



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)  
PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE AGENDA  
REGULAR MEETING  
FEBRUARY 11, 2019 – 8:30AM  
METRO ADMIN OFFICES  
110 VERNON STREET  
SANTA CRUZ, CA 95060**

The Personnel/Human Resources Standing Committee Meeting Agenda Packet can be found online at [www.SCMTD.com](http://www.SCMTD.com) and is available for inspection at Santa Cruz Metro's Administrative offices at 110 Vernon Street, Santa Cruz, California.

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Committee recommendations are subject to action and/or change by the Board of Directors.

**COMMITTEE ROSTER**

Director Ed Bottorff, Board Vice Chair	City of Capitola
Vacant Director, Immediate Past Board Chair	
Vacant Director	County of Santa Cruz
Director John Leopold	County of Santa Cruz
Director Bruce McPherson, Board Chair	County of Santa Cruz
Alex Clifford	METRO CEO/General Manager
Julie Sherman	METRO General Counsel

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**MEETING TIME: 8:30AM**

NOTE: THE COMMITTEE CHAIR MAY TAKE ITEMS OUT OF ORDER

- 1 CALL TO ORDER**
- 2 ROLL CALL**
- 3 ADDITIONS/DELETIONS FROM AGENDA/ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS**
- 4 ORAL AND OTHER COMMUNICATIONS TO THE PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE**

This time is set aside for Directors and members of the general public to address any item not on the Agenda, but which is within the matter jurisdiction of the Committee. Each member of the public appearing at a Committee meeting shall be limited to three minutes in his or her presentation, unless the Chair, at his or her discretion, permits further remarks to be made. Any person addressing the Committee may submit written statements, petitions or other documents to complement his or her presentation. When addressing the Committee, the individual may, but is not required to, provide his/her name and address in an audible tone for the record.
- 5 CONSIDERATION OF THE BOARD OF DIRECTORS TO FUND THE ASSISTANT SAFETY AND TRAINING COORDINATOR POSITION**
- 6 MANAGEMENT CLASS AND COMPENSATION UPDATE: INTERNAL EQUITY AND DIFFERENTIAL ANALYSES**
- 7 ADJOURNMENT**

Pursuant to Section 54954.2(a)(1) of the Government Code of the State of California, this agenda was posted at least 72 hours in advance of the scheduled meeting at a public place freely accessible to the public 24 hours a day. The agenda packet and materials related to an item on this Agenda submitted after distribution of the agenda packet are available for public inspection in the Santa Cruz METRO Administrative Office (110 Vernon Street, Santa Cruz) during normal business hours. Such documents are also available on the Santa Cruz METRO website at [www.scmtd.com](http://www.scmtd.com) subject to staff's ability to post the document before the meeting.



**DATE:** February 11, 2019  
**TO:** Personnel/HR Standing Committee  
**FROM:** Anna Marie Gouveia, Operations Manager, Fixed Route Division  
**SUBJECT: CONSIDERATION OF THE BOARD OF DIRECTORS TO FUND THE ASSISTANT SAFETY AND TRAINING COORDINATOR POSITION**

## **I. RECOMMENDED ACTION**

**That the Personnel/HR Standing Committee recommend that the Board of Directors authorize funding the position of Assistant Safety and Training Coordinator to give urgently needed assistance for the Training of New Bus Operators and ongoing retraining of current Bus Operators**

## **II. SUMMARY**

- The position of Assistant Safety and Training Coordinator is an authorized position within Operations which needs to be funded and filled to deliver ongoing training and certifications of all Transit Bus Operators and Commercial Licensed Drivers, totaling 220 employees.
- Currently the Safety and Training Coordinator has been handling all aspects of training without assistance. Meeting the training demands is extremely challenging for one person and at times impossible, creating additional duties for Supervisorial Staff.
- The Assistant Safety and Training Coordinator will enable consistent, current and up to date maintenance of all Commercial Drivers as well as refresher training for Operators to maintain a current license and safe driving practices.

## **III. DISCUSSION/BACKGROUND**

An additional Bus Operator Full Time Equivalent (FTE) was approved starting January 2019, in the FY19 budget year. However, as a result of an Operations Department Bus Operator staffing level review, it has been determined that it would be more effective to add an Assistant Safety & Training Coordinator rather than an additional Bus Operator FTE. Discussions were held with UTU leadership and they concur.

Operator training is continuous and ongoing. Adding an Assistant Safety and Training Coordinator to the current Safety and Training Coordinator would be beneficial to the Santa Cruz Metropolitan Transit District (METRO) and the community. A well-trained group of Bus Operators is able to safely utilize equipment, be trained to recognize and avoid hazards, have yearly reminders of

local, state and federal ADA laws and be retrained to avoid common costly mistakes through annual classroom transit training as required by the California Department of Motor Vehicles. There is an extensive and ongoing training demand for Bus Operator staff including Verification of Transit Training (VTT), training on new equipment, and new Bus Operator training which involves every aspect of Bus Operation including, but not limited to, familiarization with routes, and equipment on ten different types of buses currently in our fleet.

Additional training staff will improve the quality and timeliness of all types of training, supporting the overall goal of increased retention of quality employees/Bus Operators. This is particularly important as recent trends suggest that the newest generation of Bus Operators is not as willing as previous ones to accept overtime, which puts a further stress on Bus Operator staffing.

The duties of the proposed Assistant Safety and Training Coordinator position compliment the Safety and Training Coordinator and will ensure better quality Bus Operators as more time and attention will be given with two trainers. Additionally, the devoted time of an Assistant Safety and Training Coordinator will cut back on overtime and deficiencies in supervision when staff is stretched between working their shifts and assisting with training, as this need is constant.

The recurring training demands are not projected to lessen as METRO will be acquiring a significant number of new buses over the next few years and will always be dealing with vacancies created by retirements and staff lost for various other reasons.

METRO currently has one Safety & Training Coordinator. An Operations Department of over 150 Bus Operators needs to have more than one Safety and Training Coordinator. Some similar size peer agencies have a ratio of one trainer to every 50 Bus Operators.

Prior to 1989, METRO Operations had two bus yards, each with their own Safety and Training Coordinator, while having approximately the same number of Operators as today. Additionally, transit supervisor staff, which is instrumental in operator training, was also essentially double what it is today.

Staff recommends authorizing funding of the Assistant Safety and Training Coordinator to provide urgently needed assistance for the new and ongoing training of Bus Operators and unfunding one Fixed Route Bus Operator in FY19 and FY20.

#### **IV. FINANCIAL CONSIDERATIONS/IMPACT**

Funding in the estimated amount of \$47,000 was budgeted in FY19 (0.5 Bus Operator FTE). The Assistant Safety & Training Coordinator position will be budgeted in FY20 and FY21 for approximately \$140K.

#### **V. ALTERNATIVES CONSIDERED**

To not fund or fill the position of Assistant Safety and Training Coordinator and continue with the Safety and Training Coordinator conducting all aspects of Training and maintaining accurate records and licensing requirements for 220 employees.

- METRO Operations will continue to struggle to keep training up to date and current, as well as incur overtime costs when deadlines need to be met.
- Deficiencies and delays in training can result in an increase of liable accidents, customer service complaints, Operator injuries and FTA/DOT violations.

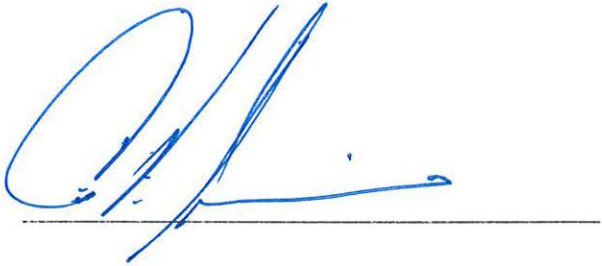
#### **VI. ATTACHMENTS**

**Attachment A:** Assistant Safety and Training Coordinator Job Description

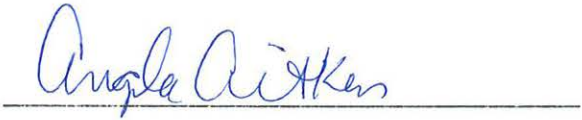
Prepared by: Anna Marie Gouveia, Operations Manager, Fixed Route Division

**VII. APPROVALS**

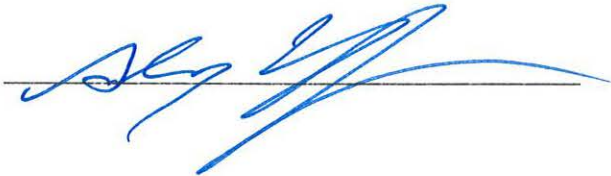
Ciro Aguirre, COO



Approved as to fiscal impact:  
Angela Aitken, CFO



Alex Clifford, CEO/General Manager





# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

*Class Code: Class Code*  
*FLSA Status: Pending*

### **Assistant Safety and Training Coordinator**

#### **Bargaining Unit: PSA**

#### **DEFINITION:**

Under direction of the Safety and Training Coordinator, the Assistant Safety and Training Coordinator performs technical and instructional duties related to training and re-training Bus Operators and other Santa Cruz METRO staff in the proper and safe operation of transit buses and other Santa Cruz METRO vehicles in accordance with Federal, State and local laws as well Santa Cruz METRO policies, procedures and labor agreements; assists in the development of curriculum, lesson plans, and training/reference materials; performs related work as required.

