administration	\$8,421	\$10,526	0%	\$0	0%	\$0	\$1,254	\$1,254	\$0	\$0		\$11,779	\$11,779	\$1,449	\$1,449	inc	inc	inc	\$5	\$0	\$0	\$805	\$14,040	\$14,040	0%	\$0	0%	\$0	\$14,040	\$14,040	Mid Point listed; Range max is \$12,631	
Monterey Regional Airport District	Deputy Executive Director, Finance and Administration	\$10,717	\$13,174	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$13,174	\$13,174	\$3,230	\$2,961	inc	\$55	\$27	\$6	\$0	\$0	\$929	\$17,422	\$17,153	0%	\$0	0%	\$0	\$17,422	\$17,153		
North Tahoe Public Utility District	Chief Financial Officer	\$14,359	\$14,359	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$14,359	\$14,359	\$292	\$292	\$2,331	\$135	\$55	\$27	\$171	\$0	\$946	\$18,315	\$18,315	1%	\$144	0%	\$0	\$18,172	\$18,315		
Northstar Community Services District	Director of Finance and Administration	\$12,331	\$15,431	8%	\$1,234	0%	\$0	\$0	\$0	\$772	\$0		\$17,437	\$16,203	\$0	\$0	\$2,433	\$123	\$9	\$12	\$0	\$217	\$224	\$20,455	\$19,220	0%	\$0	0%	\$0	\$20,455	\$19,220		
Northstar Ski Resort	Declined to participate																																
Reno-Tahoe Airport Authority	Declined to participate																																
Squaw Valley Ski Corporation	Declined to participate																																
Tahoe City Public Utility District	Chief Financial Officer	\$11,985	\$15,581	0%	\$0	0%	\$0	\$312	\$312	\$0	\$0		\$15,893	\$15,893	\$119	\$119	\$2,433	\$122	\$27	\$9	\$36	\$0	\$964	\$19,603	\$19,603	2%	\$312	0%	\$0	\$19,291	\$19,603		
Tahoe-Truckee Sanitation Agency	Finance and Administration Department Manager	\$11,081	\$14,144	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$14,144	\$14,144	\$83	\$83	\$3,316	\$185	\$100	\$110	\$41	\$0	\$205	\$18,184	\$18,184	0%	\$0	0%	\$0	\$18,184	\$18,184		
Town of Truckee	Finance Manager	\$8,335	\$10,418	0%	\$0	0%	\$0	\$167	\$167	\$0	\$0		\$10,585	\$10,585	\$0	\$0	\$1,818	\$153	\$31	\$12	\$0	\$208	\$151	\$12,958	\$12,958	0%	\$0	0%	\$0	\$12,958	\$12,958	CP listed; Max is \$11,252	
Truckee Donner Public Utility District	Finance and Accounting Manager	\$10,364	\$12,598	1.89%	\$238	1.89%	\$238	\$0	\$791	\$25	\$0		\$12,861	\$13,652	\$0	\$0	\$3,211	\$182	\$100	\$93	\$3	\$0	\$920	\$17,371	\$18,162	0%	\$0	0%	\$0	\$17,371	\$18,162		
Truckee Sanitary District	Finance and Administrative Services Manager	\$13,144	\$16,380	8%	\$1,310	0%	\$0	\$0	\$0	\$0	\$0		\$17,690	\$16,380	\$0	\$0	\$2,433	\$165	\$138	\$43	\$0	\$0	\$975	\$21,444	\$20,134	0%	\$0	0%	\$0	\$21,444	\$20,134		
	Labor Market Mean		\$13,111										\$13,702	\$13,526																			
	% Truckee Tahoe Airport District is Above or Below Mean		-10.80%										-15.79%	-14.31%																			
	# Of Comparable Matches		10																														

Data effective as of 8/2021
 Truckee Tahoe Airport District: Employer cost for medical, life and LTD are averages
 Big Bear: ER contribution towards life and LTD insurance is an average
 Friedman Memorial: Employer contribution towards medical is based on age (use EE age 40, spouse age 40 and child age 15)
 Truckee Donner PUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	12147	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	Director of Operations and Maintenance	\$9,344	\$12,147	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$12,147	\$12,147	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$176	\$14,647	\$14,647	0%	\$0	0%	\$0	\$14,647	\$14,647			
Aspen Airport (Sardy Field)	Director of Operations, Safety and ARFF	\$9,510	\$11,598	0%	\$0	0%	\$0	\$1,624	\$1,624	\$0	\$0		\$13,221	\$13,221	\$156	\$156	\$2,417	\$70	\$19	DNA	DNA	\$0	\$168	\$16,051	\$16,051	0%	\$0	0%	\$0	\$16,051	\$16,051	Mid Point Listed: Max is \$13,685; there is cross over with Director of Airport Security of Construction but they are paid the same		
Big Bear Airport	No Comparable Class																																	
Centennial Airport	Director of Maintenance	\$6,071	\$8,500	0%	\$0	0%	\$0	\$595	\$595	\$0	\$0		\$9,095	\$9,095	\$0	\$0	\$1,701	\$103	\$19	\$31	\$29	\$0	\$650	\$11,627	\$11,627	0%	\$0	0%	\$0	\$11,627	\$11,627	Mid Point listed: Max is \$10,931; Director of Operations is lower paid		
Friedman Memorial Airport-Sun Valley	Deputy Director, Operations and Maintenance	\$9,431	\$11,789	0%	\$0	0%	\$0	\$1,404	\$1,404	\$0	\$0		\$13,193	\$13,193	\$1,449	\$1,449	inc	inc	inc	\$5	\$0	\$0	\$902	\$15,550	\$15,550	0%	\$0	0%	\$0	\$15,550	\$15,550	Mid Point listed, Range max is \$14,147		
Monterey Regional Airport District	No Comparable Class																																	
North Tahoe Public Utility District	Utility Operations Manager	\$10,464	\$12,719	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$12,719	\$12,719	\$292	\$292	\$2,331	\$135	\$55	\$27	\$151	\$0	\$922	\$16,632	\$16,632	1%	\$127	0%	\$0	\$16,505	\$16,632	BA desired: T2 Water Treatment Operator Certificate and a D2 Water Distribution Operator Certificate or be able to obtain within twelve months from the date of hire; Any of the following are desirable: 1) Collection System Maintenance Technologist, 2) Cross-Connection Control Specialist, 3) Mechanical Technologist, 4) Backflow Prevention Assembly Tester, and 5) Sewer Treatment Plant Operator; Engineering and Operations Manager is over Engineering		
Northstar Community Services District	Utilities Operations Manager	\$10,957	\$13,631	8%	\$1,090	0%	\$0	\$0	\$0	\$682	\$0		\$15,403	\$14,312	\$0	\$0	\$2,433	\$123	\$9	\$12	\$0	\$217	\$198	\$18,394	\$17,304	0%	\$0	0%	\$0	\$18,394	\$17,304	BA desired: Any two of the following certificates required: Water Treatment Operator, Sewer Collection System Maintenance, Water Distribution System Operation, Sewer Treatment Plant Operator, or Backflow Prevention Tester. Certification in both water and sewer categories preferred.		
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	Director of Utilities	\$11,985	\$15,581	0%	\$0	0%	\$0	\$312	\$312	\$0	\$0		\$15,893	\$15,893	\$119	\$119	\$2,433	\$122	\$27	\$9	\$36	\$0	\$964	\$19,603	\$19,603	2%	\$312	0%	\$0	\$19,291	\$19,603	BA; T3, D3, Collections Grade 4.		
Tahoe-Truckee Sanitation Agency	Maintenance Manager	\$10,809	\$13,794	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$13,794	\$13,794	\$83	\$83	\$3,316	\$185	\$100	\$110	\$40	\$0	\$200	\$17,828	\$17,828	0%	\$0	0%	\$0	\$17,828	\$17,828	Operations Manager has same salary; BA; Class B within 3 months; CWEA Plant Maintenance Technologist Grade IV certification within 18 months		
Town of Truckee	Street Maintenance Manager	\$7,560	\$9,450	0%	\$0	0%	\$0	\$167	\$167	\$0	\$0		\$9,617	\$9,617	\$0	\$0	\$1,818	\$153	\$31	\$12	\$0	\$189	\$137	\$11,957	\$11,957	0%	\$0	0%	\$0	\$11,957	\$11,957	CP listed; Max is \$10,206		
Truckee Donner Public Utility District	Water Operations Manager	\$10,364	\$12,598	1.89%	\$238	1.89%	\$238	\$0	\$791	\$25	\$0		\$12,861	\$13,652	\$0	\$0	\$3,211	\$182	\$100	\$93	\$3	\$0	\$920	\$17,370	\$18,162	0%	\$0	0%	\$0	\$17,370	\$18,162	AA; T3, D4, AWWA Cross-Connection Control Program Specialist, or the ability to obtain within one year of appointment.		
Truckee Sanitary District	Operations and Maintenance Superintendent	\$11,556	\$14,401	8%	\$1,152	0%	\$0	\$0	\$0	\$0	\$0		\$15,553	\$14,401	\$0	\$0	\$2,433	\$165	\$138	\$43	\$0	\$0	\$947	\$19,278	\$18,126	0%	\$0	0%	\$0	\$19,278	\$18,126	Must possess a California Water Environment Association Collection System maintenance Grade IV certificate		
Labor Market Mean		\$12,406												\$13,135	\$12,990													\$16,385	\$16,284					
% Truckee Tahoe Airport District is Above or Below Mean														-8.13%	-6.94%													-11.87%	-11.18%					
# Of Comparable Matches		10																																

