



TRUCKEE TAHOE AIRPORT DISTRICT

PAY PLAN UPDATE, 2010

Consultant's Findings & Recommendations

Presented August, 2010 by:



Office Responsible for this study:

115 Lanella Parkway
Conyers, Georgia 30013
(770) 860-8614 • Fax (770) 860-0192

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PROJECT OVERVIEW & BACKGROUND

The Archer Company was engaged by the Truckee Tahoe Airport District (TTAD) to update its pay plan, which was originally put in place in 2005 by the Archer Company. The pay plan includes eleven (11) classifications covering the District's eighteen (18) employees. The current pay plan is based predominantly on market placement, wherein pay ranges are set individually for each job title based on the average of pay range maximums reported in the market; each pay range is divided into 10 steps with 2.5% between each step.

The purpose of the study was to review the pay plan for both internal and external equity to ensure that: (1) classifications and their relative ranking are appropriate and reflect the work currently being performed by employees; and (2) pay ranges for the District are competitive. Additionally, the TTAD Board sought to have the District's benefits reviewed and compared relative to those offered by other organizations in the competitive market. The ultimate goal was to ensure that the District's overall compensation was appropriate for the market, providing for optimal recruitment and retention of a qualified work force.

In order to ensure that our recommendations are consistent and relevant to the District's needs, this update was conducted using the same methodologies employed to develop the original pay plan by consultants familiar with the District's operations. The information contained herein represents the results of the study completed for the District. In order to fulfill this agreement, the Archer Company completed the following tasks:

1. Conducted a review of internal equity, to include job analysis and evaluation for all positions and classifications covered by the pay plan;
2. Conducted a thorough market analysis to in order to identify the prevailing salaries, benefits, and general compensation practices of the competitive market within which the District competes for labor;
3. Recalculated the District's pay ranges to reflect competitive market salaries in relation to our findings; and
4. Conducted a comparative analysis of TTAD's benefits and identified gaps between the District's package and that of its targeted market.

The information herein represents the consultant's final report and recommendations. The Archer Company will continue to work closely with the District's management in order to ensure the success and long-term viability of the pay plan and to facilitate the implementation of our recommendations.



PROJECT TASKS & METHODOLOGY

Based on our understanding of the District's needs, the Archer Company undertook the following approach to accomplish the objectives established for this study. Specific project tasks include: (1) project orientation and kick-off; (2) review of internal equity; (3) analysis of the competitive market; (4) development of the updated pay plan (salary ranges, classifications, and pay grades) to reflect the findings; and (5) preparation of reports and recommendations. Each task is discussed in further detail below:

- 1) **Orientation & Kick-off:** Discussions were held with the TTAD Board's Ad Hoc Total Compensation Study Committee and senior management to discuss expectations, gather information, and plan project implementation. As part of this step, the Archer Company:
 - Reviewed our understanding of the District's operations, organizational structure, environment, and pay plan;
 - Reviewed copies of the District's job descriptions in order to understand the benchmark positions in preparation for the market analysis and as preparation to the review of internal equity; and
 - Discussed and gained buy-in on the organizations to be included in the market analysis.

- 2) **Review of Internal Equity (Job Analysis & Evaluation):** The Archer Company reviewed internal equity to ensure that positions are properly classified and that classifications are ranked properly when placed in the pay plan. In order to accomplish this, the following steps were taken:
 - a) Employees were asked to review their existing job descriptions and edit them as appropriate to document any perceived changes in job duties and responsibilities.
 - b) The Archer Company met with each of the Districts senior managers to discuss departmental operations and any concerns they had regarding the current pay plan.
 - c) The Archer Company interviewed select employees, toured the airport, and observed operations in order to substantiate the information in the revised descriptions, obtain a better understanding of job duties and responsibilities, and to understand job duties in the context of the overall operations, reporting relationships, and organizational structure.

The Archer Company conducted a job analysis of all positions at the airport. All information gathered during this process was carefully reviewed for deviation from the existing pay plan and job descriptions. Where changes were identified, the Archer Company used job analysis and job



evaluation methods to determine the impact of the changes; we also reviewed the overall ranking of all classifications in the plan.

While TTAD's pay plan is predominantly market-based, the Archer Company utilized the *Archer Matrix-Point-Factor Job Evaluation System* to objectively measure and determine the relative worth of each classification to the organization and assess the internal equity of the pay plan. The *Archer System*, a state-of-the-art job evaluation methodology, examines factors that are universal to all jobs—these factors measure thirty aptitude factors weighed across three work requirements and three dimensions of organizational responsibility. The evaluation process yields a quantitative measurement of the duties, responsibilities, and complexity of each classification; point totals derived from the evaluations are translated directly into pay grades in the pay plan. The pay grade itself represents a way of defining the relative value of each job to the District, as well as the difficulty and complexity of each job. All classifications with the same pay grade are of the same value to the District, representing the same level of complexity. Accordingly, classifications with higher pay grades are of greater value to the District, with greater difficulty and complexity, and thus have higher pay ranges than those with lower pay grades. The result is a reliable and defensible means to establish pay levels for each classification.

3) **Market Analysis:** In order to assess the impact of current labor market and related economic conditions on the District's pay plan, the Archer Company compiled salary and benefits data for all eleven classifications in the pay plan from fourteen organizations representative of the District's competitive market. Representative organizations are selected in accordance with the following characteristics: (1) organizations with which the District competes for employees; (2) organizations which are recognized as important, or influential, in the local market place; (3) organizations which are within proximity to the District's competitive market (i.e. the same geographic region); and/or (4) organizations with similar population, demographics, and scope of services. The Archer Company worked with the District to ensure the list of targeted jurisdictions was representative of similar local government entities with which the District competes for its labor pool and regional airports that support similar operations:

- We received responses from six (6) of the eight (8) local jurisdictions surveyed:
 1. Tahoe City Public Utility District
 2. Tahoe-Truckee Sanitation Agency
 3. Town of Truckee, CA
 4. Truckee-Donner Public Utility District
 5. Northstar Community Service District (limited data)
 6. Squaw Valley Ski Corporation
- Additional Data was compiled for the North Tahoe Public Utility District and Placer County Government from other sources (e.g. websites, existing surveys, etc.).



- We received responses from six (6) of the seven (7) airports surveyed:
 1. Aspen Airport (Pitkin County, CO)
 2. Big Bear Airport (Big Bear City, CA)
 3. Centennial Airport (Arapahoe County Public Airport Authority, Denver, CO)
 4. Friedman Memorial Airport / Sun-Valley (Hailey, ID)
 5. Monterey Peninsula Airport District (Monterey, CA)
 6. Yampa Valley Regional Airport / Craig Hayden Airport (Hayden, CO)
 - Friedman Memorial Airport submitted a partial response
 - Reno-Tahoe International Airport did not respond, however data on their benefits package was compiled from their website.

Survey Analysis: As information was compiled, the Archer Company thoroughly and carefully reviewed the data for validity and accuracy. Data reported by the survey responses was supplemented by information from the respondents' pay plans and follow up inquiries. In some cases, an organization did not have an appropriate match for a particular benchmark position; in other cases, data for specific positions was either so far above or below the median of other responses that its inclusion in the survey would have materially skewed the results. In some instances, peripheral data about the organization raised questions regarding the validity of that organization's match, even where the salary provided appeared to coincide with responses from other organizations. In all of these cases, the Archer Company carefully examined the responses and discarded data determined to be poor comparisons to the District benchmarks. In the final analysis, the Archer Company made a distinction between the statistics reported for all market data from the statistics reported for those responses believed to represent the primary market for each classification.

Two obstacles presented themselves when compiling the survey data for the Truckee Tahoe Airport District: (1) the relatively small size of the organization; and (2) the uniqueness of operations within the local competitive market. Because the District has only eighteen (18) employees, employees are tasked with varied job duties that would typically be performed by multiple positions in larger jurisdictions (e.g. human resources and finance). Likewise, benchmarks that line up with the market based on title and responsibilities (e.g. General Manager), show a wide variation of reported ranges due to differences in size of operations and scope of services provided by the responding entity. Furthermore, TTAD's competitive market is more closely aligned with the public sector organizations within the immediate North Tahoe / Placer County area than it is with other general aviation airports in an expanded region. As the only airport in the local market, many aspects of the airport's operation will not be found in the market from which TTAD recruits the majority of its employees.

To mitigate these obstacles, the Archer Company utilized our professional judgment to align TTAD benchmarks with data from the respondents. Respondents were directed to emphasize the skill-sets required of each benchmark (e.g. operating a snow plow) rather than actual duties (e.g. fueling aircraft); jobs at the district do not require aviation-specific knowledge and experience.



We supplemented the initial responses by following up with the respondents to clarify job duties and studying their pay plans for alternative job classifications within the same or similar job families. In many instances, the Archer Company substituted closely aligned positions with similar skill-sets and flagged responses that appeared to be a questionable match based on size or scope of operation.