#### **DISTINGUISHING CHARACTERISTICS:**

Assistant Safety and Training Coordinator is a supervisory level class in the series. An incumbent in this class performs a limited range of delivering required training programs for bus operators and other Santa Cruz METRO staff, performs other technical administrative duties while learning to perform the full scope of the Safety and Training Coordinator level work. This class is distinguished from the Safety and Training Coordinator position because an incumbent in the latter class performs the full scope of Safety and Training Coordinator level of planning, developing, and coordinating the delivery of required training programs for bus operators and other Santa Cruz METRO staff.

#### **EXAMPLES OF DUTIES AND RESPONSIBILITIES:**

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- Plans, coordinates and conducts training and re-training programs for Bus Operators and may assist in other department trainings;
- Maintains, updates, and compiles in accordance with Federal and State mandated bus operator programs and Santa Cruz METRO policies, procedures, and labor agreements.
- Assists with developing of and updating curriculum, lesson plans, training schedules and reference materials for Bus Operators, Transit Supervisors, and other Santa Cruz METRO employees; as needed, in conformance with state and federal guidelines and regulations, and with Santa Cruz METRO policies and procedures;
- Provides support to train and coordinate with Transit Supervisors who assist with training and retraining of Bus Operators and other Santa Cruz METRO employees.
- Performs ride checks during new Operator probation periods and in-service checks for veteran Operators;
- Provides retraining of qualified line instructors as needed; acts as the designated examiner in the testing and certification of Operators.
- Assists the Operations Manager with implementing the Department of Motor Vehicles (DMV) Employer Testing Program, including maintenance of examiner credentials;
- Assists with administering the DMV "pull program" by ensuring that all employees meet licensing requirements.
- Coordinates activities with Transit Supervisors who are certified to perform DMV exams; maintain related records; participates in CHP/DMV and other audits.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Maintains accurate training records and documentation, including records of driver training hours, Verification of Transit Training (VTT) certification, and bus operator training certification.
- Provides input to the evaluation and observes driving skills of new Operators and evaluates Trainee Operators
- Provides recommendations regarding Operator retention based on training information;
- Participates in direct observations of Operator skills as required;
- Recommends corrective action or re-training as appropriate;
- Provides input on the selection of new Bus Operators as requested.
- May performs retraining with fully qualified Bus Operators/Line Instructors as directed or needed.
- Participates in selection of new bus operators.
- Provides period counseling and evaluations.
- Acts as the designated examiner in the testing and certification of Bus Operators.
- Makes recommendations regarding new bus operator retention based on training information.
- Participates in special projects.
- Participates in seminars and workshops as required in relations to the duties and functions of the position.
- Provides information to employees and the public.
- Operates standard office equipment; utilizes computer software in performing job tasks.
- Drives and Operates Santa Cruz METRO vehicles to perform assignments.
- Performs related work as required
- Responsible for the implementation of ongoing line-instruction program, including selection, training, and evaluation of the line instructor regarding monetary, grading, reporting, and program compliance criteria.
- Conducts verification of transit training (VTT) classes as required and provides customized trainings as required by Operations Manager, Assistant Operations Manager, or Maintenance Manager.
- Participates in development, revision and update of incident and accident investigation procedures and safety procedures
- Maintains record of Santa Cruz METRO accidents; prepares summary reports of accidents; and coordinates the accident review process
- Participates in the planning, organizing, and support of internal and external training activities.
- Provides training in escalated or emergency situations, as assigned.
- Reviews pull-notices and takes appropriate action when required.
- Upon request, provides technical training assistance, pull- notice review for the paratransit department.
- Enforces Santa Cruz METRO rules, policies, and procedures; applies provisions of Labor Agreements within the scope of duties.
- May represent Santa Cruz METRO at disciplinary hearing, legal proceedings, and other meetings, as required
- Under the direction of the Safety and Training Coordinator, incorporates information into training curriculum on new equipment, and changes in existing equipment.
- Communicates with orally with and in writing with Operations and other departments and agencies.
- May serve as a liaison with local emergency responders, such as police and fire, by providing information and orientation regarding Santa Cruz METRO vehicle fleet, fuels utilized, emergency access, and other public safety related information.





# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- May participate in committees and projects teams, may make recommendations related to safety, training, licensing requirements, accident investigations, and other position related topics as assigned;
- Serves as hazardous materials trainer for the Operations department.
- May assist with the development of departmental policies, procedures, programs, and budget on safety related issues in cooperation with the Safety, Security, and Risk Department.
- May assist in conducting surveys of other organizations to compile, and analyze data, prepare report and perform calculations, as needed.

#### **EMPLOYMENT STANDARDS:**

##### **Knowledge of:**

- Federal, State, and local laws and regulations regarding transit buses, including DMV and Federal Highway Administration laws pertaining to bus operator training and retraining.
- Current teaching theory, methods, and practices, as well as effective curriculum development.
- Defensive driving techniques.
- Safety and health-related regulations applicable to transit operations.
- Modern office practices, procedures, and equipment.
- Business correspondence, formatting and report writing.
- Manual and automated record-keeping and filing systems.
- Methods of maintaining information in digital or hard copy files.
- Professional methods of researching, gathering, organizing and reporting data.
- Methods of prioritizing, planning and organizing work.
- Advanced time management techniques.
- Customer service techniques.
- Intermediate mathematics including ratios, percentages, and intermediate statistics.
- Correct English usage, grammar, spelling, punctuation, and vocabulary.
- The effective use of modern office equipment, personal computers, and applicable standard business software; including audio/visual equipment.
- Basic mechanical features of transit buses.
- Safety and health related regulations.
- Motivate, train and evaluate staff
- Develop and write plans, procedures, reports, forms and test.
- Conduct field investigations to identify patterns and problems in areas and make recommendations.
- Principles of supervision, training, and employee development.
- Procedures of operator's evaluation, counseling and discipline.

##### **Ability to:**

- Provide transit bus operator training in accordance with Federal, State, and local laws as well as Santa Cruz METRO policies, procedures, and labor agreements.
- Read, review and apply laws, regulations and labor contract provisions.
- Instruct others in the safe operation of Santa Cruz METRO vehicles and adapt training procedures to the needs of the individual.
- Develop and write plans, procedures, reports, forms, and tests.
- Adhere to established work schedules and timelines.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Work independently using good judgment, tact, and discretion.
- Balance multiple assignments simultaneously and effectively.
- Utilize standard office equipment and computer software and learn to use specialized Santa Cruz METRO software if assigned.
- Maintain confidentiality of materials, records, files, and other privileged information.
- Communicate clearly and effectively in both oral and written form.
- Establish and maintain effective working relationships within the department and with other divisions, departments, agencies, suppliers, vendors, and the public.
- Assist in the development of course curriculum and lesson plans.
- Assist in the development and presentation of customized training.

#### **MINIMUM QUALIFICATIONS:**

*Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:*

#### **Education, Training and Experience:**

Two (2) years course work from an accredited college.

Additional directly related experience beyond the minimum requirements may be substituted for the required education based on the ration of one and a half (1.5) years of experience for each one (1) year of experience for each one (1) year of education.

**AND**

One (1) year of experience developing and presenting driver safety and training programs, preferably with a public bus transportation system.

**OR**

Three (3) years of experience as a transit supervisor for a medium to a large agency providing bus transportation, including responsibility for driver training and VTT training.

#### **LICENSES AND CERTIFICATES:**

A valid California Class “B” Commercial Driver’s License with a “P” passenger endorsement will be required at the time of appointment and throughout employment.

**AND**

Verification of Transit Training (VTT), and an acceptable safe driving record/history is required at the time of appointment.

**AND**

Possession of a California State Bus Driver Training Instructor Certificate from the Department of Education at time of appointment.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

Upon hire, an employee will be required to successfully complete the Department of Transportation (DOT) transit instruction course.

**OR**

Possession of a Department of Transportation Instructor Credential to teach VTT classes at the time of appointment.

**SPECIAL REQUIREMENTS:**

- Driving record will be reviewed as part of the application process and throughout employment.

**PHYSICAL AND MENTAL DEMANDS:**

*The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

**Physical Demands**

While performing the duties of this job, the employee is regularly required to sit, walk, climb, bend, kneel, and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck and occasionally reach overhead. Work may require lifting up to 50 pounds unaided. Specific visual abilities required for this job include close vision, distance vision, the ability to see colors and shades, and the ability to perceive depth.

**Mental Demands**

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; solves problems; uses math and mathematical reasoning; performs detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

**Work Environment:**

The employee typically works in an office environment where the noise level is quiet. The employee frequently works in a field environment with potential exposure to varied weather conditions, dust, fumes, and hazardous materials and where the noise level is loud.

**OTHER CONDITIONS OF EMPLOYMENT:**

- Must pass requisite background check.
- This position is considered a safety sensitive position and requires participation in Santa Cruz METRO’s drug and alcohol testing program.
- May occasionally work extended hours or hours outside of regular schedule.