Data effective as of 8/2021
 Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages
 Friedman Memorial- Employer contribution towards medical is based on age (use EE age 40, spouse age 40 and child age 15)
 Truckee Donner PUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	District Clerk	\$6,460	\$8,882	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,882	\$8,882	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$129	\$11,334	\$11,334	0%	\$0	0%	\$0	\$11,334	\$11,334			
Aspen Airport (Sardy Field)	Administrative Specialist	\$4,300	\$5,244	0%	\$0	0%	\$0	\$734	\$734	\$0	\$0		\$5,978	\$5,978	\$156	\$156	\$2,417	\$70	\$19	DNA	DNA	\$0	\$76	\$8,716	\$8,716	0%	\$0	0%	\$0	\$8,716	\$8,716	Mid Point Listed; Max is \$6,188		
Big Bear Airport	No Comparable Class																																	
Centennial Airport	No Comparable Class																																	
Friedman Memorial Airport-Sun Valley	No Comparable Class																																	
Monterey Regional Airport District	Senior Executive Assistant	\$5,029	\$7,829	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$7,829	\$7,829	\$3,230	\$2,961	inc	\$55	\$27	\$6	\$0	\$0	\$599	\$11,747	\$11,478	0%	\$0	0%	\$0	\$11,747	\$11,478			
North Tahoe Public Utility District	Administrative Services Liaison/Board Clerk	\$7,036	\$8,552	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,552	\$8,552	\$292	\$292	\$2,331	\$135	\$55	\$27	\$102	\$0	\$654	\$12,147	\$12,147	1%	\$86	0%	\$0	\$12,062	\$12,147	Used to supervise, but not anymore		
Northstar Community Services District	No Comparable Class																																Human Resources Administrator/Secretary of the Board also performs HR duties	
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	No Comparable Class																																Executive Assistant supervises	
Tahoe-Truckee Sanitation Agency	Executive Assistant/Board Clerk	\$6,564	\$8,377	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,377	\$8,377	\$83	\$83	\$3,316	\$185	\$100	\$110	\$24	\$0	\$121	\$12,317	\$12,317	0%	\$0	0%	\$0	\$12,317	\$12,317			
Town of Truckee	Records Technician	\$4,420	\$5,524	0%	\$0	0%	\$0	\$194	\$194	\$0	\$0		\$5,718	\$5,718	\$0	\$0	\$1,473	\$153	\$31	\$12	\$0	\$0	\$80	\$7,467	\$7,467	0%	\$0	0%	\$0	\$7,467	\$7,467	CP Listed; max is \$5,968		
Truckee Donner Public Utility District	Executive Assistant/District Clerk	\$10,364	\$12,598	1.89%	\$238	1.89%	\$238	\$0	\$791	\$25	\$0		\$12,861	\$13,652	\$0	\$0	\$3,211	\$182	\$100	\$93	\$3	\$0	\$920	\$17,371	\$18,162	0%	\$0	0%	\$0	\$17,371	\$18,162			
Truckee Sanitary District	Executive Assistant/Board Clerk	\$7,092	\$8,837	8%	\$707	0%	\$0	\$0	\$0	\$0	\$0		\$9,544	\$8,837	\$0	\$0	\$2,433	\$165	\$138	\$43	\$0	\$0	\$676	\$12,999	\$12,292	0%	\$0	0%	\$0	\$12,999	\$12,292			
Labor Market Mean		\$8,137																																
% Truckee Tahoe Airport District is Above or Below Mean		8.38%																																
# Of Comparable Matches		7																																

Data effective as of 8/2021
Truckee Tahoe Airport District - Employer cost for medical, life and LTD are averages
Truckee Donner PLUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	General Manager	\$11,805	\$17,400	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$17,400	\$17,400	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$252	\$19,976	\$19,976	0%	\$0	0%	\$0	\$19,976	\$19,976			
Aspen Airport (Sardy Field)	Aviation Director	\$12,485	\$15,225	0%	\$0	0%	\$0	\$2,132	\$2,132	\$0	\$0		\$17,357	\$17,357	\$156	\$156	\$2,417	\$70	\$19	DNA	DNA	\$0	\$221	\$20,239	\$20,239	0%	\$0	0%	\$0	\$20,239	\$20,239	Mid Point Listed; Max is \$17,966		
Big Bear Airport	General Manager	\$7,500	\$11,667	7%	\$817	0%	\$0	\$250	\$250	\$0	\$0		\$12,733	\$11,917	\$2,000	\$2,000	inc	inc	inc	\$32	\$25	\$0	\$169	\$14,959	\$14,143	0%	\$0	0%	\$0	\$14,959	\$14,143			
Centennial Airport	Executive Director	\$8,623	\$15,539	0%	\$0	0%	\$0	\$1,088	\$1,088	\$0	\$0		\$16,627	\$16,627	\$0	\$0	\$1,701	\$103	\$19	\$46	\$34	\$0	\$963	\$19,492	\$19,492	0%	\$0	0%	\$0	\$19,492	\$19,492			
Friedman Memorial Airport-Sun Valley	Airport Director	\$10,563	\$13,204	0%	\$0	0%	\$0	\$1,573	\$1,573	\$0	\$0		\$14,776	\$14,776	\$1,449	\$1,449	inc	inc	inc	\$5	\$0	\$0	\$929	\$17,160	\$17,160	0%	\$0	0%	\$0	\$17,160	\$17,160	Mid Point listed; Range max is \$15,844		
Monterey Regional Airport District	Executive Director	\$16,083	\$16,083	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$16,083	\$16,083	\$2,793	\$2,793	inc	\$55	\$27	\$6	\$0	\$0	\$971	\$19,936	\$19,936	0%	\$0	0%	\$0	\$19,936	\$19,936			
North Tahoe Public Utility District	General Manager/Chief Executive Officer	\$16,667	\$16,667	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$16,667	\$16,667	\$292	\$292	\$2,331	\$135	\$55	\$27	\$198	\$0	\$979	\$20,684	\$20,684	1%	\$167	0%	\$0	\$20,517	\$20,684			
Northstar Community Services District	General Manager	\$22,598	\$22,598	8%	\$1,808	0%	\$0	\$0	\$0	\$1,130	\$0		\$25,536	\$23,728	\$0	\$0	\$2,433	\$123	\$9	\$12	\$0	\$217	\$328	\$28,657	\$26,849	0%	\$0	0%	\$0	\$28,657	\$26,849			
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	General Manager	\$15,836	\$20,587	0%	\$0	0%	\$0	\$1,235	\$1,235	\$0	\$0		\$21,822	\$21,822	\$119	\$119	\$2,433	\$122	\$27	\$9	\$36	\$0	\$1,036	\$25,605	\$25,605	2%	\$412	0%	\$0	\$25,193	\$25,605			
Tahoe-Truckee Sanitation Agency	General Manager	\$15,248	\$19,462	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$19,462	\$19,462	\$83	\$83	\$3,316	\$185	\$100	\$110	\$56	\$0	\$282	\$23,594	\$23,594	0%	\$0	0%	\$0	\$23,594	\$23,594			
Town of Truckee	Town Manager	\$12,930	\$16,162	0%	\$0	0%	\$0	\$1,623	\$1,623	\$0	\$0		\$17,785	\$17,785	\$0	\$0	\$2,567	\$153	\$31	\$12	\$0	\$162	\$234	\$20,943	\$20,943	0%	\$0	0%	\$0	\$20,943	\$20,943	CP listed; max is \$17,455		
Truckee Donner Public Utility District	General Manager	\$21,250	\$21,250	1.89%	\$402	1.89%	\$402	\$0	\$1,335	\$43	\$0		\$21,694	\$23,029	\$0	\$0	\$3,211	\$182	\$100	\$156	\$4	\$0	\$1,046	\$26,393	\$27,728	0%	\$0	0%	\$0	\$26,393	\$27,728			
Truckee Sanitary District	General Manager/Chief Engineer	\$20,128	\$20,128	8%	\$1,610	0%	\$0	\$0	\$0	\$0	\$0		\$21,738	\$20,128	\$0	\$0	\$2,433	\$165	\$138	\$43	\$0	\$0	\$1,030	\$25,547	\$23,936	0%	\$0	0%	\$0	\$25,547	\$23,936			
Labor Market Mean		\$17,381											\$18,523	\$18,282																				
% Truckee Tahoe Airport District is Above or Below Mean		0.11%											-6.46%	-5.07%																				
# Of Comparable Matches		12																																

