



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)
PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE AGENDA
REGULAR MEETING
MAY 1, 2018 – 10:00AM
METRO ADMIN OFFICES
110 VERNON STREET
SANTA CRUZ, CA 95060**

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MEETING TIME: 10:00AM

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 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 FINAL CPS HR CONSULTING MANAGEMENT COMPENSATION STUDY RESULTS AND DISCUSSION OF AN IMPLEMENTATION STRATEGY**
- 6 ADJOURNMENT**

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DATE: May 1, 2018
TO: Santa Cruz METRO Personnel/HR Standing Committee
FROM: Jolene Church, Human Resources Manager
SUBJECT: CONSIDERATION OF THE FINAL CPS HR CONSULTING MANAGEMENT COMPENSATION STUDY RESULTS AND DISCUSSION OF AN IMPLEMENTATION STRATEGY

I. RECOMMENDED ACTION

That the Personnel/HR Standing Committee consider the final CPS HR Consulting Management Compensation Study and discuss an implementation strategy

II. SUMMARY

- On January 16, 2018, the Personnel/HR Standing Committee met and reviewed the Final CPS HR Consulting Management Classification Study results.
- Andi Bernard, Principal Consultant for CPS HR, provided a presentation on the next steps of the compensation analysis stage of the Compensation Study to help educate the Committee in developing a compensation philosophy (i.e., market median, 5% below market median and 5% above market median).
- The Personnel/HR Standing Committee reserved recommending the philosophy for setting pay ranges until comparison data was compiled and the Personnel/HR Standing Committee could how market median, 5% below market median and 5% above market median correlate to actual costs.

III. DISCUSSION/BACKGROUND

On January 16, 2018, the Personnel/HR Standing Committee met and reviewed the Final CPS HR Consulting Management Classification Study results. CPS also presented information relevant to the Committee gaining an understanding of elements of a compensation study. The Personnel/HR Standing Committee agreed to a recommendation from Staff, that the Board of Directors approve the CPS Final Management Classification Study Report and a strategy to move forward with the CPS Compensation Study, reserving its recommendation to set the philosophy for setting pay ranges until comparison data was compiled and the Personnel/HR Standing Committee could how the market median, 5% below market median and 5% above market median correlate to actual costs.

Following approval of the Personnel/HR Standing Committee's recommendation to the Board of Directors, CPS prepared a market analysis for Santa Cruz METRO

management. Santa Cruz METRO and the SEIU had previously established the labor market agencies for comparison as follows:

- Alameda-Contra Costa Transit District
- City of Santa Cruz
- Central Contra Costa Country Transit Authority
- County of Santa Cruz
- Golden Gate Transit District
- Monterey-Salinas Transit District
- Riverside Transit Agency
- San Joaquin Regional Transit District
- Santa Barbara Metropolitan Transit District
- Santa Clara Valley Transportation Authority
- San Mateo County Transit

The market analysis included collecting data on salaries on comparable positions from the approved labor market agencies and other compensation data, such as quantifiable and non-quantifiable benefit information.

CPS has prepared a report that reflects the comparison agency salaries. This report will enable the Personnel/HR Standing Committee to determine the best compensation methodology to adopt in setting salary ranges. At the request of the Personnel/HR Standing Committee, CPS has provided the compensation analysis to reflect 5% below market median, at median, and 5% above market median. With this information now provided to the Committee, staff requests that the Committee make its recommendation to the Board of Directors with regard to which compensation methodology is in Santa Cruz METRO's best interest to adopt.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The Financial impact of the CPS Management Compensation study, if/when implemented, will depend on the compensation methodology chosen by the Board. Taking into account METRO's current staffing levels, in FY19, 5% below market median would cost approximately \$747K. Median would cost approximately \$809K. And 5% above market median would cost approximately \$882K.

V. ALTERNATIVES CONSIDERED

The Committee could decline to make a recommendation to the Board of Directors, regarding the results of the CPS Management Compensation Study and the choice of compensation methodology. Staff does not recommend this as neither a salary survey nor a full compensation survey has ever been performed for the Management group.

The Committee could discuss alternatives to the results of the CPS Management Compensation Study, and present one or more alternatives to the Board for discussion. Staff supports discussion of the CPS Management Compensation Study with Board.

VI. ATTACHMENTS

Attachment A: CPS Final Management Compensation Study

Note: A full copy of the Contract is available on request.