*Adopted:	12-11-18
*BOD Approved:	00-00-00
*Revised:	00-00-00
*Job Family:	Administrative Technical
*Job Series:	Safety and Training
*Job Series Level:	Supervisor
*Confidential:	No

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**DATE:** February 11, 2019  
**TO:** Personnel/HR Standing Committee  
**FROM:** Angela Aitken, CFO  
**SUBJECT: CONSIDERATION OF THE FINAL CPS HR CONSULTING MANAGEMENT  
TOTAL COMPENSATION STUDY RESULTS**

**I. RECOMMENDED ACTION**

**That the Personnel/HR Standing Committee consider the final CPS HR Consulting Management Total Compensation Study with the incorporated Differential and Internal Equity analysis and provide a recommendation to the full Board**

**II. SUMMARY**

- In March 2017, CPS HR Consulting (CPS) was awarded a base contract to conduct a Management Classification and Compensation Study.
- The study was broken down into two stages: a Job Analysis, and a Total Compensation analysis.
- On January 16, 2018, the Santa Cruz Metropolitan Transit District (Santa Cruz METRO) Personnel/HR Standing Committee (Committee) met and reviewed the Final CPS Management Classification Study results, which covered the revised management Job Descriptions and the initial ground rules for the Total Compensation methodology.
- At the January 16, 2018 meeting, Andi Bernard, Principal Consultant for CPS, provided a presentation on the next steps process, which included a Total Compensation approach and the development of a comparables analysis at market median, 5% below market median, and 5% above market median.
- Initially, the Committee approved proceeding with ten (10) labor market comparables.
- On January 26, 2018, the Board approved the Committee's recommendation on the Classification Study results (Job Descriptions) and the Total Compensation methodology recommended by the Committee, which included the ten (10) labor market comparables.
- On May 1, 2018, CPS presented the Management Total Compensation Study to the Committee, which reflected the comparable agency salaries and benefits. Upon further review of the compensation details, the Committee, at the CEO's recommendation, approved revisions to the labor market comparables, eliminating the four large (non-peer) transit agencies.

- Further, the Committee agreed with the CEO's recommendation to proceed with analyzing the Managers' Total Compensation at market median. However, the Committee also requested data for 5% below and 5% above labor market median. The Committee also requested that CPS try again to obtain labor market comparable data from two missing peer transit agencies.
- Staff and CPS had originally intended to return to the Committee in August 2018 with the final Total Compensation recommendations. However, following the Committee meeting, CPS, and staff discovered a number of errors in the information and data provided by CPS, which required CPS to return to the comparable agencies and obtain the information one more time. This process took several months.
- On October 12, 2018 Jennifer Ramos, Project Manager for CPS, presented an updated Management Total Compensation Study to the Committee.
  - After review and discussion, the Committee recommended forwarding the full report to the Board for review and approval.
  - Further, since CPS still needed to meet with the Managers to review the outcomes, the Committee authorized the CEO to make minor adjustments to the final recommendations based on the final review of the labor market comparables with the Managers.
  - The Committee and the CEO recommend that the Board approve the final CPS Total Compensation recommendations at labor market median and authorize the CEO to implement the recommendations, retroactive to the pay period that encompasses July 1, 2018.
  - Further, that the Board approve two (2) revised Job Descriptions attached and their recommended Total Compensation results. These revisions resulted from various changes in job duties and a reorganization that occurred after the start of the CPS study.
  - The Committee also recommended that the full Board delegate to the CEO the determination of a six step range that may or may not incorporate an as yet to be defined Pay for Performance Program.
- Staff and CPS had intended to take the above recommendations to the Board in November 2018 with the final Total Compensation recommendations. However, following the October 2018 Committee meeting, CPS, and staff discovered that a Differential and Internal Equity Analysis was not completed by CPS, which required CPS to obtain more information and work with Staff to create a differential policy for the new Management Staff pay tables. This process took several more months.
- Staff is recommending the enclosed seven-agency market median total compensation methodology with the now incorporated Differential and Internal Equity Analysis for the accompanying Management Salary Schedules be presented to the full Board for approval.

### III. DISCUSSION/BACKGROUND

On March 24, 2017, CPS HR Consulting (CPS) was awarded a base contract to conduct a Management Classification and Total Compensation Study. The study was to be based on a total compensation approach and broken down into two stages: a Job Analysis phase, and a Total Compensation analysis phase.

On January 16, 2018, the Santa Cruz Metropolitan Transit District (Santa Cruz METRO) Personnel/HR Standing Committee (Committee) met and reviewed the Final CPS Management Classification Study results, which covered the revised Job Descriptions and the initial ground rules for the Total Compensation methodology. The Committee agreed to a recommendation from staff, whereby the Board of Directors would approve the CPS Final Management Classification Study, which contained the final recommended Job Descriptions, and a strategy to move forward with the Management Total Compensation Study. The Committee also reserved its recommendation to set the compensation philosophy until after they had a chance to review the financial data at market median, 5% below market median, and 5% above market median.

On January 26, 2018, the Board approved the Committee's recommendation on the Classification Study results (Job Descriptions) and the total compensation methodology recommended by the Committee, which at that time included ten (10) labor market comparables.

On January 16, 2018, the Committee established the following labor market agencies for comparison:

- Alameda-Contra Costa Transit District (AC Transit) - non-peer
- Central Contra Costa County Transit Authority
- City of Santa Cruz
- County of Santa Cruz
- Golden Gate Transit District - non-peer
- Monterey-Salinas Transit District
- Riverside Transit Agency
- San Joaquin Regional Transit District
- Santa Barbara Metropolitan Transit District
- Santa Clara Valley Transportation Authority (VTA) - non-peer

The market analysis included collecting salary and benefits data on comparable positions from the labor market comparable agencies.

On May 1, 2018, CPS presented a Total Compensation Study to the Committee, which reflected the comparison agency salaries and benefits. Upon further review of the compensation details, the Committee, at the CEO's recommendation, approved revisions to the labor market comparables, eliminating the three large (non-peer) transit agencies. Further, the Committee agreed with the CEO's recommendation to proceed with analyzing the Manager's total compensation at market median. However, the Committee also requested data for 5% below and 5% above labor market median. The Committee also requested that CPS try again to obtain labor market comparable data from two missing transit agencies.

The Committee established the following new seven (7) labor market comparable agencies:

- Central Contra Costa County Transit Authority
- City of Santa Cruz
- County of Santa Cruz
- Monterey-Salinas Transit District
- Riverside Transit Agency
- San Joaquin Regional Transit District
- Santa Barbara Metropolitan Transit District

Staff had originally intended to return to the Committee and the Board in August 2018 with the final total compensation study recommendations. However, CPS and staff discovered a number of errors in the information provided, which required CPS to return to the comparable agencies and obtain the information one more time. This process took several months.

On October 12, 2018 Jennifer Ramos, Project Manager for CPS, provided an updated Management Total Compensation Study to the Committee. The Committee reviewed the information and recommended forwarding the full report to the Board for review and approval. Further, since CPS still needed to meet with the Managers to review the outcomes, the Committee recommended authorizing the CEO to make minor adjustments to the final recommendations based on the final review of the labor market comparables with the Managers. The Committee and the CEO recommend that the Board approve the final CPS Total Compensation recommendations at labor market median and authorize the CEO to implement the recommendations, retroactive to the pay period that encompasses July 1, 2018. Further, that the Board approve two (2) revised Job Descriptions attached and their recommended Total Compensation results. These revisions resulted from various changes in job duties and a reorganization that occurred after the start of the CPS study. The Committee also recommended that the full Board delegate to the CEO the determination of a six step range that may or may not incorporate an as yet to be defined Pay for Performance Program.



Staff and CPS had intended to take the above recommendations to the Board in November 2018 with the final Total Compensation recommendations. However, following the October 2018 Committee meeting, CPS, and staff discovered that a Differential and Internal Equity Analysis was not completed by CPS, which required CPS to obtain more information and work with staff to create a differential policy for the new Management Staff pay tables. This process took several more months.

Staff is recommending the enclosed seven-agency market median total compensation methodology with the now incorporated Differential and Internal Equity Analysis for the accompanying Management Salary Schedules be presented to the full Board for approval.

#### **IV. COMMITTEE ACTION**

The Board Personnel/HR Standing Committee recommends:

- That the Board approve the enclosed seven-agency market median total compensation methodology with the now incorporated Differential and Internal Equity Analysis for the accompanying Management Salary Schedules

#### **V. FINANCIAL CONSIDERATIONS/IMPACT**

The financial impact of the CPS Management Total Compensation Study at the seven (7)-agency labor market median total compensation methodology, with the incorporated Differential and Internal Equity Analysis, when implemented and taking into account Santa Cruz METRO's current staffing levels in FY19, will cost less than \$430K, which was budgeted in FY19 and \$444K, which was budgeted in FY20.

#### **VI. ALTERNATIVES CONSIDERED**

- The Committee could decline to make a recommendation to the Board regarding the results of the CPS Management Total Compensation Study.
  - Staff does not recommend this as neither a salary survey nor a Total Compensation Survey has ever been performed for the Management group.
- The Committee could discuss alternative approaches to the CPS Management Total Compensation Study and present one or more alternatives to the Board for discussion.