Data effective as of 8/2021
 Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages
 Big Bear- ER contribution towards life and LTD insurance is an average
 Friedman Memorial- Employer contribution towards medical is based on age (use EE age 40, spouse age 40 and child age 15)
 Truckee Donner PUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employer's Portion of Retirement Paid by the Employee (%) (CLASSIC)	Employer's Portion of Retirement Paid by the Employee (\$) (CLASSIC)	Employer's Portion of Retirement Paid by the Employee (%) (PEPRA)	Employer's Portion of Retirement Paid by the Employee (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments			
Truckee Tahoe Airport District	Human Resources Manager	\$6,460	\$8,882	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,882	\$8,882	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$129	\$11,334	\$11,334	0%	\$0	0%	\$0	\$11,334	\$11,334				
Aspen Airport (Sardy Field)	No Comparable Class																																		
Big Bear Airport	No Comparable Class																																		
Centennial Airport	No Comparable Class																																	Director level	
Friedman Memorial Airport-Sun Valley	No Comparable Class																																		
Monterey Regional Airport District	No Comparable Class																																		
North Tahoe Public Utility District	Human Resources Manager	\$9,013	\$10,955	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$10,955	\$10,955	\$292	\$292	\$2,331	\$135	\$55	\$27	\$130	\$0	\$838	\$14,763	\$14,763	1%	\$110	0%	\$0	\$14,654	\$14,763				
Northstar Community Services District	Human Resources Administrator/Secretary of the Board	\$7,687	\$9,680	8%	\$774	0%	\$0	\$0	\$0	\$484	\$0		\$10,938	\$10,164	\$0	\$0	\$2,433	\$123	\$9	\$12	\$0	\$217	\$140	\$13,872	\$13,098	0%	\$0	0%	\$0	\$13,872	\$13,098				
Northstar Ski Resort	Declined to participate																																		
Reno-Tahoe Airport Authority	Declined to participate																																		
Squaw Valley Ski Corporation	Declined to participate																																		
Tahoe City Public Utility District	Human Resources Administrator	\$8,545	\$11,109	0%	\$0	0%	\$0	\$222	\$222	\$0	\$0		\$11,331	\$11,331	\$119	\$119	\$2,433	\$122	\$27	\$9	\$27	\$0	\$850	\$14,918	\$14,918	2%	\$222	0%	\$0	\$14,695	\$14,918				
Tahoe-Truckee Sanitation Agency	Human Resources Administrator	\$9,169	\$11,702	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$11,702	\$11,702	\$83	\$83	\$3,316	\$185	\$100	\$110	\$34	\$0	\$170	\$15,700	\$15,700	0%	\$0	0%	\$0	\$15,700	\$15,700				
Town of Truckee	Human Resources Administrator	\$6,857	\$8,571	0%	\$0	0%	\$0	\$167	\$167	\$0	\$0		\$8,738	\$8,738	\$0	\$0	\$1,818	\$153	\$31	\$12	\$0	\$171	\$124	\$11,047	\$11,047	0%	\$0	0%	\$0	\$11,047	\$11,047	CP Listed; Max is \$9257			
Truckee Donner Public Utility District	Business Operations/Human Resources/Risk Manager	\$9,870	\$11,998	1.89%	\$227	1.89%	\$227	\$0	\$753	\$24	\$0		\$12,249	\$13,002	\$0	\$0	\$3,211	\$182	\$100	\$88	\$3	\$0	\$912	\$16,745	\$17,498	0%	\$0	0%	\$0	\$16,745	\$17,498				
Truckee Sanitary District	Human Resources - Risk Management Administrator	\$9,007	\$11,224	8%	\$898	0%	\$0	\$0	\$0	\$0	\$0		\$12,122	\$11,224	\$0	\$0	\$2,433	\$165	\$138	\$43	\$0	\$0	\$859	\$15,759	\$14,861	0%	\$0	0%	\$0	\$15,759	\$14,861				
Labor Market Mean		\$10,748																																	
% Truckee Tahoe Airport District is Above or Below Mean		-21.01%																																	
# Of Comparable Matches		7																																	

Data effective as of 8/2021
 Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages
 Truckee Donner PUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	Operations and Maintenance Technician II	\$5,090	\$6,999	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$6,999	\$6,999	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$101	\$9,424	\$9,424	0%	\$0	0%	\$0	\$9,424	\$9,424			
Aspen Airport (Sardy Field)	Airport Facilities Technician	\$4,182	\$4,920	0%	\$0	0%	\$0	\$689	\$689	\$0	\$0		\$5,608	\$5,608	\$156	\$156	\$2,417	\$70	\$19	DNA	DNA	\$0	\$71	\$8,341	\$8,341	0%	\$0	0%	\$0	\$8,341	\$8,341	Mid Point Listed; Max is \$5,658		
Big Bear Airport	Maintenance Worker II	\$3,640	\$4,853	7%	\$340	0%	\$0	\$250	\$250	\$0	\$0		\$5,443	\$5,103	\$2,000	\$2,000	inc	inc	inc	\$32	\$25	\$0	\$70	\$7,570	\$7,231	0%	\$0	0%	\$0	\$7,570	\$7,231			
Centennial Airport	Operations Specialist	\$3,716	\$5,016	0%	\$0	0%	\$0	\$351	\$351	\$0	\$0		\$5,367	\$5,367	\$0	\$0	\$1,701	\$103	\$19	\$18	\$17	\$0	\$384	\$7,608	\$7,608	0%	\$0	0%	\$0	\$7,608	\$7,608	Mid Point listed; Max is \$6,316		
Friedman Memorial Airport-Sun Valley	No Comparable Class																															Airport Operations/ARFF Specialist also serves as firefighter		
Monterey Regional Airport District	Maintenance Worker	\$3,626	\$5,308	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$5,308	\$5,308	\$3,230	\$2,961	inc	\$55	\$27	\$6	\$0	\$0	\$406	\$9,033	\$8,764	0%	\$0	0%	\$0	\$9,033	\$8,764			
North Tahoe Public Utility District	Equipment Operator II	\$5,474	\$6,654	0%	\$0	0%	\$0	\$0	\$0	\$0	\$665	10% max cert pay	\$7,319	\$7,319	\$292	\$292	\$2,331	\$135	\$55	\$27	\$79	\$0	\$509	\$10,747	\$10,747	1%	\$67	0%	\$0	\$10,680	\$10,747	Class A; D1		
Northstar Community Services District	Utilities Service Worker	\$6,086	\$7,398	8%	\$592	0%	\$0	\$0	\$0	\$370	\$740	10% max cert pay	\$9,100	\$8,508	\$0	\$0	\$2,433	\$123	\$9	\$12	\$0	\$217	\$107	\$12,001	\$11,409	0%	\$0	0%	\$0	\$12,001	\$11,409	T1 or the ability to obtain within one year of date of hire and T2 within 2 years; D1 or the ability to obtain within one year of date of hire and D2 within 2 years; CWEA Grade 1 Sewer Collection System. Maintenance certification, or the ability to obtain within 1 year of date of hire; Class B or procurement after first six (6) months of hire date.		
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	Utility Operations Specialist II	\$5,913	\$7,687	0%	\$0	0%	\$0	\$154	\$154	\$0	\$0		\$7,841	\$7,841	\$119	\$119	\$2,433	\$122	\$27	\$9	\$18	\$0	\$588	\$11,157	\$11,157	2%	\$154	0%	\$0	\$11,003	\$11,157	Class A; T1; D2; Collections Grade 2		
Tahoe-Truckee Sanitation Agency	No Comparable Class																																Operates wastewater treatment plant	
Town of Truckee	Street Maintenance Worker II	\$4,210	\$5,261	0%	\$0	0%	\$0	\$189	\$189	\$0	\$0		\$5,449	\$5,449	\$0	\$0	\$1,473	\$153	\$31	\$12	\$0	\$0	\$76	\$7,194	\$7,194	0%	\$0	0%	\$0	\$7,194	\$7,194	CP Listed; Max is \$5,684		
Truckee Donner Public Utility District	Water Services Technician	\$8,207	\$8,207	1.89%	\$155	1.89%	\$155	\$0	\$515	\$29	\$0		\$8,392	\$8,907	\$0	\$0	\$3,211	\$182	\$100	\$60	\$2	\$0	\$628	\$12,575	\$13,090	0%	\$0	0%	\$0	\$12,575	\$13,090	T1, D3, Class A		
Truckee Sanitary District	Collection Systems Maintenance Worker II	\$6,062	\$7,554	8%	\$604	0%	\$0	\$0	\$0	\$0	\$0		\$8,158	\$7,554	\$0	\$0	\$2,433	\$165	\$138	\$43	\$0	\$0	\$578	\$11,515	\$10,911	0%	\$0	0%	\$0	\$11,515	\$10,911	Class B; Collections Grade 2		
Labor Market Mean		\$6,286											\$6,798	\$6,696																				
% Truckee Tahoe Airport District is Above or Below Mean		10.19%											2.86%	4.32%																				
# Of Comparable Matches		10																																