Benefits Survey: The Archer compiled benefits data from each of the respondents and conducted a comparative analysis to identify gaps between the District's benefits package and benefits offered within its competitive market. The survey instrument was designed to yield quality data regarding the wide range of benefits often provided by public sector organizations. The questions were written to solicit the specific information about each benefit needed to make true comparisons between TTAD and the competitive market, both in terms of which benefits are offered and the value of those benefits to employees. Respondents were asked to select from standard options and provide explanations for each type of benefit. Space was also provided to address any unusual or non-standard benefits. Where appropriate, the survey asked for variations in benefits offered to senior management or executives. The benefits survey is divided into four categories of benefits: *Paid Leave Time*, *Insurance*, *Retirement*, and *Other Benefits*.

- **Paid Leave Time:** This section looks at the amount of paid-leave time afforded to employees in the form of holidays, vacation, sick-leave, and other time-off provisions. Accrual of leave is addressed, as is the respondents' policies regarding earned-but-unused leave time. Short and long-term illness/disability coverage is also included in this section.
 - **Insurance:** This section looks at the types of insurance coverage offered to employees in the form of health, dental, vision, and life insurance plans, as well as the amount of coverage and employee/employer premiums. Employee Assistance Programs and flexible spending accounts are also covered in this section.
 - **Retirement Benefits:** This section focuses on pension benefits and tax deferral plans. Questions about employees/employer contributions, participation and eligibility requirements, vesting requirements, and pay-out calculations seek to define the pension plans in more detail.
 - **Other Benefits:** This section covers a variety of benefits categories, including premium pay, education assistance, and vehicle benefits, as well as other services provided to employees such as discount programs, service awards, dependent care and medical reimbursement programs. Where appropriate, respondents are asked about the level of the benefits and any qualifications for participation.
- 4) **Recalculate Ranges & Update the Pay Plan:** The Archer Company utilized our findings from the market analysis in order to provide recommendations for updating the District's pay plan. As the existing plan is market-based, we first looked at the implications of applying the new market



data directly to the District's existing pay structure. Then, keeping with our standard approach to balancing internal equity and market competitiveness, we used mathematical regression analysis to integrate the relative worth of benchmark classifications (job evaluation points) with the competitive worth of each benchmark in the competitive labor market. We also considered whether the District's existing step plan, which divides the pay ranges into ten steps with 2.5% between each step, was still appropriate given the needs of the organization. As a result, the Archer Company has prepared three options for updating TTAD's pay plan for consideration by the Board: (1) adjusting the existing plan structure to reflect the current market; (2) a new plan that balances internal equity and market competitiveness using open ranges; and (3) a new plan that balances internal equity and market competitiveness using a hybrid of steps and open ranges.

When recalculating the pay ranges under all three options, the goal is to use as much of the data gathered as possible; however further analysis of the market data was needed to determine whether or not specific organizations or benchmarks were included in the calculations. Each individual response provided is compared to the market average for the corresponding benchmark. Those responses that were significantly above or below the market average were again examined for validity and appropriateness for inclusion in the regression. If it was concluded that a response was an outlier, it was eliminated and the market average was recalculated to reflect the shift in matching responses. As a general rule of thumb, a response is considered an outlier when the variance from the market average is greater than twenty percent (20%). In every case, care was taken to avoid making changes that materially skewed the results (i.e. molding the market average by selectively discarding responses). Those responses that survived further analysis were included in the primary market for that benchmark.

Pay Plan Alternatives: For Option 1 (adjusting the existing plan structure to reflect the current market), the average of maximum salaries in the primary market were used as the maximum (step 10) of the new ranges; steps 1-9 were calculated by working backwards from the maximum, maintaining the 2.5% spread between steps. This preserves the 25% spread from minimum (step 1) to maximum (step 10) in the existing structure. For Option 2 (new plan that balances internal equity and market competitiveness using open ranges), a pay line was calculated by mathematically regressing the market averages against the corresponding job evaluation points for each benchmark; the pay line is used to establish the midpoint salary for each pay grade, which in turn yields an appropriate minimum and maximum salary for each grade (based on widely accepted industry standards).

Steps versus Open Ranges: Step tables, like that used in Option 1, provide for a clearly defined progression for employees to advance through the range (from minimum to maximum), but they offer the least amount of flexibility from a budget and management perspective; step tables tend to foster an attitude of entitlement through automatic increases. Open ranges, like that used in Option 2, provide for the most budgetary and managerial flexibility and discretion, but they tend to be least understood and trusted by employees. The organization must also provide for a suitable means by which employees progress through the ranges (e.g. pay-for-performance) or risk compression at the bottom of the pay ranges. Option 3 builds off of Option 2, providing for



standardized progression (step increments) from the minimum to the midpoint of the pay range, while reserving growth beyond the midpoint for those employees whose performance merits salaries above the market.

- 5) **Preparation of Reports:** The Archer Company met with the TTAD Board to present our preliminary findings and recommendations. After additional follow up and clarification, we have detailed our findings and the recommendations of the study in this report, which shows the recommended changes to the pay plan. The report was reviewed in draft form with the Board's Ad Hoc Total Compensation Study Committee to solicit their input prior to the finalization of our recommendations. This report will be delivered to the District in both electronic and paper formats. While this report represents the concluding steps in this study, the Archer Company provides on-going maintenance and support services to assist all of our clients with its human resources management and organizational development needs.

FINDINGS & RECOMMENDATIONS

Having studied the District's positions and pay plan, and having analyzed the competitive market in which TTAD competes for labor, the Archer Company has developed recommendations for updating the District's pay plan. The following represents the observations made during our analysis and a summary of the findings; reports detailing the pay plan recommendations and the salary and benefits data compiled can be found in the exhibits.

Classification of Positions: During the course of our review of TTAD positions, the following observations regarding the classification of specific positions were made:

- **OM Series:** This series spans from entry-level, general duty positions to highly skilled mechanic and fabricator positions. The classifications include a wide variety of duties and responsibilities, from performing traditional airport operations tasks to servicing aircraft to maintaining the runways to routine building maintenance; as such, these classifications are difficult to benchmark in the competitive market.
 - Due to the low staffing levels in this department, OM Workers serve as pseudo 'jacks-of-all-trades'; however at least one position devotes a disproportionate amount of its time performing duties related to the operations side (aviation functions) rather than maintenance (infrastructure). The airport may want to consider breaking out "Operations" as a separate (but comparable) class should future operations establish a bigger divide between operations and maintenance functions.
 - In a series with three levels, the top level (III) should represent the highest level of specialized / skilled trades positions in the series, perhaps those positions requiring master-level certifications in a trade. Indeed, the market data compiled for OM Worker III reflects skilled trades positions in the competitive market. TTAD's allocation of positions in this



series appears to run counter to this understanding, as five (5) of TTAD's nine (9) OM Workers are classified as IIIs, whereas only two (2) appear to function at the higher level.

- **OM Supervisors:** Classification of these positions presents a unique challenge, as they function as a hybrid between positions traditionally classified as crew supervisors and superintendents in larger organizations. They function more like first line crew supervisors in terms of daily responsibilities and the number of workers supervised. They are considered more like superintendents within the organization, with some responsibility for project management and problem solving. The Director considers them to be highly responsible, but the amount of judgment and discretion they are allowed to exercise is greatly limited. It is suspected that these positions are ranked too high internally; likewise, the market data may be misaligned with higher level positions in the responding organizations. The requirement of a Bachelor's degree may be unnecessary based on current duties. Alternatively, this may be more a function of management style than capability—District Management should consider whether these positions are being underutilized relative to their rate of pay and level in the organization.
- **Director, Aviation/Community Relations and Communications:** The job description for this classification is vague; duties and responsibilities for this position need to be more clearly defined. The original intent of this position was to focus on facilitation and management of community relations between the airport and the surrounding community (residents, neighborhood groups, other agencies, etc.) and between the airport and its customers (pilots); the secondary responsibility was to oversee regulatory compliance and programs related to airport operations (noise abatement, flight tracking, etc.). However, it is our understanding that the Board will expect the new general manager to take on many of the higher-level community relations functions as he gets settled in to his new role.
 - We have shown two possible levels for this position in pay plan recommendations. These levels are based on the feedback we received in discussions with the Board as to the possible responsibilities for this position; the actual ranking of this position may change once the full scope of work is more clearly outlined by management.
 - Pay range recommendations for this position are based on internal ranking rather than market placement. Direct comparisons to this position in the market were difficult to come by (most airports reported that these responsibilities were incorporated into the duties of the Airport Manager or other management positions).

Internal Equity Rankings v. Market Based Ranking: The existing pay plan ranks positions purely on the basis of their starting salaries as derived from data about competitive salaries in the market. When these positions are ranked according on the basis of their job evaluation scores (i.e. ranked according to a measure of duties, complexity of work, level of responsibility, etc.), the relative ranking and grouping of positions changes slightly.