#### **VII. ATTACHMENTS**

**Attachment A:** CPS Final Management Total Compensation Study, Appendix A-1, Datasheets, Select Agencies

**Attachment B:** Management Differential and Internal Equity analysis – February 2019

**Attachment C:** Management Salary Schedules as of February 5, 2019 (effective June 14, 2018; encompassing July 1, 2018)

Prepared by: Angela Aitken, CFO

DRAFT

**VIII. APPROVALS:**

Angela Aitken, CFO \_\_\_\_\_

Alex Clifford, CEO/General Manager \_\_\_\_\_

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**Assistant Maintenance Manager**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Assistant Maintenance Manager	\$6,814	\$8,694	\$435			\$2,311	\$147	\$26	\$801	\$126	\$12,540
Central Contra Costa County Transit Authority	Facilities Superintendent	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Building Maintenance Superintendent	\$7,833	\$10,457			\$2,004				\$856	\$764	\$14,081
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Maintenance Manager	\$6,503	\$10,080		\$25		\$1,217	\$18		\$840	\$146	\$12,327
San Joaquin Regional Transit District	No Comparable Class											
Santa Barbara Metropolitan Transit District	Assistant Superintendent of Maintenance	\$8,333	\$8,333		\$833	\$2,200					\$637	\$12,004
		Base Salary Median								Total Compensation Median		\$13,204
		Percentage Above or Below Median								Percentage Above or Below Median		-5.30%
		Base Salary 45th Percentile								Total Compensation 45th Percentile		\$12,941
		Base Salary 55th Percentile								Total Compensation 55th Percentile		\$13,467
		Percentage Above or Below 45th Percentile								Percentage Above or Below 45th Percentile		-3.20%
		Percentage Above or Below 55th Percentile								Percentage Above or Below 55th Percentile		-7.40%
		Total Matches:		4								



Attachment A

Assistant Operations Manager (Para Transit Department)

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Assistant Operations Manager (Para Transit Department)	\$5,692	\$7,266	\$363			\$2,311	\$147	\$26	\$669	\$105	\$10,888
Central Contra Costa County Transit Authority	No Comparable Class											
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Assistant Contract Operations Manager	\$5,676	\$8,064		\$25		\$1,217	\$18		\$672	\$117	\$10,113
San Joaquin Regional Transit District	No Comparable Class											
Santa Barbara Metropolitan Transit District	Superintendent of Operations	\$7,370	\$7,370		\$737	\$2,200					\$564	\$10,871

Base Salary Median	\$7,717
Percentage Above or Below Median	-6.21%

Total Compensation Median	\$10,492
Percentage Above or Below Median	3.64%

Base Salary 45th Percentile	\$7,682
Base Salary 55th Percentile	\$7,752
Percentage Above or Below 45th Percentile	-5.73%
Percentage Above or Below 55th Percentile	-6.68%

Total Compensation 45th Percentile	\$10,454
Total Compensation 55th Percentile	\$10,530
Percentage Above or Below 45th Percentile	3.98%
Percentage Above or Below 55th Percentile	3.29%

Total Matches:	2
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**Chief Financial Officer (CFO)**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Chief Financial Officer (CFO)	\$9,053	\$11,558	\$578			\$2,311	\$147	\$26	\$1,065	\$168	\$15,852
Central Contra Costa County Transit Authority	Chief Financial Officer	\$12,446	\$16,738				\$1,678	\$43	\$28	\$1,358	\$243	\$20,088
City of Santa Cruz	Director of Finance	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Auditor-Controller-Treasurer	\$19,196	\$19,196			\$2,004				\$1,572	\$891	\$23,662
Monterey Salinas Transit District	Chief Financial Officer	\$9,554	\$13,830				\$1,937			\$1,181	\$201	\$17,149
Riverside Transit Agency	Chief Financial Officer	\$10,053	\$16,587		\$25		\$1,217	\$18		\$1,383	\$241	\$19,471
San Joaquin Regional Transit District	Chief Financial Officer	\$9,677	\$14,226		\$1,423		\$1,825	\$107	\$24		\$819	\$18,423
Santa Barbara Metropolitan Transit District	Comptroller-Procurement Officer	\$10,612	\$10,612		\$1,061	\$2,200					\$766	\$14,639

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Base Salary Median	<b>\$16,031</b>
Percentage Above or Below Median	<b>-38.70%</b>
Total Compensation Median	<b>\$19,471</b>
Percentage Above or Below Median	<b>-22.83%</b>

Base Salary 45th Percentile	<b>\$15,490</b>
Base Salary 55th Percentile	<b>\$16,198</b>
Percentage Above or Below 45th Percentile	<b>-34.02%</b>
Percentage Above or Below 55th Percentile	<b>-40.14%</b>
Total Compensation 45th Percentile	<b>\$19,156</b>
Total Compensation 55th Percentile	<b>\$19,656</b>
Percentage Above or Below 45th Percentile	<b>-20.84%</b>
Percentage Above or Below 55th Percentile	<b>-23.99%</b>

Total Matches:	7
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**6A.3**



**Chief Operating Officer (COO)**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Chief Operating Officer (COO)	\$9,960	\$12,716	\$636			\$2,311	\$147	\$26	\$1,171	\$184	\$17,191
Central Contra Costa County Transit Authority	Chief Operating Officer	\$12,446	\$16,738				\$1,678	\$43	\$28	\$1,358	\$243	\$20,088
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Director of General Services	\$12,405	\$16,622			\$2,004				\$1,361	\$853	\$20,840
Monterey Salinas Transit District	Chief Operating Officer	\$9,093	\$13,164				\$1,937			\$1,124	\$191	\$16,416
Riverside Transit Agency	Chief Operating Officer	\$10,053	\$16,587		\$25		\$1,217	\$18		\$1,383	\$241	\$19,471
San Joaquin Regional Transit District	Chief Operating Officer	\$9,677	\$14,226		\$1,423		\$1,825	\$107	\$24		\$819	\$18,423
Santa Barbara Metropolitan Transit District	Data Not Available											

Base Salary Median	\$16,587
Percentage Above or Below Median	-30.44%

Base Salary 45th Percentile	\$16,115
Base Salary 55th Percentile	\$16,594
Percentage Above or Below 45th Percentile	-26.73%
Percentage Above or Below 55th Percentile	-30.50%

Total Compensation Median	\$19,471
Percentage Above or Below Median	-13.26%

Total Compensation 45th Percentile	\$19,261
Total Compensation 55th Percentile	\$19,594
Percentage Above or Below 45th Percentile	-12.04%
Percentage Above or Below 55th Percentile	-13.98%

Total Matches:	5
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Attachment A

6A.4





Database Administrator

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Database Administrator	\$6,297	\$8,039	\$402			\$2,311	\$147	\$26	\$740	\$117	\$11,782
Central Contra Costa County Transit Authority	No Comparable Class											
City of Santa Cruz	Systems Coordinator	\$7,092	\$9,598	\$240			\$2,010	\$127	\$19	\$881	\$734	\$13,609
County of Santa Cruz	IT System Developer/Analyst III	\$8,226	\$10,410			\$2,004				\$852	\$763	\$14,030
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	No Comparable Class											
San Joaquin Regional Transit District	Senior IT Specialist	\$5,292	\$7,565		\$757		\$1,825	\$107	\$24		\$579	\$10,856
Santa Barbara Metropolitan Transit District	No Comparable Class											

Base Salary Median	\$9,598
Percentage Above or Below Median	-19.39%

Total Compensation Median	\$13,609
Percentage Above or Below Median	-15.51%

Base Salary 45th Percentile	\$9,395
Base Salary 55th Percentile	\$9,679
Percentage Above or Below 45th Percentile	-16.86%
Percentage Above or Below 55th Percentile	-20.40%

Total Compensation 45th Percentile	\$13,334
Total Compensation 55th Percentile	\$13,651
Percentage Above or Below 45th Percentile	-13.17%
Percentage Above or Below 55th Percentile	-15.87%

Total Matches:	3
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**Executive Assistant**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Executive Assistant	\$5,333	\$6,810	\$341			\$2,311	\$147	\$26	\$627	\$99	\$10,361
Central Contra Costa County Transit Authority	Clerk to the Board/Assistant to GM	\$5,651	\$7,681				\$1,678	\$43	\$28	\$623	\$111	\$10,165
City of Santa Cruz	Deputy City Clerk-Administrator	\$5,191	\$7,026	\$176			\$2,010	\$127	\$19	\$645	\$537	\$10,540
County of Santa Cruz	Chief Deputy Clerk-Board of Supervisors	\$7,408	\$9,868			\$2,004				\$808	\$755	\$13,435
Monterey Salinas Transit District	Executive Assistant to the General Manager/Clerk of Board	\$4,669	\$6,758				\$1,937			\$577	\$98	\$9,370
Riverside Transit Agency	Executive Assistant/Clerk to the Board	\$6,010	\$9,316		\$25		\$1,217	\$18		\$777	\$135	\$11,488
San Joaquin Regional Transit District	Executive and Board Support Analyst	\$3,953	\$5,815		\$582		\$1,825	\$107	\$24		\$445	\$8,797
Santa Barbara Metropolitan Transit District	Data Not Available											

Base Salary Median	<b>\$7,354</b>
<b>Percentage Above or Below Median</b>	<b>-7.98%</b>

Total Compensation Median	<b>\$10,352</b>
<b>Percentage Above or Below Median</b>	<b>0.08%</b>

Base Salary 45th Percentile	<b>\$7,190</b>
Base Salary 55th Percentile	<b>\$7,517</b>
<b>Percentage Above or Below 45th Percentile</b>	<b>-5.58%</b>
<b>Percentage Above or Below 55th Percentile</b>	<b>-10.39%</b>

Total Compensation 45th Percentile	<b>\$10,258</b>
Total Compensation 55th Percentile	<b>\$10,446</b>
<b>Percentage Above or Below 45th Percentile</b>	<b>0.98%</b>
<b>Percentage Above or Below 55th Percentile</b>	<b>-0.83%</b>

Total Matches:	<b>6</b>
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**Facilities Manager**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
<b>Santa Cruz Metro Transit District</b>	<b>No Comparable Class, New Classification</b>											
Central Contra Costa County Transit Authority	Director of Maintenance (Facilities)	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Building Maintenance Superintendent	\$7,833	\$10,457			\$2,004				\$856	\$764	\$14,081
Monterey Salinas Transit District	Facilities/Capital Projects Manager	\$6,436	\$9,316				\$1,937			\$796	\$135	\$12,184
Riverside Transit Agency	No Comparable Class											
San Joaquin Regional Transit District	Facilities Superintendent	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Barbara Metropolitan Transit District	No Comparable Class											

