



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)
PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE
MEETING AGENDA**

NOVEMBER 13, 2020 – 10:30AM

DUE TO COVID-19, THE NOVEMBER 13, 2020 SANTA CRUZ METRO PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE MEETING WILL BE CONDUCTED AS A TELECONFERENCE PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDERS N-25-20 AND N-29-20, WHICH SUSPEND CERTAIN REQUIREMENTS OF THE RALPH M. BROWN ACT.

MEMBERS OF THE PUBLIC MAY NOT ATTEND THIS MEETING IN PERSON.

Directors, staff and the public may participate remotely via the Zoom website [at this link](#) and following the posted instructions or by calling 1-669-900-9128 Meeting ID 894 4750 2915

Public comment may be submitted via email to boardinquiries@scmttd.com. Please indicate in your email the agenda item to which your comment applies. Comments submitted before the meeting will be provided to the Directors before or during the meeting. Comments submitted after the meeting is called to order will be included in the Board's weekly correspondence that is posted online at board meeting packet link.

The Personnel/Human Resources Standing Committee Meeting Agenda Packet can be found online at www.SCMTD.com.

The Committee may take action on each item on the agenda. The action may consist of the recommended action, a related action or no action. Staff recommendations are subject to action and/or change by the Board of Directors.

COMMITTEE ROSTER

Director Ed Bottorff, Immediate Past Board Chair	City of Capitola
Director Aurelio Gonzalez	City of Watsonville
Director John Leopold, Board Vice Chair	County of Santa Cruz
Director Larry Pageler	County of Santa Cruz
Director Mike Rotkin, Board Chair	County of Santa Cruz
Alex Clifford	METRO CEO/General Manager
Julie Sherman	METRO General Counsel

MEETING TIME: 10:30AM

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 public to address any item not on the Agenda, but which is within the matter jurisdiction of the Committee. If you wish to address the Committee, please follow the directions at the top of the agenda. If you have anything that you wish distributed to the Committee and included for the official record, please include it in your email. Comments that require a response may be deferred for staff reply.
- 5 REVIEW REQUEST FOR AUTHORIZATION AND FUNDING OF A CUSTOMER SERVICE MANAGER POSITION**

Dawn Crummié, HR Director
- 6 ADJOURNMENT**

Accessibility for Individuals with Disabilities

This document has been created with accessibility in mind. With the exception of certain 3rd party and other attachments, it passes the Adobe Acrobat XI Accessibility Full Check. If you have any questions about the accessibility of this document, please email your inquiry to accessibility@scmtd.com. Upon request, Santa Cruz METRO will provide for written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least two days before the meeting. Requests should be emailed to boardinquiries@scmtd.com or submitted by phone to the Executive Assistant at 831.426.6080. Requests made by mail (sent to the Executive Assistant, Santa Cruz METRO, 110 Vernon Street, Santa Cruz, CA 95060) must be received at least two days before the meeting. Requests will be granted whenever possible and resolved in favor of accessibility.

Public Comment

If you wish to address the Board, please follow the directions at the top of the agenda. If you have anything that you wish distributed to the Board and included in the official report, please include it in your email. Comments that require a response may be deferred for staff reply.



DATE: November 13, 2020
TO: Personnel/Human Resources Standing Committee
FROM: Dawn Crummié, Human Resources Director
**SUBJECT: REVIEW REQUEST FOR AUTHORIZATION AND FUNDING OF A
CUSTOMER SERVICE MANAGER POSITION**

I. RECOMMENDED ACTION

That the Personnel/Human Resources Standing Committee review the request for authorization of a Customer Service Manager in the Customer Service Department and recommend approval to the full Board of Directors

II. SUMMARY

- Santa Cruz Metropolitan Transit District (METRO) is in need of a full-time dedicated Customer Service Manager professional.
- Due to the workload of our Customer Service Department, staff is asking to create a Customer Service Manager position to manage and coordinate all daily functions, operations and activities of the Customer Service Department.
- In 2019, the METRO Board of Directors (Board) adopted, for the first time, a first Strategic Business Plan. Since then, METRO continues to focus on employee engagement, strategic alliances and community outreach.
- On March 27, 2020, the Marketing, Communications and Customer Service Director left the organization and Rina Solorio became the interim Assistant Operations Manager to oversee the Customer Service Department.
- On July 6, 2020, Danielle Glagola was hired as the new Marketing; Communications and Customer Service Director and Ms. Solorio was able to focus on daily functions of Customer Service. After an evaluation of the Customer Service Department, HR staff requested the study to create a new position in the Customer Service Department.
- METRO contracted with Koff & Associates (hereinafter "K&A") to conduct a total classification and compensation study in October 2020.
- Staff is recommending Board approval to create the Customer Service Manager position.