The table below shows the classifications ranked by market on the left (existing pay plan and proposed pay plan update Option 1); the ranking of classifications by quantitative job evaluation is shown on the right (proposed pay plan update Options 2 and 3):

<i>Ranked According to Market:</i>	<i>Ranked by Quantitative Job Evaluation:</i>
General Manager	General Manager
Director, Operations & Maintenance	Director, Operations & Maintenance
Director, Finance & Administration Director, Aviation/Community Relations & Comm,	Director, Finance & Administration Director, Aviation/Community Relations & Comm.*
	Director, Aviation/Community Relations & Comm.*
Operations & Maintenance Supervisor	Operations & Maintenance Supervisor Environment & Technology Specialist
Environment & Technology Specialist	
O/M Worker III	O/M Worker III
District Clerk	District Clerk
Accounting Clerk O/M Worker II	Accounting Clerk O/M Worker II
O/M Worker	O/M Worker

Market Analysis: The following is a high-level summary of our findings in the salary survey. The detailed results of the salary survey can be found in Exhibit 1.

- Starting salaries (Pay Range Minimums) for all but three classifications are in line with or above market:
 - **Operations Maintenance Worker I:** The minimum is almost 4% below market, however this may be explained by the way some jurisdictions utilize this class (entry level training position versus first level of skilled work).
 - **District Clerk:** The minimum is 5.3% below market (the employee is currently at minimum). This appears to be driven by the local jurisdictions (with a market range of \$50,193 – \$62,740 versus \$40,715 – \$58,017 for airports); responsibilities of the Clerks at the larger districts may be greater.



- **Director, Operations & Maintenance:** The minimum is 1.9% below market. This appears to be driven by the local jurisdictions.
- **Director, Finance & Administration:** The minimum is right in line with the combined market. It is noted, however, that there is a big difference between the ranges for the local jurisdictions (with a market range of \$84,751 – \$106,067) and those of regional airports (\$66,560 – \$97,575); the local jurisdictions in the survey have significantly larger budgets and larger staff.
- **Maximum salaries (Pay Range Maximums) lag behind market across the board ranging from 5-10% (Accounting Clerk & OM Supervisor are the exceptions)**
 - The competitive market in California typically emphasizes comparisons of maximum salaries
 - The classifications whose current maximum range lagged behind the market maximums the most were OM Worker I (-12.9%), District Clerk (-8.5%), & Environment & Technology Specialist (-8.7%); see above for possible explanations.
- **Actual employee salaries, except where noted above, are generally well within the average ranges for their corresponding positions in the market.**

Benefits Comparison: The following is a high-level summary of our findings in the benefits survey. The detailed data compiled in the benefits survey can be found in Exhibit 2.

- **Medical Insurance**

- TTAD employees pay 7% of premiums which equates to employee monthly premiums of \$101 - \$187.
- The Truckee Donner Public Utility District, the Truckee-Tahoe Sanitation Agency, the Tahoe City Public Utility District and the North Tahoe Public Utility District, Big Bear Airport all provide 100% coverage for employees; all other respondents require a very nominal contribution from employees for single coverage (the exception is Squaw Valley).
- For those respondents that require employees to pay premiums for family coverage, the employee portions range from \$144 - \$780; among public sector employers, the Town of Truckee requires the biggest contribution from employees (36%).
- Squaw Valley is unique among respondents in that it requires employees to pay 50% of the premiums (\$503 for single coverage, \$1,558 for family coverage)



- We believe the majority of organizations will require employee contributions for medical insurance in the near future. We recommend TTAD continue this practice.
- **Dental Insurance**
 - TTAD employees pay 7% of premiums which equates to \$9 employee monthly premiums.
 - The majority of the local and regional participants, except the Town of Truckee, Squaw Valley Ski Corporation and Centennial Airport, provide 100% coverage for employees.
 - We believe the majority of organizations will require employee contributions for dental insurance in the near future. We recommend TTAD continue this practice.
- **Vision Insurance**
 - TTAD employee pays 7% of premiums which equates to \$2.40 employee monthly premiums.
 - The majority of the local and regional participants, except the Town of Truckee, Squaw Valley Ski Corporation and Centennial Airport, provide 100% coverage for employees.
 - We believe the majority of organizations will require employee contributions for vision insurance in the near future. We recommend TTAD continue this practice.
- **Life Insurance**
 - TTAD provides a \$25,000 policy for employees.
 - The Town of Truckee provides a \$25,000 policy and the Monterey Peninsula Airport provides a \$20,000 policy.
 - All other participants either provided a multiple (2 or 3) of annual salary or a larger policy. Truckee Donner Public Utility District provides 3x of the annual salary, Big Bear Airport provides a \$75,000 policy, Truckee Tahoe Sanitation Agency provides a \$100,000 policy and Tahoe City Public Utility District provides a \$75,000 policy. Reno-Tahoe International Airport offers a \$40,000 for employees and a \$100,000 policy for managers.
 - We recommend TTAD explore providing a more generous life insurance plan first to management and then other employees.
- **Vacation**
 - TTAD provides progressive vacation days up to 20 days maximum.
 - The majority of the participants provide a greater number of vacation days.



- The Town of Truckee provides a maximum of 20 days, the Truckee Donner Public Utility District provides a maximum of 25 days, the Truckee-Tahoe Sanitation Agency provides a maximum of 23 days, the Tahoe City Public Utility District provides a maximum of 36 days and the North Tahoe Public Utility District provides a maximum 23 days.
- The Big Bear Airport combines vacation and sick days to a maximum of 43 days.
- The average number of reported vacation days is 27 days.
- To be competitive with the other organizations, TTAD may want to consider offering an additional 40 hours of vacation after 20 years experience at the District.
- **Vacation Carry-over**
 - TTAD vacation carry-over may not exceed 240 hours.
 - TTAD's policy is fairly consistent with the other participants.
 - The Monterey Peninsula Airport, Truckee Tahoe Sanitation District, and Truckee Donner Public Utility District offer some form of vacation buy-back.
 - Vacation buy-back can be an expensive program to the organization. Instead, we recommend the additional vacation days for senior employees.
- **Holidays**
 - TTAD offers 11 holiday days.
 - Survey participants provided 9 to 13 holiday days.
 - We do not recommend a change to TTAD's policy.
- **Sick Days**
 - TTAD offers 12 sick days per year, which is in line with the average of other responses.
 - The North Tahoe Public Utility District and the Aspen-Pitkin County Airport allow conversion of sick days to two personal days per year.
 - The Truckee-Tahoe Sanitation Agency, Tahoe City Public Utility District and Yampa Valley Airport allow sick leave buy-back.
 - TTAD may want to consider allowing conversion of unused sick days to vacation or personal days after five years of employment; this conversion does not have to be at a 1:1 ratio of sick hours to vacation hours.



- **Disability Insurance**

- TTAD provides SDI through the State.
- Most participants offer short-term disability.
- The Town of Truckee, the Truckee Donner Public Utility District, the Truckee-Tahoe Sanitation Agency, the Tahoe City Public Utility District and the North Tahoe Public Utility District all provide long-term disability insurance.
- We do not recommend a policy change for disability insurance.

- **Retirement**

- TTAD provides standard CALPERS where employees pay 8% of their salaries. The Defined Benefit is 2.7% at 55.
- The Town of Truckee, the Truckee Donner Public Utility District, the Truckee-Tahoe Sanitation Agency, the Tahoe City Public Utility District, Reno-Tahoe International Airport and Placer County pay all or a percentage of the employees' share of retirement contribution.
- We believe the majority of organizations will require employee contributions for retirement in the near future. We do not recommend any change to the TTAD retirement contributions.
- The TTAD Board has expressed concern that the District's CALPERS amendments provide for an abnormally lucrative benefit for employees, in particular the General Manager. In our review of this plan, we could not identify any aspects of the plan that were out-of-line with those of respondents in the competitive market. It is suspected that these concerns grow out of amendments or revisions to the CALPERS plans that were submitted for consideration in the proposed contracts by past incumbents or applicants to the General Manager position; however when confirming these with the Finance Director, it was determined that these proposed amendments or revisions were not approved or implemented by the District.

- **Deferred Compensation**

- Most survey participants provide a deferred compensation program.
- The Truckee Donner Public Utility District, the Tahoe City Public Utility District, Town of Truckee and Big Bear Airport provide a deferred compensation contribution.
- Given the current economic condition, we do not recommend TTAD start matching employee contributions.