Base Salary Median	<b>\$9,957</b>
<b>Percentage Above or Below Median</b>	

Total Compensation Median	<b>\$13,581</b>
<b>Percentage Above or Below Median</b>	

Base Salary 45th Percentile	<b>\$9,806</b>
Base Salary 55th Percentile	<b>\$10,107</b>
<b>Percentage Above or Below 45th Percentile</b>	
<b>Percentage Above or Below 55th Percentile</b>	

Total Compensation 45th Percentile	<b>\$13,431</b>
Total Compensation 55th Percentile	<b>\$13,731</b>
<b>Percentage Above or Below 45th Percentile</b>	
<b>Percentage Above or Below 55th Percentile</b>	

Total Matches:	4
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**Finance Deputy Director**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Finance Deputy Director	\$7,876	\$10,055	\$503			\$2,311	\$147	\$26	\$926	\$146	\$14,114
Central Contra Costa County Transit Authority	Manager of Accounting	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Assistant Director of Finance	\$8,845	\$11,971	\$299			\$2,010	\$127	\$19	\$1,099	\$786	\$16,311
County of Santa Cruz	Chief Deputy Auditor-Controller	\$12,034	\$16,130			\$2,004				\$1,321	\$846	\$20,301
Monterey Salinas Transit District	General Accountant and Budget Manager	\$7,281	\$10,541				\$1,937			\$900	\$153	\$13,531
Riverside Transit Agency	Controller	\$7,829	\$12,526		\$25		\$1,217	\$18		\$1,044	\$182	\$15,012
San Joaquin Regional Transit District	No Comparable Classification											
Santa Barbara Metropolitan Transit District	No Comparable Classification											

Base Salary Median	\$12,017
Percentage Above or Below Median	-19.51%

Total Compensation Median	\$15,012
Percentage Above or Below Median	-6.36%

Base Salary 45th Percentile	\$12,008
Base Salary 55th Percentile	\$12,119
Percentage Above or Below 45th Percentile	-19.42%
Percentage Above or Below 55th Percentile	-20.53%

Total Compensation 45th Percentile	\$14,993
Total Compensation 55th Percentile	\$15,272
Percentage Above or Below 45th Percentile	-6.23%
Percentage Above or Below 55th Percentile	-8.21%

Total Matches:	5
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Human Resources Deputy Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Human Resources Deputy Director	\$6,814	\$8,694	\$435			\$2,311	\$1,447	\$26	\$801	\$126	\$12,540
Central Contra Costa County Transit Authority	Director of Recruitment & Employee Development	\$7,833	\$15,153				\$1,678	\$43	\$28	\$219	\$1,228	\$18,350
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Deputy Personnel Director	\$10,707	\$14,340			\$2,004				\$1,174	\$820	\$18,338
Monterey Salinas Transit District	Human Resources Manager	\$5,976	\$8,651				\$1,937			\$739	\$125	\$11,452
Riverside Transit Agency	Human Resources Manager	\$6,781	\$10,850		\$25		\$1,217	\$18		\$905	\$157	\$13,172
San Joaquin Regional Transit District	Human Resources Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Barbara Metropolitan Transit District	No Comparable Class											
		Base Salary Median								Total Compensation Median		\$13,172
		Percentage Above or Below Median								Percentage Above or Below Median		-5.04%
		Base Salary 45th Percentile								Total Compensation 45th Percentile		\$13,154
		Base Salary 55th Percentile								Total Compensation 55th Percentile		\$14,205
		Percentage Above or Below 45th Percentile								Percentage Above or Below 45th Percentile		-4.90%
		Percentage Above or Below 55th Percentile								Percentage Above or Below 55th Percentile		-13.28%
		Total Matches:		5								

Human Resources Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Human Resources Director	\$9,053	\$11,558	\$578			\$2,311	\$147	\$26	\$1,065	\$168	\$15,852
Central Contra Costa County Transit Authority	Director of Human Resources	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	Director of Human Resources	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Personnel Director	\$12,811	\$17,165			\$2,004				\$1,405	\$861	\$21,436
Monterey Salinas Transit District	Director of Human Resources/Risk Management	\$8,444	\$12,224				\$1,937			\$1,044	\$177	\$15,382
Riverside Transit Agency	Chief Administrative Services Officer/EEO Officer	\$9,578	\$15,804		\$25		\$1,217	\$18		\$1,318	\$229	\$18,611
San Joaquin Regional Transit District	Director of Human Resources	\$9,127	\$13,156		\$1,316		\$1,825	\$107	\$24		\$803	\$17,231
Santa Barbara Metropolitan Transit District	HR and Risk Manager	\$8,670	\$8,670		\$867	\$2,200					\$663	\$12,400

Base Salary Median	\$15,153
Percentage Above or Below Median	-31.10%

Total Compensation Median	\$18,351
Percentage Above or Below Median	-15.77%

Base Salary 45th Percentile	\$14,554
Base Salary 55th Percentile	\$15,348
Percentage Above or Below 45th Percentile	-25.92%
Percentage Above or Below 55th Percentile	-32.79%

Total Compensation 45th Percentile	\$18,015
Total Compensation 55th Percentile	\$18,429
Percentage Above or Below 45th Percentile	-13.64%
Percentage Above or Below 55th Percentile	-16.26%

Total Matches:	7
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**Information Technology and Intelligent Transportation Systems Director**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Information Technology and Intelligent Transportation Systems Director	\$8,155	\$10,409	\$520			\$2,311	\$147	\$26	\$959	\$151	\$14,523
Central Contra Costa County Transit Authority	Director of Information Technology	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	Director of Information Technology	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Director Information Services	\$13,282	\$17,806			\$2,004				\$1,458	\$870	\$22,138
Monterey Salinas Transit District	Director of Information Technology	\$8,444	\$12,224				\$1,937			\$1,044	\$177	\$15,388
Riverside Transit Agency	Director of Information Technology	\$8,867	\$14,630		\$25		\$1,217	\$18		\$1,220	\$212	\$17,322
San Joaquin Regional Transit District	Chief Technology Officer	\$11,250	\$15,833		\$1,583		\$1,825	\$107	\$24		\$842	\$20,272
Santa Barbara Metropolitan Transit District	IT Manager	\$8,372	\$8,372		\$837	\$2,200					\$640	\$12,050

Total Compensation Median	\$18,351
Percentage Above or Below Median	-26.36%

Total Compensation 45th Percentile	\$18,042
Total Compensation 55th Percentile	\$18,910
Percentage Above or Below 45th Percentile	-24.23%
Percentage Above or Below 55th Percentile	-30.21%

Base Salary Median	\$15,153
Percentage Above or Below Median	-45.58%

Base Salary 45th Percentile	\$14,996
Base Salary 55th Percentile	\$15,357
Percentage Above or Below 45th Percentile	-44.07%
Percentage Above or Below 55th Percentile	-47.54%

Total Matches:	7
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Attachment A

**Maintenance Manager**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Maintenance Manager	\$9,053	\$11,558	\$578			\$2,311	\$147	\$26	\$1,065	\$168	\$15,852
Central Contra Costa County Transit Authority	Director of Maintenance (Fleet)	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	Public Works Operations Manager	\$7,310	\$9,893	\$247			\$2,010	\$127	\$19	\$908	\$756	\$13,960
County of Santa Cruz	Deputy Director of General Services	\$10,975	\$14,716			\$2,004				\$1,205	\$826	\$18,751
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Director of Maintenance	\$9,578	\$15,804		\$25		\$1,217	\$18		\$1,318	\$229	\$18,611
San Joaquin Regional Transit District	Maintenance Superintendent	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Barbara Metropolitan Transit District	Acting Manager of Maintenance	\$8,750	\$8,750		\$875	\$2,200					\$669	\$12,494

Base Salary Median	\$12,305
Percentage Above or Below Median	-6.46%

Total Compensation Median	\$16,156
Percentage Above or Below Median	-1.92%

Base Salary 45th Percentile	\$11,099
Base Salary 55th Percentile	\$13,510
Percentage Above or Below 45th Percentile	3.97%
Percentage Above or Below 55th Percentile	-16.89%

Total Compensation 45th Percentile	\$15,058
Total Compensation 55th Percentile	\$17,253
Percentage Above or Below 45th Percentile	5.01%
Percentage Above or Below 55th Percentile	-8.84%

Total Matches:	6
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Marketing, Communications and Customer Service Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Marketing, Communications and Customer Service Director	\$8,155	\$10,409	\$520			\$2,311	\$147	\$26	\$959	\$151	\$14,523
Central Contra Costa County Transit Authority	Manager of Planning (Marketing and Community Outreach)	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Director of Marketing	\$8,867	\$14,630		\$25		\$1,217	\$18		\$1,220	\$212	\$17,322
San Joaquin Regional Transit District	Marketing Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Barbara Metropolitan Transit District	Marketing and Community Relations Manager	\$6,503	\$6,503		\$650	\$2,200					\$497	\$9,851

Total Compensation Median	\$13,998
Percentage Above or Below Median	3.61%

Total Compensation 45th Percentile	\$13,723
Total Compensation 55th Percentile	\$14,273
Percentage Above or Below 45th Percentile	5.51%
Percentage Above or Below 55th Percentile	1.72%

Base Salary Median	\$10,737
Percentage Above or Below Median	-3.15%

Base Salary 45th Percentile	\$10,352
Base Salary 55th Percentile	\$11,121
Percentage Above or Below 45th Percentile	0.54%
Percentage Above or Below 55th Percentile	-6.84%

