

# TRUCKEE TAHOE AIRPORT DISTRICT

## REQUEST FOR PROPOALS (RFP) CLASSIFICATION AND COMPENSATION STUDY

**RFP Deadline:**  
**Monday, April 15, 2024, 5:00 PM**



**Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, CA 96161**

### **Contact for Questions:**

All inquiries and/or questions shall be submitted in writing to  
Lauren Tapia, Human Resources Manager/District Clerk at  
[Lauren.Tapia@truckeetahoeairport.com](mailto:Lauren.Tapia@truckeetahoeairport.com) or (530) 587 – 4119 x143,  
no later than 5:00 p.m. on Monday, April 15, 2024

## **Introduction**

The Truckee Tahoe Airport District (the District) is seeking proposals from qualified professionals (Consultant) to conduct a comprehensive Classification and Compensation Study. The required services are described in the Scope of Work. Proposals shall be submitted in accordance with the Submission Requirements as set forth in this formal Request for Proposals (RFP).

## **Background**

Aviation in the region started in 1933 when an airstrip was cleared near the current agricultural inspection station on Interstate 80, east of Truckee, CA to create an emergency landing runway for the Trans-Sierra airmail route between San Francisco, CA and Salt Lake City, UT. The District was created by a vote of the District electorate in 1958 in accordance with the California Airport Districts Act. The District is a California Special Airport District and a Federal Aviation Administration (FAA) designated General Aviation (GA) public airport. The Airport is managed by the Truckee Tahoe Airport District staff and a publicly elected five-member Board of Directors which provides oversight and governance. The General Manager serves as the District's Chief Executive Officer and oversees the day-to-day operations of the District. Under the direction of General Manager, Mr. Robb Etnyre, the District employs 24 full-time equivalent staff members and 2-5 temporary staff members (Exhibit A). The District is a bi-county District which stretches across portions of both Nevada and Placer Counties. Employees serve in four (4) departments:

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

## **Current Classification and Compensation**

Currently, the District maintains a salary classification system comprised of job titles with a minimum and maximum salary range per title. See attached Salary Range for Hourly Permanent/Seasonal and Salary Range for Management/Supervisory (Exhibit B). The District typically provides a Cost-of-Living Adjustment (COLA) for the first pay period of July each year based on CPI as well as Annual Performance Reviews with a possible salary increase up to 5% the first pay period of January each year.

The District currently has no bargaining units.

## **The Project**

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

- Review of current position descriptions to determine that they are in line with current changes and requirements in the law, updating as needed to comply with the ADA, ADAA, and FLSA.
- Review, update, and standardize District job descriptions to assure relativity, compliance, and efficiency.
- Position evaluation to ensure internal alignment and equity between groups.
- Review of current compensation policy and plan design to determine if adjusting pay structure horizontally and/or vertically will provide better equity as well as flexibility and mobility.
- Total compensation/benefit survey to determine pay equity based on comparable industry and regional labor markets.

## **Scope of Work**

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

Classification:

1. Develop a work plan which includes milestones and a timeline. The timeline should be driven by the District's need to complete the study by September 18, 2024.
2. Review the current position descriptions with Human Resources to ensure it includes the definition of terms and the career options for full-time and part-time classifications.
3. Conduct interviews with employees and appropriate supervisory and management personnel, as required.
4. Update position descriptions to include physical requirements and essential functions in compliance with ADA and ADAAA.
5. Finalize position descriptions for all employees.
6. Provide all project work, communication materials and related information to Human Resources to become District property.
7. Meet with the Human Resources Manager and General Manager to explain, identify and reach consensus on:
  - a. A list of comparators to be used in the study (counties, cities, special districts, private companies, state, regional, etc.).
  - b. A list of benchmark classifications.
  - c. The survey instrument.
8. Determine exempt and non-exempt status per the Fair Labor Standards Act of all positions in the study; provide an action plan and budget estimates for any positions that may move from exempt to non-exempt status, or vice versa.