Data effective as of 8/2021
 Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages
 Big Bear- ER contribution towards life and LTD insurance is an average
 Truckee Donner PUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments		
Truckee Tahoe Airport District	Operations and Maintenance Supervisor	\$6,782	\$9,326	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$9,326	\$9,326	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$135	\$11,785	\$11,785	0%	\$0	0%	\$0	\$11,785	\$11,785			
Aspen Airport (Sardy Field)	Airport Facilities Supervisor	\$5,510	\$6,720	0%	\$0	0%	\$0	\$941	\$941	\$0	\$0		\$7,661	\$7,661	\$156	\$156	\$2,417	\$70	\$19	DNA	DNA	\$0	\$97	\$10,420	\$10,420	0%	\$0	0%	\$0	\$10,420	\$10,420	Mid Point Listed; Max is \$7,930		
Big Bear Airport	No Comparable Class																																	
Centennial Airport	Operations Supervisor	\$3,969	\$5,358	0%	\$0	0%	\$0	\$375	\$375	\$0	\$0		\$5,733	\$5,733	\$0	\$0	\$1,701	\$103	\$19	\$20	\$18	\$0	\$410	\$8,003	\$8,003	0%	\$0	0%	\$0	\$8,003	\$8,003	Mid Point listed; Max is \$6,747		
Friedman Memorial Airport-Sun Valley	No Comparable Class																																	
Monterey Regional Airport District	Maintenance Supervisor	\$6,218	\$8,804	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,804	\$8,804	\$3,230	\$2,961	inc	\$55	\$27	\$6	\$0	\$0	\$674	\$12,796	\$12,527	0%	\$0	0%	\$0	\$12,796	\$12,527			
North Tahoe Public Utility District	Utility Operations Supervisor	\$8,663	\$10,529	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$10,529	\$10,529	\$292	\$292	\$2,331	\$135	\$55	\$27	\$125	\$0	\$806	\$14,300	\$14,300	1%	\$105	0%	\$0	\$14,194	\$14,300	D2; T2; CWEA Collections Grade 2 Certificate		
Northstar Community Services District	Utilities Field Operations Supervisor	\$7,364	\$8,951	8%	\$716	0%	\$0	\$0	\$0	\$448	\$895	10% max cert pay	\$11,010	\$10,294	\$0	\$0	\$2,433	\$123	\$9	\$12	\$0	\$217	\$130	\$13,933	\$13,217	0%	\$0	0%	\$0	\$13,933	\$13,217	T3, D2, Sewer Collection Systems Maintenance Grade 2, AWWA Cross Connection Control Specialist or USC FCCC & HR Cross Connection Control Specialist Certification required, Class B		
Northstar Ski Resort	Declined to participate																																	
Reno-Tahoe Airport Authority	Declined to participate																																	
Squaw Valley Ski Corporation	Declined to participate																																	
Tahoe City Public Utility District	No Comparable Class																																	
Tahoe-Truckee Sanitation Agency	No Comparable Class																																	
Town of Truckee	Street Maintenance Supervisor	\$5,640	\$7,051	0%	\$0	0%	\$0	\$224	\$224	\$0	\$0		\$7,276	\$7,276	\$0	\$0	\$1,473	\$153	\$31	\$12	\$0	\$0	\$102	\$9,046	\$9,046	0%	\$0	0%	\$0	\$9,046	\$9,046	CP listed; max is \$7,615, Class A within		
Truckee Donner Public Utility District	Water Distribution Foreman	\$9,977	\$9,977	1.89%	\$189	1.89%	\$189	\$0	\$627	\$29	\$0		\$10,195	\$10,821	\$0	\$0	\$3,211	\$182	\$100	\$73	\$3	\$0	\$763	\$14,527	\$15,154	0%	\$0	0%	\$0	\$14,527	\$15,154	T2, D4		
Truckee Sanitary District	Collections Systems Maintenance Supervisor	\$8,250	\$10,281	8%	\$822	0%	\$0	\$0	\$0	\$0	\$0		\$11,103	\$10,281	\$0	\$0	\$2,433	\$165	\$138	\$43	\$0	\$0	\$786	\$14,669	\$13,846	0%	\$0	0%	\$0	\$14,669	\$13,846	Class A; Collections Grade III		
Labor Market Mean		\$8,459												\$9,039	\$8,925															\$12,199	\$12,064			
% Truckee Tahoe Airport District is Above or Below Mean		9.30%												3.08%	4.30%															-3.51%	-2.37%			
# Of Comparable Matches		8																																

Data effective as of 8/2021
 Truckee Tahoe Airport District: Employer cost for medical, life and LTD are averages
 Truckee Donner PUD - 1.89% pick up for PEPRA is amount added back to base pay

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Deferred Compensation (CLASSIC)	Deferred Compensation (PEPRA)	Longevity pay at 10 Years	Certification / Education Pay	Certification / Education Pay Notes	Total Cash (CLASSIC)	Total Cash (PEPRA)	Cafeteria Plan (CLASSIC)	Cafeteria Plan (PEPRA)	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	RHSA	Social Security and/or Medicare	Total Comp (CLASSIC)	Total Comp (PEPRA)	Employee's Portion of Retirement Paid by the Employer (%) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (\$) (CLASSIC)	Employee's Portion of Retirement Paid by the Employer (%) (PEPRA)	Employee's Portion of Retirement Paid by the Employer (\$) (PEPRA)	Total Compensation minus ER portion of retirement paid by EE (CLASSIC)	Total Compensation minus ER portion of retirement paid by EE (PEPRA)	Comments					
Truckee Tahoe Airport District	Pilot and Passenger Outreach Coordinator	\$5,859	\$8,060	0%	\$0	0%	\$0	\$0	\$0	\$0	\$0		\$8,060	\$8,060	\$0	\$0	\$2,063	\$167	\$28	\$22	\$43	\$0	\$117	\$10,501	\$10,501	0%	\$0	0%	\$0	\$10,501	\$10,501						
Aspen Airport (Sardy Field)	No Comparable Class																																				
Big Bear Airport	No Comparable Class																																				
Centennial Airport	No Comparable Class																																				
Friedman Memorial Airport-Sun Valley	No Comparable Class																																				
Monterey Regional Airport District	No Comparable Class																																				
North Tahoe Public Utility District	No Comparable Class																																				
Northstar Community Services District	No Comparable Class																																				
Northstar Ski Resort	Declined to participate																																				
Reno-Tahoe Airport Authority	Declined to participate																																				
Squaw Valley Ski Corporation	Declined to participate																																				
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																																			
% Truckee Tahoe Airport District is Above or Below Mean		---																																			
# Of Comparable Matches		0																																			

Data effective as of 8/2021
Truckee Tahoe Airport District- Employer cost for medical, life and LTD are averages

APPENDIX C
MISCELLANEOUS BENEFIT DATA

**Appendix C - Table 1
COLA/Salary Range Increase Information**

Agency	Date of Next COLA/Salary Range Increase	Amount of Next COLA/Salary Range Increase
Truckee-Tahoe Airport District	7/22	TBD (based on the CPI)
Aspen Airport	None Scheduled	NA
Big Bear Airport	None Scheduled	NA
Centennial Airport	10/2021	TBD
Friedman Memorial Airport-Sun Valley	10/2021	5%
Monterey Peninsula Airport District	None Scheduled	NA
North Tahoe Public Utility District	None Scheduled	NA
Northstar Community Services District	7/2022	1.5% - 4.5% (CPI Based)
Northstar Ski Resort	Declined to participate	
Reno-Tahoe Airport Authority	Declined to participate	
Squaw Valley Ski Corporation	Declined to participate	
Tahoe City Public Utility District	1/2022	CPI Based
Tahoe-Truckee Sanitation Agency	None Scheduled	NA
Town of Truckee	General/MM 7/2022 Dept Heads None Schedule	General/MM 1.5% Dept Heads NA
Truckee Donner Public Utility District	1/2022	TBD- based on CPI
Truckee Sanitary District	7/2022	TBD