Total Matches:	4
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**Operations Manager - Paratransit Division**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Operations Manager- Paratransit Division	\$6,814	\$8,694	\$435			\$2,311	\$1,447	\$26	\$801	\$126	\$12,540
Central Contra Costa County Transit Authority	Manager of Accessible Services	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Contract Operations Manager	\$6,781	\$10,850		\$25		\$1,217	\$18		\$905	\$157	\$13,172
San Joaquin Regional Transit District	Mobility Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Barbara Metropolitan Transit District	Operations Manager	\$9,074	\$9,074		\$907	\$2,200					\$694	\$12,876

Base Salary Median	\$10,153
Percentage Above or Below Median	-16.78%

Base Salary 45th Percentile	\$9,944
Base Salary 55th Percentile	\$10,362
Percentage Above or Below 45th Percentile	-14.38%
Percentage Above or Below 55th Percentile	-19.19%

Total Matches:	4
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Total Compensation Median	\$13,126
Percentage Above or Below Median	-4.68%

Total Compensation 45th Percentile	\$13,113
Total Compensation 55th Percentile	\$13,140
Percentage Above or Below 45th Percentile	-4.57%
Percentage Above or Below 55th Percentile	-4.79%



Attachment A

Operations Manager-Fixed Route Division

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Operations Manager-Fixed Route Division	\$6,814	\$8,694	\$435			\$2,311	\$1,477	\$26	\$801	\$126	\$12,540
Central Contra Costa County Transit Authority	Director of Transportation	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	Deputy Chief Operating Officer	\$8,655	\$13,164				\$1,937			\$1,124	\$191	\$16,416
Riverside Transit Agency	Operations Manager	\$6,781	\$10,850		\$25		\$1,217	\$18		\$905	\$157	\$13,172
San Joaquin Regional Transit District	Transportation Superintendent	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Barbara Metropolitan Transit District	Operations Manager	\$9,074	\$9,074		\$907	\$2,200					\$694	\$12,876

Base Salary Median	\$10,850
Percentage Above or Below Median	-24.80%

Total Compensation Median	\$13,172
Percentage Above or Below Median	-5.04%

Base Salary 45th Percentile	\$10,571
Base Salary 55th Percentile	\$11,313
Percentage Above or Below 45th Percentile	-21.59%
Percentage Above or Below 55th Percentile	-30.12%

Total Compensation 45th Percentile	\$13,154
Total Compensation 55th Percentile	\$13,821
Percentage Above or Below 45th Percentile	-4.90%
Percentage Above or Below 55th Percentile	-10.22%

Total Matches:	5
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**Planning and Development Director**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Planning and Development Director	\$9,053	\$11,558	\$578			\$2,311	\$147	\$26	\$1,065	\$168	\$15,852
Central Contra Costa County Transit Authority	Manager of Planning (Planning and Scheduling)	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Director Planning and Community Development	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Planning Director	\$13,710	\$18,363			\$2,004				\$1,504	\$879	\$22,749
Monterey Salinas Transit District	Director of Planning and Development	\$8,444	\$12,224				\$1,937			\$1,044	\$177	\$15,392
Riverside Transit Agency	Director of Planning	\$9,578	\$15,804		\$25		\$1,217	\$18		\$1,318	\$229	\$18,616
San Joaquin Regional Transit District	Planning Director-Service Development	\$9,127	\$13,156		\$1,316		\$1,825	\$107	\$24		\$803	\$17,257
Santa Barbara Metropolitan Transit District	Plant Manager	\$8,126	\$8,126		\$813	\$2,200					\$622	\$11,761

Total Compensation Median	\$17,231
Percentage Above or Below Median	-8.70%

Total Compensation 45th Percentile	\$16,676
Total Compensation 55th Percentile	\$17,645
Percentage Above or Below 45th Percentile	-5.20%
Percentage Above or Below 55th Percentile	-11.31%

Base Salary Median	\$13,156
Percentage Above or Below Median	-13.83%

Base Salary 45th Percentile	\$12,876
Base Salary 55th Percentile	\$13,950
Percentage Above or Below 45th Percentile	-11.41%
Percentage Above or Below 55th Percentile	-20.70%

Total Matches:	7
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**Purchasing and Special Projects Director**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Purchasing and Special Projects Director	\$8,155	\$10,409	\$520			\$2,311	\$147	\$26	\$959	\$151	\$14,523
Central Contra Costa County Transit Authority	Manager of Purchasing and Grants	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Purchasing Manager	\$7,060	\$9,555	\$239			\$2,010	\$127	\$19	\$877	\$731	\$13,558
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	Purchasing Manager	\$6,436	\$9,316				\$1,937			\$796	\$135	\$12,184
Riverside Transit Agency	Chief Procurement and Logistics Officer	\$10,053	\$16,587		\$25		\$1,217	\$18		\$1,383	\$241	\$19,475
San Joaquin Regional Transit District	Director of Procurement	\$9,127	\$13,156		\$1,316		\$1,825	\$107	\$24		\$803	\$17,233
Santa Barbara Metropolitan Transit District	Capital Project Manager	\$7,650	\$7,650		\$765	\$2,200					\$585	\$11,200

Total Compensation Median	\$14,237
Percentage Above or Below Median	1.97%

Total Compensation 45th Percentile	\$13,897
Total Compensation 55th Percentile	\$14,576
Percentage Above or Below 45th Percentile	4.31%
Percentage Above or Below 55th Percentile	-0.36%

Base Salary Median	\$10,786
Percentage Above or Below Median	-3.62%

Base Salary 45th Percentile	\$10,171
Base Salary 55th Percentile	\$11,402
Percentage Above or Below 45th Percentile	2.29%
Percentage Above or Below 55th Percentile	-9.54%

Total Matches:	6
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Attachment A



**Safety Security and Risk Management Director**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Safety Security and Risk Management Director	\$6,297	\$8,039	\$402			\$2,311	\$147	\$26	\$740	\$117	\$11,782
Central Contra Costa County Transit Authority	Manager of Training	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Risk and Safety Manager	\$8,212	\$11,116	\$278			\$2,010	\$127	\$19	\$1,020	\$773	\$15,344
County of Santa Cruz	Risk Manager	\$8,963	\$12,022			\$2,004				\$984	\$787	\$15,797
Monterey Salinas Transit District	Risk and Security Manager	\$5,976	\$8,651				\$1,937			\$739	\$125	\$11,455
Riverside Transit Agency	Director of Risk Management	\$8,551	\$14,109		\$25		\$1,217	\$18		\$1,176	\$205	\$16,755
San Joaquin Regional Transit District	Safety and Risk Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,085
Santa Barbara Metropolitan Transit District	Operations Safety and Training Officer	\$6,503	\$6,503	\$650		\$2,200					\$497	\$9,855

Total Compensation Median	<b>\$14,915</b>
Percentage Above or Below Median	<b>-26.59%</b>

Total Compensation 45th Percentile	<b>\$14,365</b>
Total Compensation 55th Percentile	<b>\$15,044</b>
Percentage Above or Below 45th Percentile	<b>-21.92%</b>
Percentage Above or Below 55th Percentile	<b>-27.68%</b>

Base Salary Median	<b>\$11,116</b>
Percentage Above or Below Median	<b>-38.28%</b>

Base Salary 45th Percentile	<b>\$10,618</b>
Base Salary 55th Percentile	<b>\$11,386</b>
Percentage Above or Below 45th Percentile	<b>-32.08%</b>
Percentage Above or Below 55th Percentile	<b>-41.64%</b>

Total Matches:	7
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Attachment A

Senior Database Administrator

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Senior Database Administrator	\$7,290	\$10,234	\$512			\$2,311	\$147	\$26	\$943	\$148	\$14,321
Central Contra Costa County Transit Authority	Developer	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	IT Manager- Applications	\$7,885	\$10,672	\$267			\$2,010	\$127	\$19	\$980	\$767	\$14,841
County of Santa Cruz	IT System Administrator/Supervisor	\$9,460	\$11,972			\$2,004				\$980	\$786	\$15,742
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Systems Administrator	\$5,376	\$8,064		\$25		\$1,217	\$18		\$672	\$117	\$10,113
San Joaquin Regional Transit District	Information Technology Administrator	\$6,250	\$8,333		\$833		\$1,825	\$107	\$24		\$637	\$11,760
Santa Barbara Metropolitan Transit District	No Comparable Class											
		Base Salary Median								Total Compensation Median		\$14,841
		Percentage Above or Below Median								Percentage Above or Below Median		-3.64%
		Base Salary 45th Percentile								Total Compensation 45th Percentile		\$14,225
		Base Salary 55th Percentile								Total Compensation 55th Percentile		\$14,856
		Percentage Above or Below 45th Percentile								Percentage Above or Below 45th Percentile		0.67%
		Percentage Above or Below 55th Percentile								Percentage Above or Below 55th Percentile		-3.74%
		Total Matches:										5