III. DISCUSSION/BACKGROUND

Today, our Marketing, Communications and Customer Service Director performs all of the functions of marketing, communications and customer service managerial functions. Our goal with this new position is that the Customer Service Manager, under general direction of the Director, can plan, organize, direct, develop and coordinate the activities of the Customer Service Department, including the fare media program, and related customer service functions.

METRO needs to promote its services more aggressively. METRO can improve its communications with our customers, the riding and non-riding public, media and our stakeholders, to ensure that the community understands and values the benefits public transit brings to Santa Cruz County. With this position, we will be able to grow and improve our customer centric focus and improve customer service overall.

In March 2020, CEO Alex Clifford authorized Ms. Rina Solorio to work as an acting manager focused in the Customer Service Department while the Human Resources Department was recruiting for a permanent Marketing, Communications and Customer Service Director. Since then, Ms. Solorio has focused only on Customer Service functions. During this time, she was able to develop and standardize customer service policies, procedures and methods to improve and monitor the compliance, efficiency and effectiveness of the department.

Human Resources staff have worked with Koff & Associates, an outside agency, to create a new Customer Service Manager position description and corresponding wage scale. Upon approval, an open recruitment will be undertaken to fill the Customer Service Manager position.

Koff & Associates presented a Total Compensation Study which reflected the comparison agency salaries and benefits. The seven established labor market comparable agencies were:

- 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

Koff & Associates was not able to find a sufficient number of comparable matches. Internal alignment was considered for the purpose of this study.

Going forward, staff has determined that METRO is in need of a Customer Service Manager who can focus and perform all aspects of customer service management and employee relations, such as developing policies, procedures, methods, and training programs to improve the effectiveness of customer service functions.

This position will provide the above items, as well as review, respond to and resolve customer service complaints in a timely manner, including those escalated by lower level staff.

If approved, an open recruitment will be performed to fill the Customer Service Manager position.

Staff requests the Personnel Committee review and recommend to the full Board the addition of the Customer Service Manager position.

IV. STRATEGIC PLAN PRIORITIES ALIGNMENT

This report ties to the following strategic priorities:

- Service Quality and Delivery
- Employee Engagement: Attract, Retain and Develop
- Strategic Alliances and Community Outreach

V. FINANCIAL CONSIDERATIONS/IMPACT

The adoption of the recommendations contained in this report will require leaving vacant a Customer Service Supervisor position (currently vacant) and \$10K in savings in the FY21 operating budget.

VI. ALTERNATIVES CONSIDERED

- Not approving the addition of the position is an alternative. Staff does not recommend this option. This position meets the needs of METRO.
- Reject the suggested classification and wage survey. Staff does not recommend this action since the new class specification and its wage survey were researched and developed based on the developing needs of METRO.

VII. ATTACHMENTS

Attachment A: Customer Service Manager Job Description

Attachment B: Customer Service Manager Wage Scale

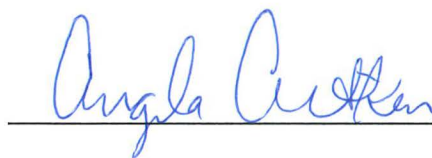
Prepared by: Monik Delfin, Deputy HR Director

VIII. APPROVALS

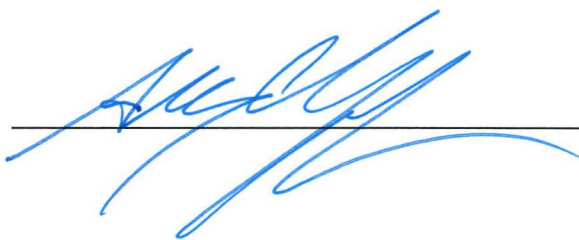
Dawn Crummié, HR Director



Approved as to fiscal impact:
Angela Aitken, Chief Financial Officer



Alex Clifford, CEO/General Manager





Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

Class Code: **OA120**
FLSA Status: *Exempt*

Customer Service Manager

Bargaining Unit: Management

DEFINITION:

Under general direction of the Marketing, Communications, & Customer Service Director, the Customer Service Manager plans, organizes, directs, develops, and coordinates the activities of the Customer Service department, including the fare media program, lost and found, and related customer service functions; ensures compliance with applicable federal, state, and local laws and regulations; performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

Receives general direction from the Marketing, Communications & Customer Service Director. Exercises general supervision over supervisory, technical, and administrative support staff as assigned. This is a “working” manager classification. This position is distinguished from the lower level of Customer Service Supervisor in that the former is responsible for developing and overseeing implementation of department goals, objectives, policies, procedures, and training programs, as well as coordinating department operations and activities with other departments and outside agencies.

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.

- Manages the daily functions, operations, and activities of the Customer Service Department; provides planning, support, training, and oversight of ticket sales, customer service center, lost and found services, and other customer service functions.
- Provides for the selection, training, professional development, and work evaluation of department staff and the development and implementation of the department staffing plan; authorizes discipline as required; and provides policy guidance and interpretation to staff.
- Develops and standardizes customer service policies, procedures, methods, and training programs to improve and continuously monitor the compliance, efficiency, and effectiveness of assigned programs, service delivery methods, and procedures; assesses and monitors workload, administrative and support systems, and internal reporting relationships; identifies opportunities for improvement and makes recommendations to the Marketing, Communications & Customer Service Director.
- Directs, manages, coordinates, and participates in the daily, weekly, and quarterly collection, reporting, and reconciliation of cash receipts; works with the Finance Department and auditors to ensure internal controls for verifying cash balances and integration of information into departmental financial records.
- Manages the fare media program and operations, including the In Person Customer Service Center program, outreach activities, and Add Value Machines; and works with staff from other agencies and organizations to ensure proper implementation of programs and operations.
- Provides periodic updates and reports for auditing of active, inactive, and resolved claims; investigates liability claims and works with claimants and attorneys on resolutions.



Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

- Evaluates all customer service activities for compliance with federal, state, and local requirements and with Santa Cruz METRO's policies and procedures; creates and tracks Key Performance Indicators for the department.
- Reviews, responds to, and resolves customer service complaints in a timely manner, including those escalated by lower level staff; reviews and responds to refund requests; provides assistance and advice to customer service staff in the field on how to handle difficult or potentially dangerous situations as they arise; ensures complaints are forwarded to appropriate departments as needed.
- Participates in the preparation and administration of the Customer Service Department budget; forecasts additional funds needed for staffing, equipment, materials, supplies, and special customer service projects.
- Ensures the in-house customer service database and software systems, including but not limited to telephone information systems, are up to date; participates in designing, testing, and implementing new technology solutions to meet business needs.
- Confers with department representatives and outside agencies to determine customer service operational plans and areas of standardization to meet District goals and objectives, which includes coordination of daily changes with the operation and dispatch of fixed route and paratransit departments to provide up-to-date information to District customers
- Prepares technical and administrative reports, correspondence, written recommendations, and makes oral presentations to the Santa Cruz METRO Board of Directors, management, governmental officials, and other organizations or groups as needed.
- Maintains and directs the maintenance of working and official department files.
- Monitors changes in laws, regulations, and technology that may affect departmental operations; and implements policy and procedural changes as required.
- Performs other duties as assigned.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.
- Advanced customer service principles, practices, and techniques.
- Paratransit reservations process and the ADA requirements.
- Basic information systems operations and concepts including telephone information systems and related customer service technologies.
- Principles, practices, and techniques of sales balancing and reconciliation.
- Regulations, policies, and procedures affecting Santa Cruz METRO customers.
- Santa Cruz METRO labor contracts and administration of contracts.
- Principles and practices of budget planning, organization, and administration.
- Local and regional transportation services.
- Federal, State, and local laws and regulations and District policies and procedures applicable to Payment Card Industry standards, transportation regulations and policies governing fixed route and paratransit service.
- Public speaking techniques.
- Intermediate mathematics including, addition, subtraction, multiplication, division, percentages, and basic statistics.



Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

- The effective use of modern office equipment, personal computers, and standard business software.