**Appendix C - Table 2
Retirement Practices**

Survey Agency	Retirement Plan	Retirement Benefit (for Defined Benefit Plans) (Classic)	Retirement Benefit (for Defined Benefit Plans) (PEPRA)	Retirement Formula (Classic)	Retirement Formula (PEPRA)	Employer's PERS Rate (21/22) (Classic)	Employer's PERS Rate (21/22) (PEPRA)
<i>Truckee-Tahoe Airport District</i>	<i>PERS</i>	<i>2% @ 60</i>	<i>2% @ 62</i>	<i>H3Y</i>	<i>H3Y</i>	<i>8.65%</i>	<i>7.59%</i>
Aspen Airport	Not PERS (ER contributes max of 14% towards deferred comp)						
Big Bear Airport	PERS	2% @ 55	2% @ 62	SHY	H3Y	13.41%	8.09%
Centennial Airport	Not PERS (ER contributes max of 7% towards 401k for all staff)						
Friedman Memorial Airport-Sun Valley	Not PERS (ER contributes 11.91% towards deferred comp)						
Monterey Peninsula Airport District	PERS	2% @ 55	2% @ 62	SHY	H3Y	10.88%	7.59%
North Tahoe Public Utility District	PERS	2% @ 55	2% @ 62	H3Y	H3Y	10.34%	7.59%
Northstar Community Services District	PERS	2.7% @ 55	2% @ 62	SHY	H3Y	15.3%	7.59%
Northstar Ski Resort	Declined to participate						
Reno-Tahoe Airport Authority	Declined to participate						
Squaw Valley Ski Corporation	Declined to participate						
Tahoe City Public Utility District	PERS	2.7% @ 55	2% @ 62	SHY	H3Y	14.02%	7.59%
Tahoe-Truckee Sanitation Agency	PERS	2.7% @ 55	2% @ 62	H3Y	H3Y	14.35%	7.7%
Town of Truckee	PERS	2.5% @ 55	2% @ 62	H3Y	H3Y	12.38%	7.73%
Truckee Donner Public Utility District	PERS	2.7% @ 55	2% @ 62	H3Y	H3Y	13.35%	7.59%
Truckee Sanitary District	PERS	2.7% @ 55	2% @ 62	H3Y	H3Y	13.35%	7.59%

**Appendix C - Table 3
Vehicle Allowance**

Agency	Vehicle Allowance
Truckee-Tahoe Airport District	<p align="center">General Manager and Director of Operations/Maintenance receive take home vehicle.</p> <p align="center">Director of Aviation and Community Services= \$250/month (\$3000/year)</p>
Aspen Airport	Aviation Director receives a vehicle.
Big Bear Airport	General Manager receives vehicle.
Centennial Airport	None
Friedman Memorial Airport-Sun Valley	None
Monterey Peninsula Airport District	Executive Director-\$750/month
North Tahoe Public Utility District	<p align="center">General Manager- \$400/month (\$4800/year) Chief Financial Officer- \$400/month (\$4800/year)</p> <p align="center">Department Heads will receive a District provided automobile or shall receive a monthly automobile allowance as outlined in their employment agreement. For the remaining positions, a District provided automobile or monthly auto allowance shall be at the sole discretion of the General Manager/CEO.</p>
Northstar Community Services District	<p align="center">General Manager- \$700/month (\$8400/year) District Engineer and Utility Operations Manager = \$571/month (\$6850/year)</p>
Northstar Ski Resort	Declined to participate
Reno-Tahoe Airport Authority	Declined to participate
Squaw Valley Ski Corporation	Declined to participate
Tahoe City Public Utility District	<p align="center">Management \$540/month for specific classes (Department Heads)</p> <p align="center">Classified</p> <p align="center">Whenever it is necessary for an employee to use a motor vehicle in the performance of assigned duties, he/she shall have such vehicle furnished to him/her or he/she shall be compensated equal to the standard mileage rate allowed in the Internal Revenue Code for the first 15,000 miles of business use of a personal vehicle.</p>

**Appendix C - Table 3
Vehicle Allowance**

Agency	Vehicle Allowance
Tahoe-Truckee Sanitation Agency	<p align="center">Vehicle may be provided.</p> <p align="center">General Manager= \$500/month</p> <p align="center">Maintenance Manager, Operations Manager, Engineering Manager, Chief Plant Operator currently have take home vehicle. When future vacancies are filled for these positions, they will no longer receive the take-home vehicles.</p>
Town of Truckee	<p align="center">It is negotiable and varies between \$138.46 and \$369.23 per pay check (26 pay periods).</p>
Truckee Donner Public Utility District	<p align="center">General Manager- \$800/ month</p> <p align="center">Vehicle provided- Electric Operations Director & Managers, Water Operations Director & Manager</p>
Truckee Sanitary District	<p align="center">General Manager- \$600/month</p> <p align="center">Finance and Admin Manager- \$700/month</p>

**Appendix C - Table 4
Uniform Allowance**

Agency	Uniform Allowance
<i>Truckee-Tahoe Airport District</i>	<p align="center"> Accounting Clerk - \$200 Administrative Clerk - \$200 Aviation and Community Services Associate – Noise - \$200 Aviation and Community Services Manager – Public Relations - \$200 Aviation and Community Services Project Coordinator - \$200 Building Maintenance Manager - \$500 Director of Aviation and Business Services - \$200 Director of Finance and Administration - \$200 Director of Operations and Maintenance - \$500 General Manager - \$200 HR Manager and District Clerk - \$200 Information and Technology Manager - \$200 Operations and Maintenance Worker II - \$500 Operations/Maintenance Supervisor - \$500 Pilot and Passenger Outreach Coordinator - \$500 Property Manager - \$200 Safety and Security Manager - \$200 Staff Accountant - \$200 </p>
Aspen Airport	None
Big Bear Airport	None
Centennial Airport	None
Friedman Memorial Airport-Sun Valley	None
Friedman Memorial Airport-Sun Valley	No formal uniform allowance, we do provide shirts, jackets, sweatshirts, etc. We budget about \$500 per year per person for Operations
Monterey Peninsula Airport District	Airport pays for Custodian uniforms.
North Tahoe Public Utility District	<p>All Bargaining Unit employees who have successfully completed the probationary period are eligible for the uniform and clothing allowance. The employee will purchase their clothing through the Purchasing Technician or the District will reimburse the employee, upon proof of purchase by receipt, up to the annual uniform allowance amount stated in subsection A and B, prorated per covered employee as necessary, for the purchase of uniforms, approved work clothing for field staff, and logo-wear clothing. The type, style and color of the uniforms worn shall be at the discretion of the respective Department Manager. Uniforms shall be kept in a clean condition and good state of repair at the employee's own expense. The District logo is expressly owned by the District. One set of foul weather gear supplied by the District in subsection C is for use by any field staff requiring such gear. Foul weather gear shall be used exclusively during the performance of District work. Worn gear must be turned in to the District in order to obtain a replacement. Foul weather gear shall be returned to the District upon discontinuance of employment, including the end of seasonal employment. Should any uniform or clothing item become unserviceable prior to the annual allowance date the employee</p>

**Appendix C - Table 4
Uniform Allowance**

Agency	Uniform Allowance
	<p>will be responsible for replacing the items as necessary. If any item becomes unserviceable due to extreme work conditions, and at no fault of the employee, the District may replace the item upon written request to the Manager or a designated representative stating justification for any unserviceable item. Employees should not wear NTPUD logo-wear off-duty except for incidental errands on the way to and/or from work or to attend NTPUD-sanctioned events and social occasions. Employees should act in a professional manner at all times while wearing logo-wear. All logo-wear purchased by employee and reimbursed by the NTPUD shall be returned to the NTPUD at separation or at such time the clothing has reached the end of its useful life. Under no circumstances should logo-wear be discarded, donated to third parties or delivered to thrift shops.</p> <p>The allowance for uniform and clothing shall not exceed \$350.00 per year effective July 2015 and shall be adjusted each following July by the same CPI rate as employee salaries for subsections A and B. The annual uniform / work clothing allowance at 100% of \$350.00 for the employees in the following job classifications:</p> <ul style="list-style-type: none"> Maintenance Technician I/II Lead Maintenance Technician Maintenance Worker I/II Equipment Operator I/II Utility Operations Crew Chief Utility Operations Coordinator Water Quality Control Technician Lead Water Quality Control Technician Fleet Coordinator /Equipment Mechanic Fleet Assistant GIS & SCADA System Engineer Public Works Construction Inspector Park & Facilities Maintenance Worker I/II Lead Parks & Facilities Maintenance Worker Park & Facilities Supervisor Purchasing Technician <p>The uniform / clothing allowance at 75% of subsection A for the employees in the following job classifications:</p> <ul style="list-style-type: none"> Associate Engineer Assistant Engineer Engineering Technician I/II Administrative Assistant Contracts & Planning Coordinator Park & Facilities Coordinator I/II Event Center Coordinator I/II Customer Service Representative I/II