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# Attachment B

Classification	Matches	Current Max	LM Median Max Base Salary	Base Used for Diff	Factor	Recommended	Change From Current Max	Change From LM Median Max Base Salary	Proposal	JB Comments
Chief Financial Officer (CFO)	7	\$11,558.00	\$15,177.00	\$15,177.00	1.00	\$15,177.00	31.31%	0.00%	Set at market median	Band starts with CFO and extends 5% downward
Chief Operating Officer (COO)	5	\$12,716.00	\$14,996.00	\$15,177.00	1.00	\$15,177.00	19.35%	1.21%	Set equivalent to CFO	Band starts with CFO and extends 5% downward
Information Technology and Intelligent Transportation Systems Director	7	\$10,409.00	\$14,237.00	\$14,237.00	1.00	\$14,237.00	36.78%	0.00%	Set at market median	Band starts with IT Director and extends 5% downward
Human Resources Director	7	\$11,558.00	\$14,057.00	\$14,237.00	1.00	\$14,237.00	23.18%	1.28%	Set equivalent to IT Director	Band starts with IT Director and extends 5% downward
Planning and Development Director	7	\$11,558.00	\$12,937.00	\$12,937.00	1.00	\$12,937.00	11.93%	0.00%	Set at market median	Single class range
Maintenance Manager	6	\$11,558.00	\$11,862.00	\$11,862.00	1.00	\$11,862.00	2.69%	0.00%	Set at market median	Single class range
Finance Deputy Director	5	\$10,055.00	\$10,953.00	\$11,172.00	0.75	\$11,382.75	13.20%	3.92%	Set 25% below Chief Financial Officer	Consistent differential
Senior Database Administrator	5	\$10,234.00	\$10,754.00	\$9,866.00	1.15	\$11,345.90	10.86%	5.50%	Set 15% above Database Administrator	15% is appropriate differential between Journey and advanced Journey
Safety Security and Risk Management Director	7	\$8,039.00	\$11,172.00	\$11,172.00	1.00	\$11,172.00	38.97%	0.00%	Set at market median	Single class range
Human Resources Deputy Director	5	\$8,694.00	\$9,326.00	\$14,237.00	0.75	\$10,677.75	22.82%	14.49%	Set 25% below Human Resources Director	Consistent differential
Marketing, Communications and Customer Service Director	4	\$10,409.00	\$10,409.00	\$10,409.00	1.00	\$10,409.00	0.00%	0.00%	Set at market median	Band starts with Marketing Director and extends 5% downward
Purchasing and Special Projects Director	6	\$10,409.00	\$10,409.00	\$10,409.00	1.00	\$10,409.00	0.00%	0.00%	Set equivalent to Marketing Director	Band starts with Marketing Director and extends 5% downward
Facilities Manager (new class)	4	\$0.00	\$9,957.00	\$11,862.00	0.85	\$10,082.70	NA (new)	1.26%	Set 15% below Maintenance Manager	Not a directly vertical relationship...15% reflects difference in role
Database Administrator	3	\$8,039.00	\$9,866.00	\$9,866.00	1.00	\$9,866.00	22.73%	0.00%	Set at market median	Single class range
Operations Manager-Fixed Route Division	5	\$8,694.00	\$9,326.00	\$9,326.00	1.00	\$9,326.00	7.27%	0.00%	Set at market median	Band starts with Ops Mgr-FR and extends 5% downward
Operations Manager- Paratransit Division	4	\$8,694.00	\$9,280.00	\$9,326.00	1.00	\$9,326.00	7.27%	0.50%	Set equivalent to Ops Mgr-FR	Band starts with Ops Mgr-FR and extends 5% downward
Assistant Maintenance Manager	4	\$8,694.00	\$9,358.00	\$11,862.00	0.75	\$8,896.50	2.33%	-4.93%	Set 25% below Maintenance Manager	Position is vacant; no EE impact
Assistant Operations Manager (Paratransit Department)	2	\$7,266.00	\$7,266.00	\$9,326.00	0.75	\$6,994.50	-3.74%	-3.74%	Set 25% below Operations Manager-Fixed Route	<b>If not currently vacant, recommend giving originally "promised" salary now but freezing salary level until vacant or 25% differential is achieved.</b>
Executive Assistant	6	\$6,810.00	\$6,810.00	\$6,810.00	1.00	\$6,810.00	0.00%	0.00%	Set at market median	Single class range

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**MANAGEMENT  
HOURLY RATES SCHEDULE**

Effective 06/14/18, (FY19)  
 Revised as of 01/22/2016 for District Counsel  
 Revised as of 09/01/2016 for Human Resources Manager  
 Revised as of 10/28/2016 for Assistant Finance Manager  
 Revised as of 06/23/2017 for Maintenance Superintendent (new position)  
 Revised as of 06/23/2017 for CEO/General Manager (retro)

Title	Step 1	Step 1 L	Step 1 LL	Step 2	Step 2 L	Step 2 LL	Step 3	Step 3 L	Step 3 LL	Step 4	Step 4 L	Step 4 LL	Step 5	Step 5 L	Step 5 LL	Step 6	Step 6 L	Step 6 LL
CEO/General Manager	104.81	110.05	115.29	110.05	115.55	121.05	115.55	121.33	127.11	121.32	127.39	133.46	127.39	133.76	140.13	133.75	140.44	147.13
District Counsel*	78.64	82.57	86.50	82.57	86.70	90.83	86.70	91.04	95.38	91.03	95.58	100.13	95.58	100.36	105.14	100.37	105.39	110.41
Chief Operations Officer	68.61	72.04	75.47	72.04	75.64	79.24	75.64	79.42	83.20	79.42	83.39	87.36	83.39	87.56	91.73	87.56	91.94	96.32
Maintenance Manager	53.62	55.30	58.98	56.30	59.12	61.94	59.11	62.07	65.03	62.07	65.17	68.27	65.17	68.43	71.69	68.43	71.85	75.27
Chief Financial Officer (CFO)	68.61	72.04	75.47	72.04	75.64	79.24	75.64	79.42	83.20	79.42	83.39	87.36	83.39	87.56	91.73	87.56	91.94	96.32
Planning and Development Director	58.49	61.41	64.33	61.41	64.48	67.55	64.48	67.70	70.92	67.70	71.09	74.48	71.09	74.64	78.19	74.64	78.37	82.10
Human Resources Director	64.35	67.57	70.79	67.57	70.95	74.33	70.95	74.50	78.05	74.50	78.23	81.96	78.23	82.14	86.05	82.14	86.25	90.36
Information Technology and Intelligent Transportation Systems Dir	64.35	67.57	70.79	67.57	70.95	74.33	70.95	74.50	78.05	74.50	78.23	81.96	78.23	82.14	86.05	82.14	86.25	90.36
Marketing, Communications and Customer Service Director	47.06	49.41	51.76	49.41	51.88	54.35	51.88	54.47	57.06	54.47	57.19	59.91	57.19	60.05	62.91	60.05	63.05	66.05
Purchasing and Special Projects Director	47.06	49.41	51.76	49.41	51.88	54.35	51.88	54.47	57.06	54.47	57.19	59.91	57.19	60.05	62.91	60.05	63.05	66.05
Senior Database Administrator	51.29	53.85	56.41	53.85	56.54	59.23	56.54	59.37	62.20	59.37	62.34	65.31	62.34	65.46	68.58	65.46	68.73	72.00
Finance Deputy Director	51.45	54.02	56.59	54.02	56.72	59.42	56.72	59.56	62.40	59.56	62.54	65.62	62.54	65.67	68.80	65.67	68.95	72.23
Human Resources Deputy Director	48.28	50.69	53.10	50.69	53.22	55.75	53.22	55.88	58.54	55.88	58.67	61.46	58.67	61.60	64.53	61.60	64.68	67.76
Operations Manager - Fixed Route Division	42.16	44.27	46.38	44.27	46.48	48.69	46.48	48.60	51.12	48.80	51.24	53.68	51.24	53.80	56.36	53.80	56.49	59.18
Operations Manager - Paratransit Division	42.16	44.27	46.38	44.27	46.48	48.69	46.48	48.60	51.12	48.80	51.24	53.68	51.24	53.80	56.36	53.80	56.49	59.18
Assistant Maintenance Manager	40.22	42.23	44.24	42.23	44.34	46.45	44.34	46.56	48.78	46.56	48.69	51.22	48.69	51.33	53.77	51.33	53.90	56.47
Facilities Maintenance Manager	45.58	47.86	50.14	47.86	50.25	52.64	50.25	52.76	55.27	52.76	55.40	58.04	55.40	58.17	60.94	58.17	61.08	63.99
Database Administrator	44.60	46.83	49.06	46.83	49.17	51.51	49.17	51.63	54.09	51.63	54.21	56.79	54.21	56.92	59.63	56.92	59.77	62.62
Safety, Security and Risk Management Director	50.50	53.03	55.56	53.03	55.68	58.33	55.68	58.46	61.24	58.46	61.38	64.30	61.38	64.45	67.52	64.45	67.67	70.89
Assistant Operations Manager (Paratransit Department)	31.62	33.20	34.78	33.20	34.86	36.52	34.86	36.60	38.34	36.60	38.43	40.26	38.43	40.35	42.27	40.35	42.37	44.39
Executive Assistant	30.77	32.31	33.85	32.31	33.93	35.55	33.93	35.63	37.33	35.62	37.40	39.18	37.41	39.28	41.15	39.29	41.25	43.21

L = 10 Years Longevity (5%); LL = 15 Years Longevity (5%+5%)

\* See Contract

**MANAGEMENT  
MONTHLY SALARY SCHEDULE**

Effective 06/14/18 (FY19)  
 Revised as of 01/22/2016 for District Counsel  
 Revised as of 09/01/2016 for Human Resources Manager  
 Revised as of 10/28/2016 for Assistant Finance Manager  
 Revised as of 06/23/2017 for Maintenance Superintendent (new position)  
 Revised as of 06/23/2017 for CEO/General Manager (retro)