- **Other Benefits**

- The majority of participants provide a flexible spending account. The Tahoe City Public Utility District, the North Tahoe Public Utility District and the Monterey Peninsula Airport contribute to the employees' flexible spending account.
- The Town of Truckee, the Truckee Donner Public Utility District, the Truckee-Tahoe Sanitation Agency, the Tahoe City Public Utility District and other regional organizations provide both an Employee Assistance Program and wellness program.
- Only the Truckee Donner Public Utility District, the Truckee-Tahoe Sanitation Agency, Squaw Valley, and the Centennial Airport provide management with vehicles or vehicle allowance. Others provide on-call vehicles.
- The Town of Truckee, the Truckee Donner Public Utility District, the Truckee-Tahoe Sanitation Agency, the Tahoe City Public Utility District, the Monterey Peninsula Airport, Big Bear Airport, Friedman Memorial Airport, Reno-Tahoe International Airport and Squaw Valley Ski Corporation offer uniform allowance.
- The majority of the survey participants offer some form of education assistance that includes tuition reimbursement.

Pay Plan Recommendations: The Archer Company has prepared three options for updating the District's Pay Ranges:

- **Option 1** – The existing pay plan is adjusted to Reflect the Current Market. This option maintains the current structure (width of ranges, number of steps, etc.); positions are ranked solely by market as determined by the average of maximum pay ranges.
- **Option 2** – This is new plan balancing internal ranking with market data using open ranges and wider ranges (the spread from minimum to maximum was increased from 25% to 30%)
- **Option 3** – This is a hybrid plan that builds off of Option 2 but retains steps in the lower half of the pay range. This provides for standardized progression (step increments) from the minimum to the midpoint of the pay range, while reserving growth beyond the midpoint for those employees whose performance merits salaries above the market.
 - Steps between minimum and midpoint – progression based on development
 - Open range from midpoint to maximum – progression based on performance
- **Performance-based Pay:** The Archer Company recommends that the District implement some form of pay-for-performance in order to facilitate movement through the pay ranges. Pay-for-performance is better suited to a pay plan with open ranges, although it can be adapted to use



with a step plan if needed. TTAD currently uses performance to govern step increases—the District’s pay philosophy can be modified to strengthen and emphasize performance-based pay, using a trial program for the exempt positions if needed. TTAD may need to review its performance appraisal instrument and process in order to successfully implement pay-for-performance.

Adoption & Implementation of These Recommendations: These findings and recommendations, culminating with the three options for updating the pay ranges, are presented to the Truckee Tahoe Airport District Board for careful consideration. The costs of implementing these recommendations will vary in accordance with which options are chosen and which recommendations are pursued.

While the findings indicate that TTAD’s pay plan has fallen below market, there are several additional factors that should be taken into consideration. First, while the pay ranges need to be adjusted, actual employee salaries are generally well within the new market averages for comparable positions and may not require large adjustments. TTAD can place employees into the range at their current level or at the next highest step rather than increasing salaries proportional to the increase in pay ranges (e.g. an employee at the maximum of their current range should not be placed at the maximum of the new ranges); this provides plenty of room for employee growth in the future without incurring significant implementation costs. Second, wages and salaries are only part of the overall compensation package and do not account for many intangible benefits employees enjoy by working for the District; TTAD may not need to make significant changes in compensation if employee retention and recruitment is at acceptable levels. Third, the local competitive market for TTAD is driven by larger public sector organizations with bigger budgets, more employees, and more technically oriented scope of services (e.g. public utility districts). TTAD may not be in a position to go toe-to-toe with these direct competitors, opting instead for a more conservative position in the market. Finally, it must be noted that the current economic climate presents some challenging issues for employers, particularly in the public sector. During the economic downturn during the past 18-24 months, most public sector organizations put a freeze on employee salaries and pay ranges, and many considered furloughs and lay-offs as a means to reduce operating costs. While we are beginning to see signs that public sector organizations are loosening up somewhat, this information is juxtaposed against a growing perception in the media that public sector compensation has grown disproportionately to the private sector. This perception is fairly new and has not yet been fully vetted, but there is at least some speculation that a correction may take place in the not-so-distant future.

EXHIBITS

- ◆ **Exhibit 1 • *Market Data.***
- ◆ **Exhibit 2 • *Benefits Data***
- ◆ **Exhibit 3 • *Alternatives for Updating the Pay Plan***



Exhibit 1

Truckee-Tahoe Airport District

Comparison of Existing Payscale to Market (Survey Results)

Prepared for the District by the Archer Company

Classification	TTAD's Current Pay Scale		Survey		% Diff	Survey Avg Max	% Diff	Average Actual
	Minimum	Maximum	Avg Min	Avg Max				
General Manager	Contract		103,456	144,403				
Director, Operations & Maintenance	78,896	98,530	80,398	103,912	-1.87%		-5.18%	98,530
Director, Finance & Administration	73,635	91,960	73,814	97,960	-0.24%		-6.12%	91,957
Director, Aviation & Community Relations			68,943	97,647				79,997
Operations & Maintenance Supervisor	60,303	75,310	55,901	75,838	7.87%		-0.70%	70,938
Environment & Technology Specialist	55,753	69,627	53,886	76,292	3.46%		-8.74%	57,138
District Clerk	43,462	54,278	45,915	59,677	-5.34%		-9.05%	43,472
Accounting Clerk	40,899	51,077	39,035	52,400	4.77%		-2.53%	55,245
O/M Worker III	48,586	60,678	45,149	63,047	7.61%		-3.76%	53,710
O/M Worker II	40,793	50,945	39,519	54,000	3.22%		-5.66%	44,172
O/M Worker I	31,867	39,797	33,155	45,690	-3.89%		-12.90%	36,962

Truckee-Tahoe Airport District

Results of the 2010 Wage & Salary Survey

Prepared for the District by the Archer Company

General Manager

All Market Data				
Market Summary	Minimum	Midpoint	Maximum	Actual
25th Percentile	85,571	102,565	126,610	146,214
Mean	104,804	123,711	144,880	149,331
Median	96,990	118,840	150,462	161,807
75th Percentile	122,880	144,384	164,972	167,457

Primary Market		
Minimum	Maximum	
89,087	133,650	
103,456	144,403	
96,990	146,576	
112,401	155,836	

Red indicates a substitution or questionable match
 % Market based on the Mean of Market Maximums
 X indicates that the data was included in the Primary Market

TTAD Pay Scale

Comparisons to the Market Mean

134,000
 -10.27%

Market Details

Participant	Minimum	Midpoint	Maximum	Actual	X	PMIN	PMAX	% Market	Title
North Tahoe Public Utility District									General Manager
Placer County	92,602	102,565	112,528		x	92,602	112,528	-22.33%	Public Authority Manager
Tahoe City Public Utility District			152,485	152,485	x		152,485	5.25%	General Manager
Tahoe-Truckee Sanitation Agency			164,056	164,056				13.24%	General Manager
Town of Truckee*	122,880	144,384	165,888	165,888	x	122,880	165,888	14.50%	Town Manager
Truckee Donner Public Utility Dist.	164,040	180,852	199,392	188,100				37.63%	General Manager
Aspen Airport (Pitkin County)	96,990	118,840	140,691		x	96,990	140,691	-2.89%	Aviation Director
Big Bear Airport	55,000	65,000	75,000	65,000				-48.23%	General Manager
Centennial Airport	85,571	117,000	150,462	159,557	x	85,571	150,462	3.85%	Director
Freidman Airport	101,922	127,402	142,690	127,402	x	101,922	142,690	-1.51%	General Manager
Monterey Peninsula Airport District	147,146	166,668	186,191	172,162	x	147,146	186,191	28.51%	General Manager
Yampa Valley Regional Airport	77,085	90,688	104,291		x	77,085	104,291	-28.02%	Aviation Director

Truckee-Tahoe Airport District

Results of the 2010 Wage & Salary Survey

Prepared for the District by the Archer Company

Director, Finance & Administration

All Market Data				
Market Summary Statistics	Minimum	Midpoint	Maximum	Actual
25th Percentile	72,026	84,302	95,524	113,824
Mean	84,802	97,411	110,322	123,547
Median	80,052	89,305	107,529	141,708
75th Percentile	100,075	113,988	128,322	142,350

Primary Market	
Minimum	Maximum
62,581	93,428
73,814	97,960
73,952	98,873
78,789	107,073

Red indicates a substitution or questionable match
 % Market based on the Mean of Market Maximums
 "x" indicates that the data was included in the Primary Market

TTAD Pay Scale	73,635	81,280	91,960	91,957
Comparisons to the Market Mean	-13.17%	-16.56%	-16.64%	-25.57%