**Appendix C - Table 4
Uniform Allowance**

Agency	Uniform Allowance
	<p align="center">Customer Service Team Lead Accounting Technician General Ledger Accountant</p> <p align="center">Management/Mid Management/Confidential</p> <p>All EMPLOYEES are eligible for a Clothing Allowance in conformance with the currently adopted MOU Section 1.26 (See above): The annual uniform / work clothing allowance at 100% for the EMPLOYEES in the following job classifications:</p> <p align="center">Engineering and Operations Manager Utility Operations Manager Utility Operations Supervisor Project Engineer and Construction Manager</p> <p>The uniform / work clothing allowance at 75% for the EMPLOYEES in the following job classifications:</p> <p align="center">Chief Financial Officer Administrative Manager Administrative Liaison/Board Secretary Human Resources Manager North Tahoe Event Center Manager Controller Public Information Officer General Manager Chief Financial Officer</p>
Northstar Community Services District	None
Northstar Ski Resort	Declined to participate
Reno-Tahoe Airport Authority	Declined to participate
Squaw Valley Ski Corporation	Declined to participate
Tahoe City Public Utility District	<p align="center">Classified</p> <p>All Bargaining Unit employees are eligible for the uniform reimbursement. The District will reimburse employee, upon proof of purchase by receipt, up to the annual uniform allowance amount stated below, prorated per covered employee as necessary, for the purchase of uniforms, approved work clothing including boots and jackets for field staff, and logo-wear clothing. The type, style and color of the uniforms worn shall be at the discretion of the respective Department Manager. Uniforms shall be kept in a clean condition and good state of repair at the employee's own expense. The District logo is expressly owned by the District. One set of foul weather gear consisting of waterproof pants, coat, hood, one thermal base layer set, and gloves</p>

**Appendix C - Table 4
Uniform Allowance**

Agency	Uniform Allowance
	<p>shall be supplied by the District for use by any field staff requiring such gear. Foul weather gear shall be used exclusively during the performance of District work. Worn gear must be turned in to the District in order to obtain a replacement with the exception of thermal base layer, which will be provided once per year. Foul weather gear, with the exception of the thermal base layer, shall be returned to the District upon discontinuance of employment, including the end of seasonal employment. The annual uniform allowance amount for employees within the Utilities and Parks Departments field staff shall be \$575 for the term of this agreement. Construction Inspectors I and II field staff, Engineering Technicians I and II field staff, and Recreation Department staff uniform allowance shall be 75% of the Utilities and Parks Department field staff. Office staff uniform allowance shall be 50% of the Utilities and Parks Departments field staff for TCPUD-logo office apparel only.</p> <p>This program is expanded on a pro-rata value for employees who work in the field and includes management's right to adjust downward for less than 100% field time, with no take away for existing classifications receiving this benefit. Employees should not wear TCPUD logo-wear off-duty except for incidental errands on the way to and/or from work or to attend TCPUD-sanctioned events and social occasions. Employees should act in a professional manner and in accordance with the TCPUD PPM and this Agreement at all times while wearing logo-wear. All logo-wear purchased by employee and reimbursed by the TCPUD shall be returned to the TCPUD at separation or at such time the clothing has reached the end of its useful life. Under no circumstances should logo-wear be discarded, donated to third parties or delivered to thrift shops.</p> <p align="center">Supervisory/Professional</p> <p>Employees shall annually receive a uniform allowance for District logo attire, outerwear, and footwear for the field that is suitable for field and office/professional responsibilities as approved by the General Manager in the following amounts: a. Human Resources Administrator, Information Systems & Technology Administrator, Senior Management Analyst, Accounting Manager, Management Analyst, Accountant II, and Accountant I receive \$285.00 each. b. Engineering Manager, Senior Civil Engineer, Associate Civil Engineer, and Technical Services Manager receive \$515.00 each. c. Utilities Superintendent, Parks and Facilities Superintendent, Recreation Superintendent, and Parks and Facilities Assistant Superintendent receive \$655.00 each.</p> <p align="center">Management</p> <p>Employees shall annually receive a uniform allowance for District logo attire, outerwear, and footwear for the field that is suitable for field and office/professional responsibilities as approved by the General Manager in the following amounts: a. Chief Financial Officer and Executive Assistant receive \$285.00 each. b. District Engineer/Assistant General Manager receives \$515.00 each. c. Director of Utilities and Director of Parks and Recreation receive \$655.00 each.</p>
Tahoe-Truckee Sanitation Agency	Uniforms provided. Nothing reported to PERS for uniform allowance.
Town of Truckee	Up to 5 pairs work pants not to exceed \$165/year

**Appendix C - Table 4
Uniform Allowance**

Agency	Uniform Allowance
Truckee Donner Public Utility District	Certain classes can receive \$575/year
Truckee Sanitary District	Collection System Worker/Supervisor- \$270/year

**Appendix C – Table 5
Education/Certification and Education Reimbursement**

Agency	Education/Certification Pay (for degrees/certifications beyond what is required)	Education Reimbursement- Annual
<i>Truckee-Tahoe Airport District</i>	<i>None</i>	<i>\$3,000/year</i>
Aspen Airport	None	\$5,250/year
Big Bear Airport	None	\$2,000/year
Centennial Airport	None	\$1,2000/year (considering \$2,000/year)
Friedman Memorial Airport-Sun Valley	None	None
Monterey Peninsula Airport District	None	\$5,250/year
North Tahoe Public Utility District	<p align="center">General Unit 10% max Varies by classification and certification</p> <p>Management, Mid Management, Confidential- None</p>	<p align="center">General Unit</p> <p>For college, community college and other courses for which academic credit is given, and which are approved by the DISTRICT, the cost of tuition, books, and course materials shall be reimbursed to the EMPLOYEE upon presentation of evidence of successful completion of the course, as determined by a passing grade from the institution presenting the course. Employees may take up to a maximum of 40 hours of paid leave per fiscal year, paid at non-overtime rates, to attend these courses.</p> <p>For job related training courses designed to provide the EMPLOYEE with skills to improve efficiency or to provide for education necessary to obtain state mandated certificates, and continuing education units for certifications required for specific job descriptions, the DISTRICT shall provide payment of course fee, transportation, reimbursement for meals and lodging, and shall pay a maximum of eight (8) hours per day for attending such training.</p> <p align="center">Management, Mid Management, Confidential \$5,250/year</p>

**Appendix C – Table 5
Education/Certification and Education Reimbursement**

Agency	Education/Certification Pay (for degrees/certifications beyond what is required)	Education Reimbursement- Annual
Northstar Community Services District	<p align="center">Unrepresented None</p> <p align="center">Represented 10% max Varies by classification and certification</p>	No set amount.
Northstar Ski Resort	Declined to participate	
Reno-Tahoe Airport Authority	Declined to participate	
Squaw Valley Ski Corporation	Declined to participate	
Tahoe City Public Utility District	None	<p>Training specifically required by the TCPUD will be fully reimbursed by the TCPUD for time, travel (includes only time over normal commute and total mileage), tuition and educational materials. Management reserves the right to alter work schedule to accommodate such training so as not to incur overtime.</p> <p>Continuing Education Units (CEUs) as required to maintain licensing shall be obtained through local resources whenever possible.</p> <p>Optional Training: Employees are encouraged to pursue professional development through training and educational opportunities not specifically required per Job Description or directly related to the employee’s job. Any Regular Employee who has successfully completed the Probationary Period is eligible. Completion of optional training does not automatically qualify an employee for a promotion.</p> <p>The TCPUD may reimburse employees for certain costs incurred for optional training approved by the TCPUD. The TCPUD may reimburse the most cost effective amounts for books, tuition and lab fees for courses independently arranged by employee, subject to prior review and approval by the Department Manager of the cost and content. Proof of satisfactory course completion (‘PASS’ or ‘Certificate of Completion’ for non-graded classes, or grade of ‘C’ or better for graded classes) is required to obtain the</p>

**Appendix C – Table 5
Education/Certification and Education Reimbursement**

Agency	Education/Certification Pay (for degrees/certifications beyond what is required)	Education Reimbursement- Annual
		<p>TCPUD's financial participation. At any time following reimbursement of costs and completion of course or upon completion of a TCPUD-funded educational assignment, at the Department Manager's discretion, training materials, books, videos, etc. that may be beneficial to other employees shall be provided to the TCPUD and reside in an open and accessible location. An employee presentation on training upon completion may be required at Department Manager's discretion.</p> <p>Optional training not directly related to an employee's job that occurs outside of regular work hours, which the employee voluntarily chooses to participate in shall not be compensable time. The TCPUD shall not compensate employees for time spent in optional trainings or for mileage to get to and from an optional training. In the event an employee believes that time spent during an optional training should be compensable, he or she shall present the facts supporting this assertion in writing to the Department Manager prior to attending the training. The Department Manager shall review the request with TCPUD Management and let the employee know of the TCPUD's decision prior to the training.</p>
Tahoe-Truckee Sanitation Agency	None (only 1 x payments, not ongoing)	\$1,000/year
Town of Truckee	None	\$2,500/year (Department Head eligible if negotiation in contract)
Truckee Donner Public Utility District	None	GM approval and may be eligible for up to 50% of tuition for unrepresented and represented
Truckee Sanitary District	None (only 1 x payments, not ongoing)	No set amount.