Prepared by: Jolene E. Church, Human Resources Manager

VII. APPROVALS:

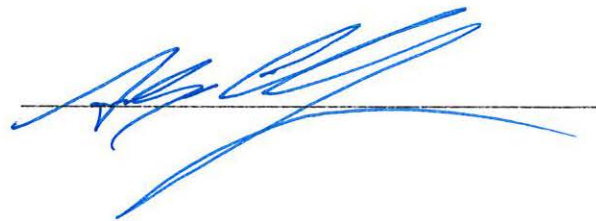
Jolene Church, HR Manager

A handwritten signature in blue ink that reads "Jolene Church" is written over a horizontal line.

Approved as to fiscal impact:
Angela Aitken, Finance Manager

A handwritten signature in blue ink that reads "Angela Aitken" is written over a horizontal line.

Alex Clifford, CEO/General Manager

A stylized handwritten signature in blue ink is written over a horizontal line.

Private and Confidential

Santa Cruz Metropolitan Transit District

Final Total Compensation Report

SUBMITTED BY:

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Attachment A

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I. Introduction

CPS HR Consulting was retained by the Santa Cruz Metropolitan Transit District (District) to conduct a classification and total compensation study for 18 classifications. This report contains the results of the total compensation study only. The results of the Classification Study were submitted December 15, 2017.

The objective of the study was to determine the competitiveness of the District's base salary and total compensation in the labor market. To achieve this, CPS HR utilized the District's predetermined labor market of 11 comparable agencies (nine districts, one county, and one city) and collected and analyzed base salary and total compensation data.

This Final Total Compensation Report contains the project scope and work plan, describes the methodologies utilized in data collection and analysis, and provides the total compensation results for all survey classifications. The data for this report was collected during the months of February through March 2018. All salary and benefit data represented is as of March 31, 2018.

District-wide averages and classification specific results are summarized in Section IV of this report. Survey results for each classification are presented in [Appendix A](#). In addition, other benefits and premium pay elements of interest to the District were collected and are summarized in Section V and details presented in [Appendix B](#).

II. Project Scope and Work Plan

To complete the total compensation study, CPS HR Project Team completed the following tasks:

- Project Manager, Andi Bernard, met with, and clarified the scope of work with the District's Human Resources Manager, Jolene Church.
- Reviewed District background materials including classification specifications, salary schedules, position control documents, organization charts, and internal alignment documentation.
- Developed a survey instrument (presented in [Appendix C](#)) confirmed by Ms. Church on February 23, 2018.
- Received confirmation from the District regarding the 11 labor market agencies, classifications to be surveyed, and the survey instrument.
- CPS HR determined that the most expeditious way of obtaining data was to gather as much information as possible from online sources and then follow-up with the surveyed agency to

validate data and complete missing information. Please see below for agencies who did not respond.

- Researched salary and benefits data from the respective labor market agencies, including salary schedules, classification specifications, benefits summaries, MOU's and position control documents where available. The Project Team followed through with agencies to request further information or clarification on job matching and/or benefits levels. Limited information was available for some agencies, and despite repeat contact, CPS HR was unable to obtain or confirm some data but will continue efforts to obtain the data.
- Prepared a draft report for client review and comment.
- Received client feedback and finalized the compensation report.

III. Compensation Study Parameters

The first step in conducting a total compensation survey is to determine the basic parameters for the survey. These parameters included:

- Confirmation of the District's labor market position
- Labor market agencies (comparable agencies)
- Survey classifications (benchmark classifications)
- Survey scope

Labor Market Position

CPS HR provides a labor market data analysis based on the median of the market. The labor market median, which is described as the "middle" of the market, is the data point at which half of the complete range of data (excluding the District's data) is higher, and half of the complete range of data (excluding the District's data) is lower. The median is a common market position, particularly in smaller data sets, because the data is less likely to be skewed by high and low paying agencies in the market.

Labor Market Agencies

The agencies surveyed comprise the District's 11 labor market agencies for all 18 classifications surveyed; the final labor market agencies are listed below. The labor market agencies were selected by the District. Factors of a balanced labor market involves the selection criteria outlined below.

Agency size – In general, agencies that employ relatively similar numbers of employees may have similar economic demographics. Since it is rare to find agencies that are exactly the same, the goal is to provide a balanced mix of larger and smaller agencies, thereby minimizing the "skewing" effect when either of these are used exclusively.

