



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

**REQUEST FOR PROPOSALS FOR  
TOTAL COMPENSATION AND CLASSIFICATION STUDY**

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

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

This Request for Proposals (RFP) will be available on the Truckee Tahoe Airport District's website, [www.truckeetahoeairport.com](http://www.truckeetahoeairport.com), on January 29, 2016 at 11:00 AM. Other formats are available at the Truckee Tahoe Airport District's Administration office, if necessary. The RFP includes details on the scope, schedule, submittal requirements, and selection process.

The submittal must be presented at the following address no later than 5:00 PM Wednesday, March 2, 2016.

ATTN: Kevin Smith  
General Manager  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, CA 96161

Proposals should be clearly marked on the outside: "Total Compensation and Classification Study"

Submittal of responses before Wednesday, March 2, 2016 at 5:00 PM is encouraged.

Questions pertaining to this RFP should be directed to Kevin Smith, General Manager at 530-587-4119 ext. 105 or [kevin.smith@truckeetahoeairport.com](mailto:kevin.smith@truckeetahoeairport.com)

Kevin Smith

A handwritten signature in black ink, appearing to read "Kevin Smith".

General Manager  
Truckee Tahoe Airport District

## **Introduction**

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

The District is governed by a five-member Board of Directors, locally elected to four-year overlapping terms. The Board of Directors determines the policies and sets the agenda for the District. The Board hires a General Manager, who in turn hires and supervises the staff. The General Manager serves as the District's Chief Executive Officer and oversees the day to day operations of the District. Under the direction of General Manager, Mr. Kevin Smith, 21 full time employees and approximately 3 seasonal employees provide services for airport users and constituents. Employees serve in 3 departments:

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

## **Current Compensation and Classification**

Currently the District maintains a salary classification system comprised of job titles with a minimum and maximum salary range per title. See attached Salary Range for Classified/Seasonal and Salary Range for Management/Supervisory. The District typically provides a Cost of Living Adjustment October 1 each year based on CPI as well as Annual Performance Reviews attached to possible salary increase up to 3%.

The District currently has no bargaining units.

## **The Project**

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

- Review of current position descriptions to determine that they are in line with current changes and requirements in the law, updating as needed in order to comply with the ADA and ADAAA and FLSA.
- Position evaluation to ensure internal alignment and equity between groups.
- Review of current compensation policy and plan design to determine if adjusting pay structure horizontally and/or vertically will provide better equity as well as flexibility and mobility.

- Total compensation/benefit survey to determine pay equity based on comparable industry and region labor markets.
- Review of current performance-based review system.
- Review, update, and standardize District job descriptions to assure relativity, compliance, and efficiency.

The District reserves the right (1) to reject any or all proposal not in compliance with public bidding procedures, (2) to postpone award of the contract for a period not to exceed sixty (60) days from date of proposal opening, (3) to waive informalities in the proposals, (4) to select the proposal which appears to be in the best interest of the District, (5) conduct interviews with select proposers.

### **Scope of Services**

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

1. Develop a work plan which includes milestones and a timeline. The timeline should be driven by the District's need to complete the study by August 24, 2016. See Proposed Timeline.
2. Review the current position descriptions and compensation strategy with Human Resources to assure 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. Identify survey labor market comparable and benchmark classes.
8. Conduct a comprehensive total compensation/benefits survey utilizing comparable survey agencies as well as comparable local for-profit companies, 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:



- a. Complete position evaluations.
  - b. Make pay structure recommendations to ensure equity between jobs and between departments.
  - c. Review merit increase/performance review system and make recommendations to address 'top out' issues.
9. Develop externally competitive and internally equitable wage scale recommendations for each job included within the study.
  10. Meet with the Steering Committee to explain, identify and reach consensus on:
    - a. A list of comparators to be used in the study (counties, cities, special districts, private companies, state, regional, etc.).
    - b. A list of benchmark classifications.
    - c. Total compensation components of the survey.
    - d. The survey instrument.
  11. 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.
  12. 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.
  13. Present results of survey to the Steering Committee.
  14. Assist in the development of a strategy for implementing compensation recommendations.
  15. Present the findings/recommendations and final report of the Compensation/Position Description Study to District Board of Directors for their approval. Report will describe, but not be limited to, the process used (methodology), position allocations, position descriptions, survey results (data collected), recommended changes to the current pay schedules, labor market and market position, estimated costs to implement the new systems, implementation options and procedures, and any recommendations for continuous maintenance and administration of the plans.

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

#### **Proposed Timeline**

January 29, 2016	Advertisement and Release of Proposals
March 2, 2016	Deadline for Submission of Proposals
March 14-18, 2016	Interviews (if necessary)
March 23, 2016	Award of Contract
March 24, 2016	Commencement of Services
August 24, 2016	Targeted Completion Date for the Study

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

### **Submission Requirements**

Submit seven (7) complete copies of your response to the RFP. Proposals and acknowledgement of any addendums must be signed and submitted with the proposal. Proposals must be submitted in a sealed envelope and designated with proposal title. The name and address of the proposer should appear on the outside of the envelope. The submittal must be presented at the following address no later than **5:00 PM Wednesday, March 2, 2016**.