**Appendix C – Table 6
Retiree Health Benefits**

Agency	Retiree Health Savings Account	Retiree	Retiree + 1	Retiree + 2	Vesting
<i>Truckee-Tahoe Airport District</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>NA</i>
Aspen Airport	\$0	\$0	\$0	\$0	NA
Big Bear Airport	\$0	\$1,036	\$1,340	\$1,979	5 years
Centennial Airport	\$0	\$0	\$0	\$0	NA
Friedman Memorial Airport-Sun Valley	\$0	\$0	\$0	\$0	NA
Monterey Peninsula Airport District	\$0	PEMHCA Minimum	No Additional Contribution	No Additional Contribution	5 years with agency; 10 years with PERS
North Tahoe Public Utility District	\$0	\$0	\$0	\$0	NA
Northstar Community Services District	\$100/ppp	PEMHCA Minimum	No Additional Contribution	No Additional Contribution	5 years with agency; 10 years with PERS
Northstar Ski Resort	Declined to participate				
Reno-Tahoe Airport Authority	Declined to participate				
Squaw Valley Ski Corporation	Declined to participate				
Tahoe City Public Utility District	\$0	PEMHCA Minimum	No Additional Contribution	No Additional Contribution	5 years with agency; 10 years with PERS
Tahoe-Truckee Sanitation Agency	\$0	10 years = 50%; + 5% for each additional year of service to max of 100% with 20 years	10 years = 50%; + 5% for each additional year of service to max of 100% with 20 years	10 years = 50%; + 5% for each additional year of service to max of 100% with 20 years	10 years
Town of Truckee	Mid Mngt 2% Dept Heads 1% Town Manager 1% General	PERS Unequal Method	No Additional Contribution	No Additional Contribution	5 years

**Appendix C – Table 6
Retiree Health Benefits**

Agency	Retiree Health Savings Account	Retiree	Retiree + 1	Retiree + 2	Vesting
	\$0				
Truckee Donner Public Utility District	\$0	10 years = 50%; + 5% for each additional year to max of 100% (\$600/m max)	10 years = 50%; + 5% for each additional year to max of 100% (\$1000/m max)	10 years = 50%; + 5% for each additional year to max of 100% (\$1000/m max)	10 years
Truckee Sanitary District	\$0	10 years = 50%; + 5% for each additional year of service to max of 100% with 20 years	10 years = 50%; + 5% for each additional year of service to max of 100% with 20 years	10 years = 50%; + 5% for each additional year of service to max of 100% with 20 years	10 years

**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					
<i>Truckee-Tahoe Airport District</i>	160	200	216	240	240	360	12	Unlimited	11 + 0 = 11	0
Aspen Airport ¹	200	264	297	297	297	754	Included in vacation	NA	10 + 0 = 10	0
Big Bear Airport	80	120	160	160	160	480	12	Unlimited	10 + 5 = 15	0
Centennial Airport	96	96	10	144	144	224	12	480 hours	10 + 2 = 12	0
Friedman Memorial Airport-Sun Valley	80	100	120	150	170	360	12	720 hours	11 + 0 = 11	0
Monterey Peninsula Airport District	80	120	160	160	160	240	10	Unlimited	11 + 0 = 11	0
North Tahoe Public Utility District	88	112	144	176	200	3x	12	960 hours	12 + 0 = 12	40 hours
Northstar Community Services District	96	120	200	200	200	2x	12	960 hours	12 + 0 = 12	0
Northstar Ski Resort	Declined to participate									
Reno-Tahoe Airport Authority	Declined to participate									

¹ Paid Time Off

**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					
Squaw Valley Ski Corporation	Declined to participate									
Tahoe City Public Utility District	120	176	216	224	232	380	0-5 years = 8 days 6+ years = 6 days	Unlimited	11 + 1 = 12	40 hours
Tahoe-Truckee Sanitation Agency	240	240	240	240	240	240	12	1,500 hours	11 + 2 = 13	0
Town of Truckee	Varies by contract					240	12	1,000 hours	12 + 1 = 13	80 hours
Truckee Donner Public Utility District	80	120	160	160	160	480	12	Unlimited	10 + 1 = 11	72 hours
Truckee Sanitary District	240	240	240	240	240	240	12	2,000 hours	10 + 1 = 11	0

**Appendix C – Table 8
Paid Leave- Miscellaneous/Supervisory**

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					
<i>Truckee-Tahoe Airport District</i>	<i>Hrly: 80</i>	<i>Hrly: 120</i>	<i>Hrly: 136</i>	<i>Hrly: 160</i>	<i>Hrly: 160</i>	<i>Hrly: 240</i>	12	Unlimited	11 + 0 = 11	0
	<i>Supv: 120</i>	<i>Supv: 160</i>	<i>Supv: 200</i>	<i>Supv: 216</i>	<i>Supv: 240</i>	<i>Supv: 360</i>				
Aspen Airport ²	200	264	297	297	297	754	Included in vacation	NA	10 + 0 = 10	0
Big Bear Airport	80	120	160	160	160	480	12	Unlimited	10 + 0 = 10	0
Centennial Airport	96	96	120	144	144	224	12	480 hours	10 + 2 = 12	0
Friedman Memorial Airport-Sun Valley	80	100	120	150	170	360	12	720 hours	11 + 0 = 11	0
Monterey Peninsula Airport District	80	120	160	160	160	240	10	Unlimited	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	96	120	200	200	200	2x	12	960 hours	12 + 0 = 12	0

² Paid Time Off

**Appendix C – Table 8
Paid Leave- Miscellaneous/Supervisory**

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					
Northstar Ski Resort	Declined to participate									
Reno-Tahoe Airport Authority	Declined to participate									
Squaw Valley Ski Corporation	Declined to participate									
Tahoe City Public Utility District	120	176	216	224	232	Classified 320 Supervisory 360	0-5 years = 8 days 6+ years = 6 days	Unlimited	11 + 1 = 12	Classified 0 Supervisory 40 hours
Tahoe-Truckee Sanitation Agency	96	96	120	160	184	240	12	1,500 hours	11 + 2 = 13	0
Town of Truckee	80	120	120	160	160	240	12	1,000 hours	12 + 1 = 13	0
Truckee Donner Public Utility District	80	120	160	168	176	360	12	Unlimited	10 + 1 = 11	0
Truckee Sanitary District	96	96	120	160	160	240	12	2,000 hours	10 + 1 = 11	0

**Appendix C – Table 9
Cash Out of Leave during Active Employment**

Agency	Vacation Leave Cash during Active Employment	Sick Leave Cash during Active Employment	Management/Administrative Leave Cash during Active Employment
<i>Truckee-Tahoe Airport District</i>	<i>None</i>	<i>None</i>	<i>NA</i>
Aspen Airport	No formal policy, but could cash out up to one week	NA	NA
Big Bear Airport	Payment is not to exceed 80 hours in any 12-month period, Payment is limited to the amount of vacation in excess of 160 hours.	None	NA
Centennial Airport	None	None	NA
Friedman Memorial Airport-Sun Valley	None	None	NA
Monterey Peninsula Airport District	40 hours twice upon approval	None	NA
North Tahoe Public Utility District	At the option of the EMPLOYEE, upon fourteen (14) days prior notice, he/she may sell back vacation hours to the DISTRICT, provided that the EMPLOYEE has either taken eighty hours of paid leave off during the prior year, or has a minimum of eighty hours of paid leave scheduled at the time the request is made.	On December 1st of each year, a review will be made of each EMPLOYEE'S accrued sick leave. At the EMPLOYEE's option, accrued sick leave over eighty (80) hours will be bought back by the DISTRICT at a rate of 50%. The EMPLOYEE may take 50% of sick leave over 80 hours in cash, as vacation, or retain the time as sick leave in the original amount.	None
Northstar Community Services District	An employee may choose to sell back up to forty (40) hours of vacation per calendar year provided: Forty (40) hours of vacation have already been taken in the same calendar year, and The sum of sick and vacation accruals remaining after the sell back is not less than ninety-six (96) hours.	Excess hours are converted and deposited into post employment health plan.	NA
Northstar Ski Resort	Declined to participate		
Reno-Tahoe Airport Authority	Declined to participate		
Squaw Valley Ski Corporation	Declined to participate		