## Compensation:

1. Develop a work plan which includes milestones and a timeline. The timeline should be driven by the District's need to complete the study by September 18, 2024.
2. Provide all project work, communication materials and related information to Human Resources to become District property.
3. Identify survey labor market comparable and benchmark classes.
4. Conduct a comprehensive total compensation/benefits survey utilizing comparable survey agencies as well as comparable local for-profit companies when able, using not only job titles, but also duties and responsibilities based upon the position descriptions. Complete internal salary relationship analysis, including the development of appropriate internal relationship guidelines: Complete position evaluations.
5. Make pay structure recommendations to ensure equity between jobs and between departments.
6. Develop externally competitive and internally equitable wage scale recommendations for each job included within the study.
7. Meet with Human Resources Manager and General Manager to explain, identify and reach consensus on:
  - a. A list of comparators to be used in the study (counties, cities, special districts, private companies, state, regional, etc.).
  - b. Total compensation components of the survey.
  - c. The survey instrument.
8. Prepare a recommended compensation plan and salary range assignment for each position that reflects the results of the market survey and the analysis of the internal relationships using a consistent approach.
9. Assist in the development of a strategy for implementing compensation recommendations.

The selected Consultant will present the findings/recommendations and final report of the Classification and Compensation Study to District Board of Directors for their final approval. The report will describe, but not be limited to, the process used (methodology), position allocations, position descriptions, survey results (data collected), recommended changes, recommended changes to the current pay schedules, labor market and market position, estimated costs to implement the new systems, implementation options and procedures, and any recommendations for continuous maintenance and administration of the plans.

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

## Timing

The expected timeframe for this project is five months from the contract's start date. Staff would like to begin immediately upon the contract's initiation, with a final Classification and Compensation Plan presented at the end of the regular September Board meeting.

Proposed Timeline:

March 18, 2024	Advertisement of Request for Proposals
April 15, 2024	Deadline for Submission of Proposals
April 16 – 19, 2024	Interviews (if necessary)
April 24, 2024	Board of Directors Approval
May 1, 2024	Award of Contract
May 6, 2024	Commencement of Services
September 13, 2024	Targeted Date to send Draft Study for District Staff Review
September 25, 2024	Present Final Draft Classification and Compensation Study to Board of Directors

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

## Submission Requirements

Proposals must be submitted in a sealed envelope and designated with the proposal title. The name and address of the proposer should appear on the outside of the envelope. The submittal must be presented at the following physical address or email address no later than **5:00 PM Monday, April 15, 2024.**

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

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

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

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

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

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

All questions regarding this project proposal shall be submitted to Lauren Tapia, Human Resources Manager, at [Lauren.Tapia@truckeeahoeairport.com](mailto:Lauren.Tapia@truckeeahoeairport.com) or by phone at (530) 587-4119 x143. If necessary, interpretations or clarifications in response to such questions will be made by issuance of any "Addendum" within a reasonable time prior to proposal closing. The District may, at its discretion, extend the closing date.

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

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

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

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

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

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

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

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

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

### **Proposal Content and Format**

Joint proposals from a consultant and subcontractor team are acceptable. If a consultant is proposing to utilize a subcontractor, they must clearly identify which task(s) are to be performed by the subcontractor.

Submitted proposals should not exceed twenty (20) pages in length, including attachments and should include the following:

1. Format

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

a. Title Page

The proposer should identify the RFP subject, name and title of contact person, address, telephone number, fax number, email address and date of submission.

b. Transmittal Letter

The transmittal letter should be no more than two (2) pages long and should include as a minimum the following:

- i. A brief statement of the Proposer's understanding of the project and services to be performed.
- ii. A positive commitment to perform the services within the time specified, starting, and completing the project within the deadlines stated in the RFP, the names of persons authorized to represent the Proposer, their title, address and telephone number (if different from the individual who signs the transmittal letter).

c. Table of Contents

The table of contents should include a clear and complete identification by section and page number of the materials submitted.

d. Experience

Provide a description of the firm's experience in performing similar studies that address the key elements of the proposed scope of work. Proposer must have five+ years' experience in compensation administration or consulting.

e. References

Provide a list of up to five references that may be contacted about the firm's qualifications and experience. Include the contact name(s), address, and telephone number for each reference.

f. Cost Proposal

Sealed fee proposal shall include the total hours and dollar amounts, including out-of-pocket costs for the total project.