ATTN: Kevin Smith, General Manager,  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee CA 96161

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. Facsimile and electronic (email) proposals shall not be accepted.

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 Kevin Smith, General Manager, at [kevin.smith@truckee-tahoeairport.com](mailto:kevin.smith@truckee-tahoeairport.com) or by phone at (530) 386-4138. If necessary, interpretations or clarifications in response to such questions will be made by issuance of any "Addendum" within a reasonable time prior to proposal closing. The District may, at its discretion, extend the closing date.

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

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

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

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

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

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

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

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

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

## **PROPOSAL CONTENT AND FORMAT**

### **1. Format**

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



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

## 2. Proposer Qualifications

Interested firms should submit statement of qualifications including the following:

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

3. Approach to the Project
  - a. Submit a work plan to accomplish the scope of work defined in the section entitled "Scope of Services" in this RFP. The work plan should include time estimates (in hours) for each significant segment of the project and the staff level to be assigned. Where possible, individual staff members should be named and their titles provided. The planned use of specialists (if any) should be described.
  - b. Indicate the extent to which District personnel would be expected to contribute to the project work effort.
4. Time Requirements  
Demonstrate a practical approach to meeting the District's specific deadlines by providing detailed information as to how the firm proposes to meet the targeted completion date of August 24, 2016.
5. Disputes  
Should any doubt or difference of opinion arise between the District and the Proposer as to the items to be furnished hereunder or the interpretation of the provisions of this RFP, the decision of the District shall be final and binding upon all parties.
6. Signature Page

### **PROPOSAL EVALUATION PROCEDURES**

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

Proposals will be evaluated in accordance with the following:

#### **Weighting Factor**

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

**Total: 100%**

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



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

TRUCKEE TAHOE AIRPORT DISTRICT  
 ADOPTED BY THE BOARD OF DIRECTORS 8/30/15  
 AS ADJUSTED FOR PROPOSED 0.5% CPI

**IN EFFECT**

CPI ADJUSTMENT EFFECTIVE DATE:  
 10/1/2015  
 CPI ADJUSTMENT PERCENTAGE:  
 0.50%

PAY SCALE	STEP ONE (MINIMUM)	STEP TWO	STEP THREE	STEP FOUR	STEP FIVE	STEP SIX	STEP SEVEN (MARKET)	OPEN RANGE	MAXIMUM
<b>GRADE</b>									
GENERAL MANAGER	15	118,786 57.11	OPEN RANGE					154,421 74.24	
	14	96,107 46.21	OPEN RANGE					126,187 60.67	
DIRECTOR OPERATIONS/MAINTENANCE	13	89,052 42.81	OPEN RANGE					115,768 55.66	
DIRECTOR OF FINANCE AND ADMIN	12	84,246 40.50	OPEN RANGE					112,123 53.91	
DIRECTOR OF AVIATION and BUSINESS SERVICES	11	76,948 36.99	OPEN RANGE					101,167 48.64	
	10	69,648 33.48	OPEN RANGE					90,438 43.48	
OPS/MAINT SUPERVISOR	9	66,121 31.79	67,773 32.58	71,080 34.17	72,733 34.97	74,387 35.76	76,040 36.56	86,385 41.53	
AVIATION & COMMUNITY SERVICES MGR	8	62,592 30.09	64,156 30.84	67,286 32.35	68,851 33.10	70,415 33.85	71,980 34.61	81,831 39.34	
	7	59,064 28.40	60,540 29.11	63,494 30.53	64,970 31.24	66,449 31.95	67,925 32.66	77,148 37.09	
	6	55,535 26.70	56,924 27.37	58,313 28.04	59,702 28.70	62,479 30.04	63,868 30.71	72,639 34.92	
AIRPORT OPS/MAINT WORKER III AVIATION & COMMUNITY SVC ASSOC III	5	52,008 25.00	53,308 25.63	54,608 26.25	55,908 26.88	58,509 28.13	59,809 28.75	67,609 32.50	
DISTRICT CLERK	4	48,479 23.31	49,691 23.89	50,903 24.47	52,115 25.06	54,539 26.22	55,750 26.80	63,024 30.30	
ACCOUNTING CLERK	3	44,952 21.61	46,075 22.15	47,200 22.69	48,323 23.23	50,570 24.31	51,695 24.85	60,030 28.86	
AIRPORT OPS/MAINT WORKER II AVIATION & COMMUNITY SVC ASSOC II	2	41,424 19.92	42,459 20.41	43,494 20.91	44,531 21.41	46,602 22.40	47,638 22.90	53,851 25.89	
ADMINISTRATIVE CLERK	1	37,895 18.22	38,843 18.67	39,790 19.13	40,738 19.59	42,633 20.50	43,581 20.95	49,264 23.68	