Market Details

Participant	Minimum	Midpoint	Maximum	Actual	X	PMIN	PMAX	% Market	Title
North Tahoe Public Utility District	96,574	106,985	117,395		x	96,574	117,395	6.41%	Controller
Northstar Community Service Dist.	75,000	88,349	101,697		x	75,000	101,697	-7.82%	Controller
Placer County	89,856	99,539	109,221		x	89,856	109,221	-1.00%	Managing Accountant
Squaw Valley Ski Corporation	59,172	65,544	71,916		x	59,172	71,916	-34.81%	* Sourced from another survey
Squaw Valley Ski Corporation	75,000	85,000	95,000		x	75,000	95,000	-13.89%	
Tahoe City Public Utility District	102,985	118,434	133,883						
Tahoe-Truckee Sanitation Agency	80,052	86,244	92,904		x	80,052	92,904	-15.79%	Director Accounting/Employee Services Accounting Supervisor
Town of Truckee	71,148	83,604	96,048		x	71,148	96,048	-12.94%	Administrative Services Manager
Town of Truckee	97,164	114,168	131,172					18.90%	Director of Administrative Services
Truckee Donner Public Utility Dist.	116,580	128,532	141,708	141,708				28.45%	Administrative Services Manager
Truckee Donner Public Utility Dist.	103,224	113,808	125,472					13.73%	Finance / Accounting Manager
Aspen Airport (Pitkin County)	72,904	89,305	105,705		x	72,904	105,705	-4.19%	Assistant Aviation Director, Admn
Centennial Airport	59,725	79,805	107,529	85,939	x	59,725	107,529	-2.53%	Director, Administration
Freidman Airport	58,705	73,381	82,187		x	58,705	82,187	-25.50%	
Monterey Peninsula Airport District	113,934	128,464	142,993	142,993				29.61%	Accounting Manager

Truckee-Tahoe Airport District

Results of the 2010 Wage & Salary Survey

Prepared for the District by the Archer Company

District Clerk

All Market Data				
Statistics	Minimum	Midpoint	Maximum	Actual
25th Percentile	42,056	50,011	56,070	45,110
Mean	49,568	57,422	65,074	55,733
Median	44,990	52,570	60,154	59,104
75th Percentile	59,184	65,562	71,940	69,727

Primary Market	
Minimum	Maximum
42,056	54,876
45,915	59,677
44,470	59,316
45,146	65,291

Red indicates a substitution or questionable match
 % Market based on the Mean of Market Maximums
 "x" indicates that the data was included in the Primary Market

TTAD Pay Scale	43,462	47,974	54,278	43,472
Comparisons to the Market Mean	-12.32%	-16.45%	-16.59%	-22.00%

Market Details

Participant	Minimum	Midpoint	Maximum	Actual	X	PMIN	PMAX	% Market	Title
North Tahoe Public Utility District	39,840	43,932	48,432		x	39,840	48,432	-25.57%	Administrative Assistant
Northstar Community Service Dist.	60,000	73,500	87,000					33.69%	Administrative Manager/Sec to Board
Placer County	45,146	50,011	54,876		x	45,146	54,876	-15.67%	Executive Secretary / Supy Board Clerk
Squaw Valley	59,184	65,562	71,940		x	59,184	71,940	10.55%	* Sourced from another survey
Tahoe City Public Utility District	52,705	60,611	68,517	68,517	x	52,705	68,517	5.29%	District Clerk
Tahoe-Truckee Sanitation Agency	79,656	85,800	92,436					42.05%	Administrative Secretary
Town of Truckee	43,932	51,624	59,316		x	43,932	59,316	-8.85%	Administrative Assistant
Truckee Donner Public Utility Dist.	60,348	66,540	73,356	73,356				12.73%	Executive Secretary
Aspen Airport (Pitkin County)	44,990	55,140	65,291		x	44,990	65,291	0.33%	Executive Office Manager - Airport
Big Bear Airport	40,914	45,302	49,691	49,691	x	40,914	49,691		Board Secretary
Centennial Airport	31,143	43,607	56,070	31,366				-13.84%	Administrative Specialist
Freidman Airport	42,056	52,570	58,878		x	42,056	58,878	-9.52%	
Monterey Peninsula Airport District					x				
Yampa Valley Regional Airport	44,470	52,291	60,154		x	44,470	60,154	-7.56%	Administrative Assistant

Truckee-Tahoe Airport District

Results of the 2010 Wage & Salary Survey

Prepared for the District by the Archer Company

Accounting Clerk

All Market Data				
Market Summary				
Statistics	Minimum	Midpoint	Maximum	Actual
25th Percentile	36,153	43,200	49,691	41,252
Mean	37,792	44,846	50,930	45,327
Median	38,520	45,354	51,783	44,138
75th Percentile	40,914	47,340	53,706	48,212

Primary Market		
Minimum	Maximum	
36,681	49,809	
39,035	52,400	
38,759	52,004	
41,416	54,297	

Red indicates a substitution or questionable match
 % Market based on the Mean of Market Maximums
 "x" indicates that the data was included in the Primary Market

TTAD Pay Scale	40,899	45,144	51,077	55,245
Comparisons to the Market Mean	8.22%	0.67%	0.29%	21.88%
	40,899	47,402	49,848	51,077
	4.78%	-6.93%	1.32%	-2.53%

Market Details

Participant	Minimum	Midpoint	Maximum	Actual	X	PMIN	PMAX	% Market	Title
North Tahoe Public Utility District	38,520	42,468	46,812		x	38,520	46,812	-8.08%	Accounting Technician II
Placer County	38,998	43,200	47,402		x	38,998	47,402	-6.93%	Accounting Clerk Sr
Squaw Valley Ski Corporation	22,880	28,080	33,280					-34.65%	
Tahoe City Public Utility District	35,534	48,812	51,783		x	35,534	51,783	1.68%	Account Clerk I, II
Tahoe-Truckee Sanitation Agency	42,924	47,340	52,224		x	42,924	52,224	2.54%	Technical Serv. I
Truckee Donner Public Utility Dist.	46,800	51,605	56,880	56,880	x	46,800	56,880	11.68%	Accounting Technician
Town of Truckee	39,612	46,536	53,472		x	39,612	53,472	4.99%	Accounting Technician I
Town of Truckee	43,932	51,624	59,316		x	43,932	59,316	16.47%	Accounting Technician II
Aspen Airport (Pitkin County)	37,003	45,354	53,706		x	37,003	53,706	5.45%	Airport Accounting Administrator
Big Bear Airport	40,914	45,302	49,691	42,952	x	40,914	49,691	-2.43%	Accounting Clerk
Centennial Airport	31,173	43,600	56,070	45,323	x	31,173	56,070	10.09%	Accounting Specialist
Freidman Airport	36,858	46,072	51,601		x	36,858	51,601	1.32%	
Monterey Peninsula Airport District	36,153	43,000	49,848	36,153	x	36,153	49,848	0	Accounting Assistant

Truckee-Tahoe Airport District

Results of the 2010 Wage & Salary Survey

Prepared for the District by the Archer Company

Operations/Maintenance Supervisor

All Market Data				
Statistics	Minimum	Midpoint	Maximum	Actual
25th Percentile	45,682	56,186	68,474	72,535
Mean	54,286	64,844	75,411	72,535
Median	56,089	63,907	71,711	72,535
75th Percentile	60,003	73,661	83,862	72,535

Primary Market	
Minimum	Maximum
47,195	68,390
55,901	75,838
56,532	71,855
60,299	84,156

Red indicates a substitution or questionable match
 % Market based on the Mean of Market Maximums
 "x" indicates that the data was included in the Primary Market

TTAD Pay Scale	60,303	66,563	75,310	70,938
Comparisons to the Market Mean	11.08%	2.65%	-0.13%	-2.20%

Market Details

Participant	Minimum	Midpoint	Maximum	Actual	X	PMIN	PMAX	% Market	Title
North Tahoe Public Utility District	56,532	62,328	68,724		x	56,532	68,724	-8.87%	Utility Operations Supervisor
Placer County	59,115	65,485	71,855		x	59,115	71,855	-4.72%	Road District Supervisor
Tahoe City Public Utility District	44,421	51,083	57,746		x	44,421	57,746	-23.42%	Field Supervisor
Tahoe-Truckee Sanitation Agency	72,516	78,120	84,156		x	72,516	84,156	11.60%	Maintenance Foreman
Town of Truckee	62,208	73,092	82,980		x	62,208	82,980	10.04%	Street Maintenance Manager
Aspen Airport (Pitkin County)	47,195	57,792	68,390		x	47,195	68,390	-9.31%	Supervisory level
Aspen Airport (Pitkin County)	60,299	73,850	87,401		x	60,299	87,401	15.90%	Airport Facilities Manager
Centennial Airport	39,750	55,650	71,566	72,535				-5.10%	Supervisor - Maintenance
Centennial Airport	55,645	77,912	100,179		x	55,645	100,179	32.84%	Dep Director, Maintenance
Monterey Peninsula Airport District									
Yampa Valley Regional Airport	45,178	53,123	61,110		x	45,178	61,110	-18.96%	Maintenance Superintendent