## 2. Proposer Qualifications

Interested firms should submit statement of qualifications including the following:

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

## 3. Approach to the Project

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

## 4. Time Requirements

- a. Demonstrate a practical approach to meeting the District's specific deadlines by providing detailed information as to how the firm proposes to meet the targeted completion date of September 6, 2024.

## 5. Disputes

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

## 6. Signature Page

### **Selection Criteria**

The proposal will be reviewed utilizing the information submitted with the Request for Proposal. The selection process may include an interview with top candidates, or the District may waive interviews, at its sole discretion. A formal scoring method will not be used; the General Manager will make the final decision based on the following criteria (not necessarily in order of importance):

- Understanding the work required;
- Experience with emphasis on completing similar projects in a satisfactory manor, within budget and on schedule;



- Quality of responsiveness of proposal;
- Demonstrated competence and professional qualifications necessary for satisfactory performance of the work required;
- Recent experience in successfully performing similar services, especially for similar types of small government organizations;
- Proposed approach in completing the work;
- References;
- Background and related experience of the specific individuals to be assigned to this project; and
- Cost of the proposal.

### **RFP Questions**

Please direct any questions related to the RFP, by April 15, 2024, to Lauren Tapia, Human Resources Manager/District Clerk at [Lauren.Tapia@truckeeahoeairport.com](mailto:Lauren.Tapia@truckeeahoeairport.com) or (530) 587-4119 x143.