**Appendix C – Table 9
Cash Out of Leave during Active Employment**

Agency	Vacation Leave Cash during Active Employment	Sick Leave Cash during Active Employment	Management/Administrative Leave Cash during Active Employment
Tahoe City Public Utility District	None (Only under extraordinary circumstances)	None	NA
Tahoe-Truckee Sanitation Agency	Hours in excess of max are paid out each year	Hours in excess of max are paid out each year	NA
Town of Truckee	None	Department Heads only - over 240 hours can cash out @ 25% the annual accrual (96 hours) less hours used. Must elect at the start of the year.	None
Truckee Donner Public Utility District	<p align="center">Represented The District, at the employee’s option, will compensate employees for accumulated unused vacation leave hours up to the number of vacation hours actually taken during the calendar year. Vacation leave will be paid at the employee’s current rate of pay.</p> <p align="center">Unrepresented Can request a lump sum compensation for accrued vacation in excess of the minimum balance of 80 hours – this is up to GM approval</p>	<p align="center">Represented On December 1 of each year, full-time regular employees may request to cash out [or convert to compensatory time off] up to eight hours of their accrued paid sick time, if any.</p> <p align="center">Unrepresented On December 1 of each year, they can request to cash out up to 8 hours of accrued paid sick. After 600 hours of sick leave, they can sell back to the District leave over 600 hours at a rate of 50% of base pay</p>	<p align="center">Represented NA</p> <p align="center">Unrepresented None</p>
Truckee Sanitary District	Only the General Manager- may cash out 80 hours/year	With 5 years may cash out any accrued sick leave over 160 hours at 50% of regular rate of pay	NA

**Appendix C - Table 10
Health/Fitness Benefits/Reimbursements**

Agency	Health/Fitness Reimbursement
<i>Truckee-Tahoe Airport District</i>	<i>\$600/year Fitness Allowance</i>
Aspen Airport	DNA
Big Bear Airport	None
Centennial Airport	We recently built a new Administration Building and have included a wellness room with exercise equipment for staff to utilize.
Friedman Memorial Airport-Sun Valley	None
Monterey Peninsula Airport District	Executive Director receives \$412/month for Gym Membership
North Tahoe Public Utility District	None
Northstar Community Services District	None
Northstar Ski Resort	Declined to participate
Reno-Tahoe Airport Authority	Declined to participate
Squaw Valley Ski Corporation	Declined to participate
Tahoe City Public Utility District	Exempt Employees contract includes ability to use clothing allowance for fitness facility reimbursement. Employees who already have sufficient, high quality logo attire may elect to have a portion or all of their uniform allowance reduced and used for reimbursement, based on up to 50% of cost incurred, for an approved fitness facility membership OR they may apply a portion or all of their uniform allowance toward the cost of a new cell phone purchase in addition to the cell phone purchase allowance as outlined below (with supervisor's approval).
Tahoe-Truckee Sanitation Agency	None
Town of Truckee	We had a one-time \$100 fitness tracker reimbursement in 2020. We have a gym on the Town Hall premises that employees can use.
Truckee Donner Public Utility District	None
Truckee Sanitary District	\$500/year- safety/wellness benefit

**Appendix C - Table 11
Shift Differentials**

Agency	Shift Differentials
Truckee-Tahoe Airport District	<i>\$1.45/hour-closing</i> <i>\$2.90/hour-weekend closing</i> <i>\$1.45/hour-weekend day</i>
Aspen Airport	None
Big Bear Airport	None
Centennial Airport	None
Friedman Memorial Airport-Sun Valley	None
Monterey Peninsula Airport District	None
North Tahoe Public Utility District	<p>The manager may require an employee to work assigned shifts with hours other than the employee's regular shift. The Employee shall receive a rate of pay equal to their daily rate plus 2-1/2% additional premium payment for the scheduled hours that are not the EMPLOYEE'S regular shift. The premium shall not apply to any extra hours worked for which overtime is paid.</p> <p>If a regular work shift is changed to a time requiring work past 11:00 P.M., the shift shall be paid at a 2 % premium. The premium shall not apply to any extra hours worked for which overtime is paid.</p>
Northstar Community Services District	<p>All Union personnel shall receive five percent (5%) additional night shift differential compensation for regularly scheduled work between the hours of 11 p.m. and 7 a.m. This differential is applicable to base wages and any overtime to which the employee is entitled under the provisions of the Agreement but is not applied to any increase(s) earned through the District's Education/Certification Incentive Program. Night shift pay is not applicable when an employee is called out for emergency assignments. There shall be two methods by which this compensation is delivered to employees covered by this Agreement. Method #1 shall apply to those employees who are regularly scheduled to work night shifts for snow removal. Those employees shall receive two tenths of one percent (0.2%) additional compensation for all hours worked in the year, regardless of which department the hours are reported. This method assumes that employees will work 80-hours of night shift annually. Method #2 shall apply to the remaining employees who are not regularly scheduled to work night shifts. Those employees shall receive five percent (5%) additional compensation for all actual night shift hours worked, regardless of which department the hours are reported. This method pays employees for actual night shift hours worked.</p>
Northstar Ski Resort	Declined to participate
Reno-Tahoe Airport Authority	Declined to participate
Squaw Valley Ski Corporation	Declined to participate
Tahoe City Public Utility District	A differential pay increase of 10% will be applied for any employee working a required scheduled 8-hour shift that starts on or prior to 4 AM

**Appendix C - Table 11
Shift Differentials**

Agency	Shift Differentials
Tahoe-Truckee Sanitation Agency	6%-Night shift
Town of Truckee	5%-Night Shift
Truckee Donner Public Utility District	Double time for Sundays or holidays
Truckee Sanitary District	\$7.00/hour-Night shift

APPENDIX D
SALARY RECOMMENDATIONS

Classification	TTAD Current Maximum	% Above or Below Market for Total Compensation	Recommended Minimum (Annual)	Recommended Mid Point (Annual)	Recommended Maximum (Annual)	% Increase in Maximum	Rationale
General Manager	\$208,798	-8.59%	\$155,861	\$192,489	\$229,116	9.73%	Set to market
Director of Airport Operations and Maintenance	\$145,765	-11.18%	\$130,006	\$149,507	\$169,008	15.95%	Set to market (average of Director of Airport O&M and Director of F&A)
Director of Finance and Administration	\$141,996	-18.22%	\$130,006	\$149,507	\$169,008	19.02%	Set to market (average of Director of Airport O&M and Director of F&A)
Director of Aviation and Community Services	\$141,996	Insuff Data	\$130,006	\$149,507	\$169,008	19.02%	Same as Director of Finance and Administration and Director of Airport O&M
Operations and Maintenance Supervisor	\$111,910	-2.37%	\$90,548	\$107,526	\$124,503	11.25%	5% above Human Resources Manager/District Clerk
Human Resources Manager/District Clerk	\$106,584	-28.41%	\$86,236	\$102,405	\$118,575	11.25%	Set to market (using an average of 10% below market for HR Manager and District Clerk)
Airport Safety and Security Manager	\$106,584	-2.72%	\$86,236	\$102,405	\$118,575	11.25%	Same as Human Resources Manager/District Clerk
Airport Facility Maintenance Manager	\$106,584	Insuff Data	\$86,236	\$102,405	\$118,575	11.25%	Same as Human Resources Manager/District Clerk
Aviation and Community Services Manager - Property	\$106,584	Insuff Data	\$86,236	\$102,405	\$118,575	11.25%	Same as Human Resources Manager/District Clerk
Aviation and Community Services Manager - Public Relations	\$106,584	-0.51%	\$86,236	\$102,405	\$118,575	11.25%	Same as Human Resources Manager/District Clerk
Aviation and Community Services Manager - Information Technology	\$106,584	-22.52%	\$86,236	\$102,405	\$118,575	11.25%	Same as Human Resources Manager/District Clerk
Pilot and Passenger Outreach Coordinator	\$96,721	Insuff Data	\$78,396	\$93,096	\$107,795	11.45%	10% below Aviation and Community Services Manager
Aviation and Community Services Project Coordinator	\$96,721	Insuff Data	\$78,396	\$93,096	\$107,795	11.45%	Same as Pilot and Passenger Outreach Coordinator
Aviation and Community Services Program Associate-Noise	\$87,891	Insuff Data	\$71,270	\$84,633	\$97,996	11.50%	10% below Pilot and Passenger Outreach Coordinator
Operations and Maintenance Specialist	New		\$69,283	\$82,274	\$95,264	New	10% above Operations and Maintenance Technician II
Operations and Maintenance Technician II	\$83,986	-2.35%	\$62,985	\$74,794	\$86,604	3.12%	Set to market
Operations and Maintenance Technician I	\$76,351	---	\$57,259	\$67,995	\$78,731	3.12%	10% below Operations and Maintenance Technician I
Accountant II	\$92,384	-8.92%	\$74,967	\$89,024	\$103,080	11.58%	Set to market
Accountant I	New	---	\$68,152	\$80,931	\$93,709	New	10% below Accountant II
Accounting Technician	\$71,832	-7.74%	\$57,836	\$68,680	\$79,524	10.71%	Set to market
Administrative Assistant	\$71,832	2.24%	\$50,627	\$60,119	\$69,612	-3.09%	Set to market