Truckee-Tahoe Airport District

Results of the 2010 Wage & Salary Survey

Prepared for the District by the Archer Company

Operations/Maintenance Worker III

All Market Data					Primary Market	
Market Summary Statistics	Minimum	Midpoint	Maximum	Actual	Minimum	Maximum
25th Percentile	42,858	51,928	58,844	51,050	42,832	58,574
Mean	45,631	53,705	63,259	57,593	45,149	63,047
Median	45,514	53,123	62,914	57,593	45,346	62,108
75th Percentile	49,543	57,457	66,862	64,135	48,376	67,835

Red indicates a substitution or questionable match
 % Market based on the Mean of Market Maximums
 "X" indicates that the data was included in the Primary Market

TTAD Pay Scale	48,586	53,630	60,678	53,710	48,586	60,678
Comparisons to the Market Mean	6.48%	-0.14%	-4.08%	-6.74%	7.61%	-3.76%

Market Details

Participant	Minimum	Midpoint	Maximum	Actual	X	PMIN	PMAX	% Market	Title
North Tahoe Public Utility District	47,604	52,476	57,852		x	47,604	57,852	-8.55%	Equipment Operator II / Equipment Mech
North Tahoe Public Utility District	53,460	58,944	64,992		x	53,460	64,992	2.74%	Maintenance Technician II
Placer County	48,633	53,874	59,115		x	48,633	59,115	-6.55%	Equipment Mechanic
Squaw Valley Ski Corporation	33,280	41,600	49,920		x	33,280	49,920	-21.09%	Vehicle & Lift Mechanics
Tahoe City Public Utility District	50,452	58,021	65,590					3.69%	Operations Specialist II
Tahoe-Truckee Sanitation Agency									
Town of Truckee	52,354	61,506	70,678	70,678	x	52,354	70,678	11.73%	Senior Maintenance Worker
Truckee Donner Public Utility Dist.			74,422		x		74,422	17.65%	Water Service Technician
Aspen Airport (Pitkin County)	42,806	52,458	62,108		x	42,806	62,108	-1.82%	Equipment Mechanic
Centennial Airport	39,750	51,398	71,566	44,507	x	39,750	71,566	13.13%	Assistant Supervisor / Heavy Equip Mech
Freidman Airport	45,514	56,892	63,719		x	45,514	63,719		
Monterey Peninsula Airport District									
Yampa Valley Regional Airport	45,178	53,123	61,110		x	45,178	61,110	-3.40%	Superintendent
Yampa Valley Regional Airport	42,910	50,461	58,032		x	42,910	58,032	-8.26%	Maintenance Worker II

Truckee-Tahoe Airport District

Results of the 2010 Wage & Salary Survey

Prepared for the District by the Archer Company

Operations/Maintenance Worker II

All Market Data				
Statistics	Minimum	Midpoint	Maximum	Actual
25th Percentile	37,482	43,596	50,829	53,633
Mean	39,905	47,886	55,512	53,789
Median	40,809	48,464	54,101	53,789
75th Percentile	43,336	50,232	58,614	53,945

Primary Market	
Minimum	Maximum
36,421	49,504
39,519	54,000
40,223	53,859
42,889	57,544

Red indicates a substitution or questionable match
 % Market based on the Mean of Market Maximums
 "X" indicates that the data was included in the Primary Market

TTAD Pay Scale	40,793	45,028	50,945	46,940
Comparisons to the Market Mean	2.23%	-5.97%	-8.23%	-12.73%

Market Details

Participant	Minimum	Midpoint	Maximum	Actual	X	PMIN	PMAX	% Market	Title
North Tahoe Public Utility District	39,636	43,692	48,180		x	39,636	48,180	-13.21%	Equipment Operator I
Placer County	44,111	48,865	53,618		x	44,111	53,618	-3.41%	Equipment Operator I
Squaw Valley Ski Corporation	33,280	39,520	45,760		x	33,280	45,760	-17.57%	Heavy Equipment Operators
Tahoe City Public Utility District	43,763	57,198	70,634					27.24%	Operations Specialist I
Tahoe-Truckee Sanitation Agency									
Town of Truckee	39,603	46,550	53,477	53,477	x	39,603	53,477	-3.67%	5130 Maintenance Worker II
Aspen Airport (Pitkin County)	40,809	50,003	59,196		x	40,809	59,196	6.64%	Airport Facilities Technician I
Big Bear Airport	42,827	48,464	54,101	54,101	X	42,827	54,101		Maintenance Worker II
Centennial Airport	31,143	43,500	56,080		x	31,143	56,080	1.02%	Maintenance Tech II (Vacant)
Freidman Airport	45,514	56,892	63,719		x	45,514	63,719	14.78%	
Monterey Peninsula Airport District									
Yampa Valley Regional Airport	35,360	41,600	47,840		x	35,360	47,840	-13.82%	Maintenance Worker II
Yampa Valley Regional Airport	42,910	50,461	58,032		x	42,910	58,032	4.54%	Lead

Truckee-Tahoe Airport District

Results of the 2010 Wage & Salary Survey

Prepared for the District by the Archer Company

Operations/Maintenance Worker I

All Market Data				
Statistics	Minimum	Midpoint	Maximum	Actual
25th Percentile	30,715	38,471	44,928	34,279
Mean	33,835	39,436	45,919	38,013
Median	33,280	39,827	46,585	39,044
75th Percentile	37,003	41,551	47,748	42,778

Primary Market	
Minimum	Maximum
30,143	43,679
33,155	45,690
33,202	46,172
37,003	48,348

Red indicates a substitution or questionable match
 % Market based on the Mean of Market Maximums
 X indicates that the data was included in the Primary Market

TTAD Pay Scale	31,867	35,175	39,797	36,962
Comparisons to the Market Mean	-5.82%	-10.81%	-13.33%	-2.76%

Market Details

Participant	Minimum	Midpoint	Maximum	Actual	X	PMIN	PMAX	% Market	Title
North Tahoe Public Utility District	39,276	43,308	47,748					3.98%	Maintenance Worker I
Placer County	38,998		47,403		x	38,998	47,403	3.23%	Equipment Service Worker
Squaw Valley Ski Corporation	33,280	39,520	45,760		x	33,280	45,760	-0.35%	Heavy Equipment Operators
Tahoe City Public Utility District	30,715	35,323	39,931		x	30,715	39,931	-13.04%	Maintenance Worker III
Tahoe-Truckee Sanitation Agency									
Town of Truckee	26,686	31,366	36,026	36,026	x	26,686	36,026	-21.54%	Maintenance Worker I
Aspen Airport (Pitkin County)	37,003	45,354	53,706		x	37,003	53,706	16.96%	Airport Facilities Technician I
Big Bear Airport	37,003	40,966	44,928	44,928	x	37,003	44,928		Maintenance Worker I
Centennial Airport	28,429	39,800	51,183	29,037	x	28,429	51,183	11.46%	Maintenance Tech I
Monterey Peninsula Airport District	33,125	39,855	46,585	42,061	x	33,125	46,585	1.45%	Maintenance Worker



Exhibit 2

Truckee Tahoe Airport District

Results of the Benefits Survey - Paid Leave

Organization	Holidays	Vacation Accrual (Days / Year)														Max Accrual	Buy Back?
		0	1	3	5	7	10	12	15	18	20	25	25	25	25		
Truckee Tahoe Airport District	11	10	10	10	15	15	17	17	20	20	20	20	20	20	20	30	
Town of Truckee	13	10	10	10	15	15	15	20	20	20	20	20	20	20	20	30	
North Tahoe Utility District	12	10	10	10	11	15	16	18	20	20	23	23	3yr Accrual				
Tahoe City Public Utility District	12	15	15	15	22	22	27	27	28	28	29	31	40				
Truckee Tahoe Sanitation District	11	12	12	12	15	15	20	20	23	23	23	23	30			Yes	
Truckee Donner Public Utility District	10 (11-NE)	10	10	10	15	15	20	20	20	20	20	25	45			Yes	
Aspen-Pitkin County Airport	9	22	22	22	28	28	28	28	28	28	28	28	NR				
Centennial Airport	12	12	12	12	15	15	25	25	25	25	25	25	20				
Monterey Peninsula Airport	11	10	10	10	15	15	20	20	20	20	20	20	20			Yes	
Big Bear Airport	PTO	33	33	33	38	38	43	43	43	43	43	43	40				
Friedman Memorial Airport	11	0	10	10	10	10	10	16	16	16	20	20	30				
Yampa Valley Regional Airport	10	10	10	10	15	15	20	20	20	20	20	20	(Yes - NR)				
Placer County	13	10	10	12	15	15	20	20	20	20	20	25	40; 52.5 >10 yrs				
Reno-Tahoe International Airport																	
Squaw Valley Ski Corp.		10	10	10	15	15	20	20	20	20	20	20	1/3 per year				