Ability to:

- Recommend and implement operational goals, objectives, and practices for providing effective and efficient customer service.
- Effectively plan, organize, direct, and coordinate the functions and staff activities for the Customer Service Department.
- Select, supervise, train, motivate, assign, evaluate, counsel, and discipline staff within a union environment.
- Analyze and evaluate complex department/operational problems and recommend and implement effective solutions.
- Prepare administrative and complex reports, formal correspondence, written recommendations, and oral presentations.
- Prepare departmental budgets and expenditure projections.
- Ensure the delivery of training programs on customer service methods as well as departmental procedures and policies.
- Coordinate customer service programs, projects, and activities with other departments and external agencies.
- Interpret, apply, explain, and ensure compliance with applicable federal, state, and local laws and regulations and District policies and procedures related to transportation services and customer service.
- Make oral and written presentations to the Board of Directors, Santa Cruz METRO management, and other groups.
- Effectively use computer systems, software applications, and modern business equipment to perform a variety of work tasks.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, vendors, contractors, consultants, media representatives, and members of the public.

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 in business administration, communications, public administration, public relations, or a closely related field.

AND

Four (4) years of increasingly responsible experience in customer service and related to compliance of Americans with Disabilities Act of 1990 including two (2) years of supervisory experience. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization and with paratransit reservations process is preferred.



Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

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 and stand; talk and hear; use hands to finger, 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, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

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

Work Environment:

The employee may work in an office, shop, construction site, or bus yard environment where the noise level may be loud. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

- Must pass requisite background check.

*Adopted: XXXXX

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional-Customer Service

MANAGEMENT
HOURLY RATES SCHEDULE

Effective 06/14/18 (FY19) / Adopted by the Board as of February 22, 2019

Title	Step 1	Step 1 LL	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
Chief Operating 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	56.30	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 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
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	65.52	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	48.80	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	48.80	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	48.89	51.22	48.89	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	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
Project Manager	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
Purchasing Manager	40.22	42.23	44.24	42.23	44.34	46.45	44.34	46.56	48.78	46.56	48.89	51.22	48.89	51.33	53.77	51.33	53.90	56.47
*Customer Service Manager	32.72	34.36	36.00	34.36	36.08	37.80	36.08	37.88	39.68	37.88	39.77	41.66	39.77	41.76	43.75	41.76	43.85	45.94
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%)

Longevity Pay is based only on length of service.

* Position added and adopted by the Board on 11-20-2020

MANAGEMENT
YEARLY SALARY SCHEDULE

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
Chief Operating 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	149,115	142,334	149,448	156,562
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	162,635	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 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
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	117,603	123,198	117,603	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	143,416	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	122,034	127,837	122,034	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	117,458
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	112,507	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	65,770	69,056	72,342	69,056	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
Project Manager	65,770	69,056	72,342	69,056	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
Purchasing 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	117,458
*Customer Service Manager	68,058	71,469	74,880	71,469	75,046	78,624	75,046	78,790	82,534	78,790	82,722	86,653	82,722	86,861	91,000	86,861	91,208	95,555
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	81,702	85,800	89,877

Locality Pay is based only on length of service.

* Position added and adopted by the Board on 11-20-2020

MANAGEMENT
MONTHLY SALARY SCHEDULE

Effective 06/14/18 (FY19) / Adopted by the Board as of February 22, 2019

Title	Step 1	Step 1.1L	Step 1.1L	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 Operating 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 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
Marketing, Communications and Customer Service Director	8,157	8,564	8,972	8,564	8,983	9,421	8,993	9,442	9,890	9,442	9,913	10,384	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	10,384	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	12,480
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	9,686	10,147	9,686	10,170	10,653	10,170	10,677	11,185	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	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
Project Manager	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
Purchasing 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
*Customer Service Manager	5,672	5,956	6,240	5,956	6,254	6,552	6,254	6,566	6,878	6,566	6,894	7,221	6,894	7,238	7,583	7,238	7,601	7,963
Executive Assistant	5,334	5,600	5,867	5,600	5,881	6,162	5,881	6,176	6,471	6,174	6,483	6,791	6,483	6,809	7,133	6,810	7,150	7,490

Lowevity Pay is based only on length of service.
* Position added and adopted by the Board on 11-20-2020

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