# Exhibit A

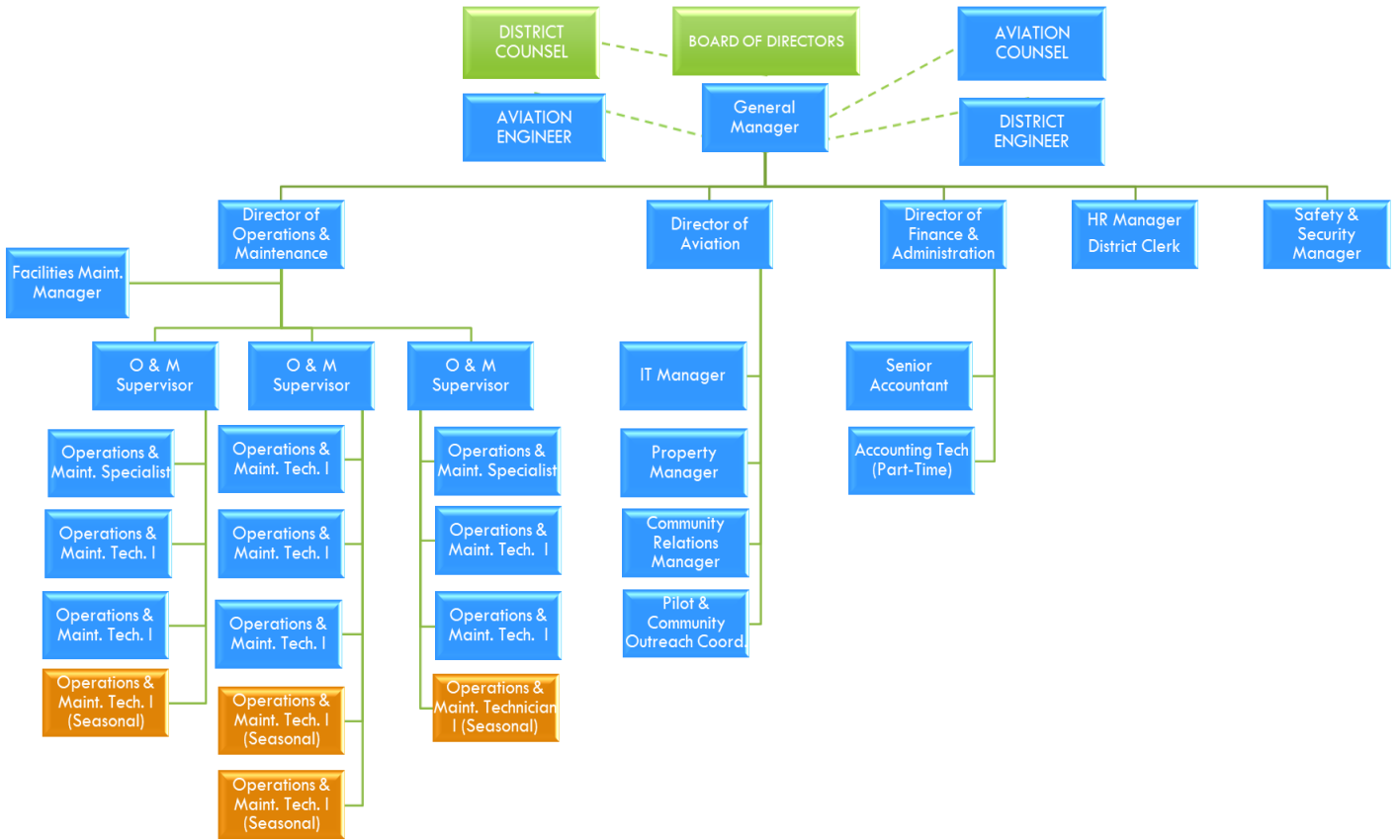


Exhibit B

JOB TITLE		(MINIMUM)	(MAXIMUM)
GENERAL MANAGER	Annually	\$176,393	\$259,299
	Monthly	\$14,699.41	\$21,608.25
	Hourly	\$84.80	\$124.66
DIRECTOR OPERATIONS AND MAINTENANCE DIRECTOR OF FINANCE AND ADMIN DIRECTOR OF AVIATION AND BUSINESS SERVICES	Annually	\$147,133	\$191,273
	Monthly	\$12,261.07	\$15,939.39
	Hourly	\$70.74	\$91.96
OPS & MAINTENANCE SUPERVISOR	Annually	\$102,476	\$140,905
	Monthly	\$8,539.65	\$11,742.06
	Hourly	\$49.27	\$67.74
AVIATION & COMMUNITY SERVICES MGR - PUBLIC RELATIONS, PROPERTY MANAGER, BUILDING MAINTENANCE MANAGER, IT MANAGER, HR MANAGER & DISTRICT CLERK, SAFETY AND SECURITY MANAGER, SENIOR ACCOUNTANT	Annually	\$97,597	\$134,198
	Monthly	\$8,133.06	\$11,183.16
	Hourly	\$46.92	\$64.52
AVIATION & COMMUNITY OUTREACH COORDINATOR AVIATION & COMMUNITY SVC PROJECT COORDINATOR	Annually	\$88,724	\$121,995
	Monthly	\$7,393.64	\$10,166.28
	Hourly	\$42.66	\$58.65
ACCOUNTANT II	Annually	\$84,843	\$116,660
	Monthly	\$7,070.21	\$9,721.64
	Hourly	\$40.79	\$56.09
AVIATION & COMMUNITY SVC ASSOC - NOISE	Annually	\$80,658	\$110,906
	Monthly	\$6,721.53	\$9,242.15
	Hourly	\$38.78	\$53.32
OPERATIONS SPECIALIST	Annually	\$78,409	\$107,814
	Monthly	\$6,534.12	\$8,984.47
	Hourly	\$37.70	\$51.83
ACCOUNTANT I	Annually	\$77,130	\$106,054
	Monthly	\$6,427.53	\$8,837.83
	Hourly	\$37.08	\$50.99
OPS & MAINTENANCE TECHNICIAN II	Annually	\$71,283	\$98,013
	Monthly	\$5,940.22	\$8,167.72
	Hourly	\$34.27	\$47.12
ACCOUNTING TECHNICIAN	Annually	\$65,455	\$89,999
	Monthly	\$5,454.55	\$7,499.92
	Hourly	\$31.47	\$43.27
OPS & MAINTENANCE TECHNICIAN I	Annually	\$64,801	\$89,102
	Monthly	\$5,400.12	\$7,425.17
	Hourly	\$31.15	\$42.84
ADMINISTRATIVE ASSISTANT SEASONAL/TEMPORARY POSITIONS	Annually	\$57,296	\$78,782
	Monthly	\$4,774.69	\$6,565.17
	Hourly	\$27.55	\$37.88