Notes: Big Bear Airport has a Paid-Time-Off plan (combined holidays, vacation, & sick leave)

For all respondents:

No limits on the amount of vacation used in any one year

Accrual the same for exempt and non-exempt employees

No sick-leave banks

Truckee Tahoe Airport District

Results of the Benefits Survey - Paid Leave

Organization	Sick Leave			Short Term Disability			Long Term Disability	
	(Days / YR)	Max Accrual	Buy Back?	EE Cost	ER Cost	Benefit	ER Cost	Benefit
Truckee Tahoe Airport District	12	Unlimited	Yes	1.10%		\$987/wk	NR	60%
Town of Truckee	12	125	Yes				NR	66.67%
North Tahoe Utility District	12						NR	66.67%
Tahoe City Public Utility District	8 (6 after 5yrs)	(Yes - NR)	Yes					
Truckee Tahoe Sanitation District	12	Unlimited	Yes (50%)	1.10%	\$1026/yr		\$1026.48 / yr	
Truckee Donner Public Utility District	12			1.10%		55%	.374 per 100	66.67%
Aspen-Pitkin County Airport	12		Yes(33%)				NR	60%
Centennial Airport	12	60					\$800/mo	60%
Monterey Peninsula Airport	10-20							
Big Bear Airport	PTO							
Friedman Memorial Airport	12							
Yampa Valley Regional Airport	12	45	Yes (50%)				NR	66.67%
Placer County	12	Unlimited					.36 per 100	66.67%
Reno-Tahoe International Airport							NR	66.67%
Squaw Valley Ski Corp.	4	8						

Notes: TTSD allows 100% buy-back of accrual at retirement
 TCPUD converts accrued sick leave at retirement
 NTUD and Aspen allow employees to use 2 sick days as personal days
 Yampa allows sick-leave buy back after 5 yrs of service
 No informaton was provided regarding the coverage period for short-term disability
 No respondents with LTD require employees to pay for the coverage
 Reno-Tahoe has two levels of LTD coverage (60% & 6.67%) depending on classification
 No informaton was provided regarding the coverage period for long-term disability
 TTAD buys back up to 240 hrs of sick leave only when an employee leaves employment

Truckee Tahoe Airport District

Results of the Benefits Survey - Insurance

Health Insurance

Organization	Type	Co-Insurance		Co-Pay?	Deductible (Ind)	Deductible (Fam)
		In-network	Out-of-network			
Truckee Tahoe Airport District	PPO					
Town of Truckee	PPO	80/20	70/30	30	1,000	3,000
North Tahoe Utility District						
Tahoe City Public Utility District	PPO	80/20	90/10	20	500	1,000
Truckee Tahoe Sanitation District	PPO	80/20	90/10	20	500	1,000
Truckee Donner Public Utility District	PPO	90/10	80/20	15	400	1,200
Aspen-Pitkin County Airport	PPO					
Centennial Airport				30		
Monterey Peninsula Airport	PPO	80/20	90/10	20	500	1,000
Big Bear Airport	PPO					
Friedman Memorial Airport		80/20		20	1,000	2,000
Yampa Valley Regional Airport	PPO	80/20		25	1,000	2,000
Placer County						
Reno-Tahoe International Airport	PPO	80/20	60/40	15	500	1,000
Squaw Valley Ski Corp.	PPO	80/20	80/20	20	500	1,000

Notes: PPO is reported as the closest match to TTAD
Aspen, Big Bear, Truckee, & Yampa offer HMO and/or HAS plans

Truckee Tahoe Airport District

Results of the Benefits Survey - Insurance

Health Insurance

Organization	Single Employee		Employee + Family		Employee + Spouse		Employee + Children	
	EE(\$)	ER(%)	EE(\$)	ER(%)	EE(\$)	ER(%)	EE(\$)	ER(%)
Truckee Tahoe Airport District	age / age	7 / 93	/	7 / 93	/	7 / 93	/	/
Town of Truckee	0 / 371	0 / 100	426 / 752	36.2 / 63.8	328 / 579	36.2 / 63.8	272 / 480	36.2 / 63.8
North Tahoe Utility District	0 / 880	0 / 100	0 / 1,430	0 / 100	0 / 1,155	0 / 100	NA / NA	NA / NA
Tahoe City Public Utility District	0 / 458	0 / 100	0 / 1,192	0 / 100	NA / 916	0	NA / NA	NA / NA
Truckee Tahoe Sanitation District	NR / 782	0 / 100	NR / 2,034	0 / 100	NR / 1,564	0 / 100	NA / NA	NA / NA
Truckee Donner Public Utility District	0 / 706	0 / 100	0 / 1,845	0 / 100	0 / 1,354	0 / 100	0 / 1,762	0 / 100
Aspen-Pitkin County Airport	0 / 873	0 / 100	418 / 1,990	18 / 82	335 / 1,498	18 / 82	/	/
Centennial Airport	1 / 387	0.3 / 99.7	272 / 849	24 / 76	151 / 644	19 / 81	144 / 632	19 / 81
Monterey Peninsula Airport	/	7 / 93	/	7 / 93	/	7 / 93	/	/
Big Bear Airport	0 / 100	0 / 100	0 / 1,400	0 / 100	0 / NR	0 / 100	0 / NR	0 / 100
Friedman Memorial Airport	NR / NR	0 / 100	NR / NR	0 / 100	/	25 / 75	/	25 / 75
Yampa Valley Regional Airport	25 / 487	5 / 95	56 / 1,224	4 / 96	NA / NA	NA / NA	NA / NA	NA / NA
Placer County	/	/	/ 1,318	/	/	/	/	/
Reno-Tahoe International Airport	/	/	/	/	/	/	/	/
Squaw Valley Ski Corp.	503 / 617	50 / 50	1558 / 1,914	50 / 50	1145 / 1,408	50 / 50	/	/

Notes: Truckee: Employee share varies by level; 19% for Mid Mgrs, 0% for Directors

Big Bear: \$1,400 is the maximum

Truckee Tahoe Airport District

Results of the Benefits Survey - Insurance

Dental Insurance

Organization	Single Employee		Employee + Family		Employee + Spouse	
	EE(\$)	ER(%)	EE(\$)	ER(%)	EE(\$)	ER(%)
Truckee Tahoe Airport District	3 / 38	7 / 93	9 / 120	7 / 93	6 / 80	7 / 93
Town of Truckee	0 / 31	0 / 100	55.85 / 110	33.63 / 66.37	/	/
North Tahoe Utility District	<i>Included in medical</i>					
Tahoe City Public Utility District	0 / 47	0 / 100	0 / 122	0 / 100	/	/
Truckee Tahoe Sanitation District	0 / 51	0 / 100	0 / 142	0 / 100	/	/
Truckee Donner Public Utility District	0 / 37	0 / 100	0 / 138	0 / 100	/	/
Aspen-Pitkin County Airport	0 / 38	0 / 100	46 / 85	35 / 65	18 / 56	24 / 76
Centennial Airport	1 / 29	3 / 97	22 / 63	26 / 74	/	/
Monterey Peninsula Airport	0 / NR	0 / 100	0 / 151	0 / 100	/	/
Big Bear Airport	<i>Included in medical</i>					
Friedman Memorial Airport	NR / NR	0 / 100	NR / NR	0 / 100	/	25 / 75
Yampa Valley Regional Airport	NR / NR	0 / 100	NR / NR	0 / 100	/	/
Placer County	0 / 46	0 / 100	/ 46	0 / 100	/	/
Reno-Tahoe International Airport	/	/	/	/	/	/
Squaw Valley Ski Corp.	<i>Included in medical</i>					

Notes:

Truckee Tahoe Airport District

Results of the Benefits Survey - Insurance

Organization	Vision Insurance						Life Insurance
	Single Employee		Employee + Family		Sr. Mgmt		
	EE(\$)	ER(%)	EE(\$)	ER(%)	EE(\$)	ER(%)	Sr. Mgmt
Truckee Tahoe Airport District	1.08	/ 14	7	/ 93	2.4	/ 32	25,000
Town of Truckee	0	/ 10	0	/ 100	13.19	/ 26	25,000
North Tahoe Utility District	<i>Included in medical</i>						
Tahoe City Public Utility District	0	/ 10	0	/ 100	0	/ 122	2x (max 50k)
Truckee Tahoe Sanitation District	/		0	/ 100	/		75,000
Truckee Donner Public Utility District	/	400max	/		/		100,000
Aspen-Pitkin County Airport	0	/ 8	0	/ 100	6	/ 14	3x
Centennial Airport	1	/ 8	11.0	/ 89.0	6	/ 17	2.5x
Monterey Peninsula Airport	0	/ 5	0	/ 100	0	/ NR	1x (max 150k)
Big Bear Airport	<i>Included in medical</i>						
Friedman Memorial Airport	NR	/ NR	25	/ 75	NR	/ NR	20,000
Yampa Valley Regional Airport	NR	/ NR	0	/ 100	NR	/ NR	75,000
Placer County	0	/	0	/ 100	/	/	30,000
Reno-Tahoe International Airport	/		/		/		25,000
Squaw Valley Ski Corp.	<i>Included in medical</i>						
							10,000
							40,000, 100k Mgt
							Yes