Title	Step_1	Step_1.L	Step_1.LL	Step_2	Step_2.L	Step_2.LL	Step_3	Step_3.L	Step_3.LL	Step_4	Step_4.L	Step_4.LL	Step_5	Step_5.L	Step_5.LL	Step_6	Step_6.L	Step_6.LL
CEO/General Manager	18,167	19,075	19,984	19,075	20,029	20,982	20,029	21,031	22,032	21,029	22,081	23,133	22,081	23,185	24,289	23,183	24,343	25,503
Chief Operations Officer	11,892	12,487	13,082	12,487	13,111	13,735	13,111	13,766	14,421	13,766	14,454	15,142	14,454	15,177	15,900	15,177	15,936	16,696
Maintenance Manager	9,294	9,759	10,223	9,759	10,248	10,736	10,246	10,759	11,272	10,759	11,296	11,834	11,296	11,861	12,426	11,861	12,454	13,047
Chief Financial Officer (CFO)	11,892	12,487	13,082	12,487	13,111	13,735	13,111	13,766	14,421	13,766	14,454	15,142	14,454	15,177	15,900	15,177	15,936	16,696
Planning and Development Director	10,138	10,644	11,151	10,644	11,177	11,709	11,177	11,735	12,293	11,735	12,322	12,910	12,322	12,938	13,553	12,938	13,584	14,231
Human Resources Director	11,154	11,712	12,270	11,712	12,298	12,884	12,298	12,913	13,529	12,913	13,560	14,206	13,560	14,238	14,915	14,238	14,950	15,662
Information Technology and Intelligent Transportation Systems Direc	11,154	11,712	12,270	11,712	12,298	12,884	12,298	12,913	13,529	12,913	13,560	14,206	13,560	14,238	14,915	14,238	14,950	15,662
Marketing, Communications and Customer Service Director	8,157	8,564	8,972	8,564	8,993	9,421	8,993	9,442	9,890	9,442	9,913	10,364	9,913	10,409	10,904	10,409	10,929	11,449
Purchasing and Special Projects Director	8,157	8,564	8,972	8,564	8,993	9,421	8,993	9,442	9,890	9,442	9,913	10,364	9,913	10,409	10,904	10,409	10,929	11,449
Senior Database Administrator	8,890	9,334	9,778	9,334	9,800	10,267	9,800	10,291	10,781	10,291	10,806	11,320	10,806	11,346	11,887	11,346	11,913	12,460
Finance Deputy Director	8,918	9,364	9,809	9,364	9,832	10,300	9,832	10,324	10,816	10,324	10,840	11,357	10,840	11,383	11,925	11,383	11,951	12,520
Human Resources Deputy Director	8,369	8,786	9,204	8,786	9,225	9,663	9,225	9,688	10,147	9,688	10,170	10,653	10,170	10,677	11,165	10,677	11,211	11,745
Operations Manager - Fixed Route Division	7,308	7,674	8,039	7,674	8,057	8,440	8,057	8,459	8,861	8,459	8,882	9,305	8,882	9,325	9,769	9,325	9,792	10,258
Operations Manager - Paratransit Division	7,308	7,674	8,039	7,674	8,057	8,440	8,057	8,459	8,861	8,459	8,882	9,305	8,882	9,325	9,769	9,325	9,792	10,258
Assistant Maintenance Manager	6,972	7,320	7,668	7,320	7,686	8,051	7,686	8,070	8,455	8,070	8,474	8,878	8,474	8,897	9,320	8,897	9,343	9,788
Facilities Maintenance Manager	7,901	8,296	8,691	8,296	8,710	9,124	8,710	9,145	9,580	9,145	9,603	10,060	9,603	10,083	10,563	10,083	10,587	11,092
Database Administrator	7,731	8,117	8,504	8,117	8,523	8,928	8,523	8,949	9,376	8,949	9,396	9,844	9,396	9,866	10,336	9,866	10,360	10,854
Safety, Security and Risk Management Director	8,753	9,192	9,630	9,192	9,651	10,111	9,651	10,133	10,615	10,133	10,639	11,145	10,639	11,171	11,704	11,171	11,730	12,288
Assistant Operations Manager (Paratransit Department)	5,481	5,755	6,029	5,755	6,042	6,330	6,042	6,344	6,646	6,344	6,661	6,978	6,661	6,994	7,327	6,994	7,344	7,694
Executive Assistant	5,334	5,600	5,867	5,600	5,881	6,162	5,881	6,176	6,471	6,176	6,483	6,791	6,483	6,809	7,133	6,809	7,150	7,490

\* See Contract

MANAGEMENT  
YEARLY SALARY SCHEDULE

Effective 06/14/18 (FY19)  
Revised as of 01/22/2016 for District Counsel  
Revised as of 09/01/2016 for Human Resources Manager  
Revised as of 10/28/2016 for Assistant Finance Manager  
Revised as of 06/23/2017 for Maintenance Superintendent (new position)  
Revised as of 06/23/2017 for CEO/General Manager (retr)

Title	Step 1	Step 1 L	Step 1 LL	Step 2	Step 2 L	Step 2 LL	Step 3	Step 3 L	Step 3 LL	Step 4	Step 4 L	Step 4 LL	Step 5	Step 5 L	Step 5 LL	Step 6	Step 6 L	Step 6 LL
CEO/General Manager	218,005	228,904	239,803	228,904	240,344	251,784	240,344	252,366	264,389	252,346	264,971	277,597	264,971	278,221	291,470	278,200	292,115	306,030
District Counsel*	163,571	171,746	179,920	171,746	180,336	188,926	180,336	189,363	198,390	189,342	198,806	208,270	198,806	208,749	218,691	208,770	219,211	229,653
Chief Operations Officer	142,709	149,843	156,978	149,843	157,331	164,819	157,331	165,194	173,056	165,194	173,451	181,709	173,451	182,125	190,798	182,125	191,235	200,346
Maintenance Manager	111,530	117,104	122,678	117,104	122,970	128,835	122,949	129,106	135,262	129,106	135,554	142,002	135,554	142,334	148,115	142,334	149,448	158,562
Chief Financial Officer (CFO)	142,709	149,843	156,978	149,843	157,331	164,819	157,331	165,194	173,056	165,194	173,451	181,709	173,451	182,125	190,798	182,125	191,235	200,346
Planning and Development Director	121,659	127,733	133,806	127,733	134,118	140,504	134,118	140,816	147,514	140,816	147,867	154,918	147,867	155,251	162,535	155,251	163,010	170,768
Human Resources Director	133,848	140,546	147,243	140,546	147,576	154,606	147,576	154,960	162,344	154,960	162,718	170,477	162,718	170,851	178,984	170,851	179,400	187,949
Information Technology and Intelligent Transportation Systems Dir.	133,848	140,546	147,243	140,546	147,576	154,606	147,576	154,960	162,344	154,960	162,718	170,477	162,718	170,851	178,984	170,851	179,400	187,949
Marketing, Communications and Customer Service Director	97,885	102,773	107,661	102,773	107,910	113,048	107,910	113,298	118,685	113,298	118,955	124,613	118,955	124,904	130,853	124,904	131,144	137,384
Purchasing and Special Projects Director	97,885	102,773	107,661	102,773	107,910	113,048	107,910	113,298	118,685	113,298	118,955	124,613	118,955	124,904	130,853	124,904	131,144	137,384
Senior Database Administrator	106,683	112,008	117,333	112,008	117,503	123,198	117,503	123,490	129,376	123,490	129,667	135,845	129,667	136,157	142,646	136,157	142,958	149,760
Finance Deputy Director	107,016	112,362	117,707	112,362	117,978	123,594	117,978	123,885	129,792	123,885	130,083	136,282	130,083	136,594	143,104	136,594	143,415	150,238
Human Resources Deputy Director	100,422	105,435	110,448	105,435	110,698	115,960	110,698	116,230	121,763	116,230	122,094	127,837	122,094	128,128	134,222	128,128	134,534	140,941
Operations Manager - Fixed Route Division	87,693	92,082	96,470	92,082	96,678	101,275	96,678	101,504	106,330	101,504	106,579	111,654	106,579	111,904	117,229	111,904	117,499	123,094
Operations Manager - Paratransit Division	87,693	92,082	96,470	92,082	96,678	101,275	96,678	101,504	106,330	101,504	106,579	111,654	106,579	111,904	117,229	111,904	117,499	123,094
Assistant Maintenance Manager	83,658	87,838	92,019	87,838	92,227	96,616	92,227	96,845	101,462	96,845	101,691	106,538	101,691	106,766	111,842	106,766	112,112	117,459
Facilities Maintenance Manager	94,806	99,549	104,291	99,549	104,520	109,491	104,520	109,741	114,962	109,741	115,232	120,723	115,232	120,984	126,755	120,984	127,046	133,099
Database Administrator	92,768	97,406	102,045	97,406	102,274	107,141	102,274	107,390	112,567	107,390	112,757	118,123	112,757	118,394	124,030	118,394	124,322	130,250
Safety, Security and Risk Management Director	105,040	110,302	115,565	110,302	115,814	121,326	115,814	121,597	127,379	121,597	127,670	133,744	127,670	134,056	140,442	134,056	140,754	147,451
Assistant Operations Manager (Paratransit Department)	65,770	68,056	72,342	68,056	72,509	75,962	72,509	76,128	79,747	76,128	79,934	83,741	79,934	83,928	87,922	83,928	88,130	92,331
Executive Assistant	64,002	67,205	70,408	67,205	70,574	73,944	70,574	74,110	77,646	74,090	77,792	81,494	77,792	81,702	85,592	81,723	85,600	89,877

\* See Contract

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