Notes:

Truckee Tahoe Airport District

Results of the Benefits Survey - Retirement

Organization	Defined Benefit										Defined Contribution		Deferred Compensation	
	ER Contribution (%)	EE Contribution (%)	ER pays EE Portion?	Reported to PERS?	Vesting	% Payout	Retirement Age	Years of Service	SSN Participation?	Defined Contribution	Match? (%)	Deferred Comp	Match? (%)	Deferred Compensation
Truckee Tahoe Airport District	12	8			5	2.70	NR	30				Y		
Town of Truckee	15	8	Y	Y	5	2.70	55	30				Y	Mgt.	
North Tahoe Utility District	12	8			NR	2.00	55	30				Y		
Tahoe City Public Utility District	21	8	Y		NR	2.70	55	30				Y	2	
Truckee Tahoe Sanitation District	16	8	Y	N	5	2.70	55	30				Y		
Truckee Donner Public Utility District	11	7	4%		5	2.00	60	30	Y	Y	3.25	Y	3	
Aspen-Pitkin County Airport										Y	12	Y		
Centennial Airport										Y	1-5%	N		
Monterey Peninsula Airport	9	7			5		55		Y			Y		
Big Bear Airport	8	8	Y		5	2.00	55					Y		\$250/mo
Friedman Memorial Airport					4		62			Y	7	N		
Yampa Valley Regional Airport	6	6								Y	0	Y		
Placer County	15	8			5	2.70	55		Y	Y	0	Y		
Reno-Tahoe International Airport			Y		5	2.50	NR			Y		Y		
Squaw Valley Ski Corp.										Y	0	N		

Notes: Centennial provides different levels of Defined Contribution match by employee groups
 No information regarding early retirement was provided
 No information regarding vesting under defined contribution was provided

Truckee Tahoe Airport District

Results of the Benefits Survey - Other

Organization	Med. FSA	Dep. FSA	EAP	Wellness	Education	Other	Safety Incentive
Truckee Tahoe Airport District	Yes (\$500)	Yes			\$1000/yr		
Town of Truckee	Yes	Yes	Yes	Yes	Yes	Uniform Allow.	Yes
North Tahoe Utility District	Yes (\$1,500)						
Tahoe City Public Utility District	Yes (\$800)	Yes	Yes		Yes	Uniform Allow.	Yes
Truckee Tahoe Sanitation District							
Truckee Donner Public Utility District	Yes	Yes	Yes	Yes	Yes	Uniform Allow.	Yes
Aspen-Pitkin County Airport	Yes	Yes	Yes	Yes	Yes	Discount Skiing	Yes
Centennial Airport					\$1200/yr		
Monterey Peninsula Airport					Yes	Uniform Allow.	Yes
Big Bear Airport	Yes (\$1,200)				\$2,000	Uniform Allow.	
Friedman Memorial Airport					Yes	Uniform Allow.	
Yampa Valley Regional Airport	Yes	Yes			No		
Placer County	Yes				\$550	Uniform Allow.	
Reno-Tahoe International Airport	Yes	Yes	Yes		Yes		
Squaw Valley Ski Corp.						Uniform, Tools	Yes

Notes: TCPUD contributes different amounts by employee group; Directors receive \$1,430
Big Bear indicated that they cover flight school as part of the educational benefits

Truckee Tahoe Airport District

Results of the Benefits Survey - Other

Organization	Vehicle	Longevity	Premium Pay	Holiday	Executive
Truckee Tahoe Airport District					
Town of Truckee	On-call				Special severance for management
North Tahoe Utility District		Yes			
Tahoe City Public Utility District	On-call		10%	1.50%	
Truckee Tahoe Sanitation District	Directors		2nd-8%, 3rd 4%	1.50%	
Truckee Donner Public Utility District	Execs, On-call	Yes	On-call	2x	Relocation package, 1 yr severance
Aspen-Pitkin County Airport					
Centennial Airport	Management				
Monterey Peninsula Airport	Executive		On-call		
Big Bear Airport	Executive				
Friedman Memorial Airport	Exec/Mgt				
Yampa Valley Regional Airport					
Placer County			On-call		
Reno-Tahoe International Airport					
Squaw Valley Ski Corp.	Executive				Signing bonus

Notes:



Exhibit 3

Truckee-Tahoe Airport District

Pay Plan Update: Option 1 - Adjust Current Ranges for Market

Prepared for the District by the Archer Company

	Minimum			Midpoint			Maximum			
	1	2	3	4	5	6	7	8	9	10
Proposed 2010 Payscale (Steps)										
O/M Worker I	36,593	37,508	38,446	39,407	40,392	41,402	42,437	43,498	44,585	45,700
Accounting Clerk	41,958	43,007	44,082	45,184	46,314	47,472	48,659	49,875	51,122	52,400
O/M Worker II	43,239	44,320	45,428	46,564	47,728	48,921	50,144	51,398	52,683	54,000
District Clerk	47,483	48,670	49,887	51,134	52,413	53,723	55,066	56,443	57,854	59,300
O/M Worker III	50,446	51,707	53,000	54,325	55,683	57,075	58,502	59,964	61,463	63,000
Operations & Maintenance Supervisor	60,695	62,213	63,768	65,362	66,996	68,671	70,388	72,148	73,951	75,800
Environment & Technology Specialist	61,096	62,623	64,189	65,793	67,438	69,124	70,852	72,623	74,439	76,300
Director, Aviation & Community Relations	78,071	80,023	82,023	84,074	86,176	88,330	90,538	92,802	95,122	97,500
Director, Finance & Administration	78,471	80,433	82,444	84,505	86,618	88,783	91,003	93,278	95,610	98,000
Director, Operations & Maintenance	84,477	86,589	88,753	90,972	93,247	95,578	97,967	100,416	102,927	105,500

General Manager is a contract position and does not have a pay range in the existing plan
Proposed Steps calculated to preserve the existing payscale consisting of 10 steps with 2.5% between steps.

Truckee-Tahoe Airport District

Pay Plan Update: Options 2 & 3 - Balance Internal Equity & Market Competitiveness

Prepared for the District by the Archer Company

Option 2 (Open Ranges)

Classification	Grade	Minimum	Market	Maximum
Oper/Maint Worker 1	1	34,875	40,107	45,338
Account Clerk	3	41,369	47,575	53,780
Oper/Maint Worker 2	3	41,369	47,575	53,780
District Clerk	4	44,616	51,308	58,001
Oper/Maint Worker 3	5	47,863	55,042	62,222
Environment & Technology Specialist	8	57,604	66,244	74,885
Operations & Maintenance Supervisor	8	57,604	66,244	74,885
Director Aviation & Community Relations	10	64,097	73,712	83,327
Director Aviation & Community Relations	12	75,462	86,781	98,100
Director Finance & Administration	12	75,462	86,781	98,100
Director Operations & Maintenance	13	81,955	94,249	106,542
General Manager	15	109,319	114,785	142,115

Option 3 (Hybrid Steps & Open Range)

Classification	Grade	Minimum	2	3	4	5	6	7	Market	Maximum
Oper/Maint Worker 1	1	34,875	35,747	36,619	37,491	38,363	39,235	40,107	40,107	45,338
Account Clerk	3	41,369	42,403	43,438	44,472	45,506	46,540	47,575	47,575	53,780
Oper/Maint Worker 2	3	41,369	42,403	43,438	44,472	45,506	46,540	47,575	47,575	53,780
District Clerk	4	44,616	45,731	46,847	47,962	49,078	50,193	51,308	51,308	58,001
Oper/Maint Worker 3	5	47,863	49,060	50,256	51,453	52,649	53,846	55,042	55,042	62,222
Environment & Technology Specialist	8	57,604	59,044	60,484	61,924	63,364	64,804	66,244	66,244	74,885
Operations & Maintenance Supervisor	8	57,604	59,044	60,484	61,924	63,364	64,804	66,244	66,244	74,885
Director Aviation & Community Relations	10	64,097	65,700	67,302	68,905	70,507	72,110	73,712	73,712	83,327
Director Aviation & Community Relations	12	75,462	77,348	79,235	81,121	83,008	84,894	86,781	86,781	98,100
Director Finance & Administration	12	75,462	77,348	79,235	81,121	83,008	84,894	86,781	86,781	98,100
Director Operations & Maintenance	13	81,955	84,004	86,053	88,102	90,151	92,200	94,249	94,249	106,542
General Manager	15	109,319	110,230	111,141	112,052	112,963	113,874	114,785	114,785	142,115