Attachment A

Geographic proximity – When considering a labor market, it is important to consider the geographic proximity of potential agencies, since they may be competitors in the recruitment market. If there are not enough agencies within the local market with which to conduct a study, then the geographic area may be expanded to include agencies in other closer counties.

Industry – In general, agencies that provide the same types of services are more likely to have similar types of job classes, and are more likely to be recruiting from the same applicant pool.

Competing agencies – Information regarding the agencies that the District frequently competes with for talent (i.e. has lost employees to or recruited employees from) is also useful in selecting the labor market agencies.

CPS HR considered other key financial factors when considering the labor market, including the cost of living and cost of wages.

- **Cost of Living** – Cost of living measures the amount of money needed to sustain a certain level of living, including basic expenses such as the cost of housing, food, and taxes in an area. Cost of living is often used to compare how expensive it is to live in one city versus another locale. The cost of living for the cities of the labor market agencies are presented in Table 1.
- **Cost of Wages** – Cost of wages measures the cost of labor or the sum of all wages paid to employees, as well as the cost of employee benefits and payroll taxes, paid by an employer. Cost of wages often factors in direct and indirect (overhead) costs associated with wages paid by the employer. The cost of wages for the cities of the labor market agencies are presented in Table 2.

The District provided the predetermined labor market to CPS HR. The labor market agencies included:

- | | |
|--|---|
| 1. Alameda-Contra Costa Transit District | 7. Riverside Transit Agency |
| 2. Central Contra Costa County Transit Authority | 8. San Joaquin Regional Transit District |
| 3. City of Santa Cruz | 9. San Mateo County Transit |
| 4. County of Santa Cruz | 10. Santa Barbara Metropolitan Transit District |
| 5. Golden Gate Transit District | 11. Santa Clara Valley Transportation Authority |
| 6. Monterey-Salinas Transit District | |

Table 1 presents the cost of living in the City of Santa Cruz in comparison to the cities of the other labor market agencies, as well as a summary of the United States average of cost of living as a point of reference. CPS HR obtains this information from the Economic Research Institute (ERI)¹.

¹ The Economic Research Institute (ERI) database compiles salary, cost-of-living, and compensation survey data available with current market data for more than 1,000 industry sectors. Additional information for the database is available upon request.

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Table 1: Labor Market Agencies – Cost of Living

Comparison Agency	ERI City	Base Agency Income Levels					
		\$20,000	\$40,000	\$60,000	\$80,000	\$100,000	Average
City of Santa Cruz	Santa Cruz	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
County of Santa Cruz	Santa Cruz	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Alameda-Contra Costa Transit District	Oakland	103.6%	103.4%	103.4%	103.7%	103.8%	103.6%
Central Contra Costa County Transit Authority	Walnut Creek	100.5%	101.3%	101.6%	101.9%	102.1%	101.5%
Golden Gate Transit District	San Francisco	174.9%	160.1%	155.3%	152.4%	149.3%	158.4%
Monterey-Salinas Transit District	Monterey	88.2%	90.7%	91.5%	91.9%	92.4%	90.9%
Riverside Transit Agency	Riverside	63.3%	71.1%	73.5%	75.1%	76.7%	71.9%
San Joaquin Regional Transit District	Stockton	54.7%	64.8%	68.0%	70.1%	72.2%	66.0%
San Mateo County Transit	San Carlos	98.3%	99.6%	100.0%	100.4%	100.6%	99.8%
Santa Barbara Metropolitan Transit District	Santa Barbara	91.0%	92.5%	92.9%	93.2%	93.5%	92.6%
Santa Clara Valley Transportation Authority	San Jose	121.8%	117.7%	116.3%	115.5%	114.5%	117.2%
United States Average	Nation-wide	42.2%	54.7%	58.5%	60.4%	62.0%	55.6%

Table 2 presents the cost of wages paid in the City of Santa Cruz in comparison to the cities of the other labor market agencies, as well as a summary of the United States average of cost of wages as a point of reference.

Table 2: Labor Market Agencies – Cost of Wages

Comparison Agency	ERI City	Base Agency Income Levels						
		\$24,000	\$36,000	\$48,000	\$72,000	\$108,000	\$144,000	Average
City of Santa Cruz	Santa Cruz	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
County of Santa Cruz	Santa Cruz	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Alameda-Contra Costa Transit District	Oakland	115.2%	109.9%	109.0%	109.1%	108.8%	107.8%	110.0%
Central Contra Costa County Transit Authority	Walnut Creek	102.0%	107.1%	108.1%	109.2%	109.0%	108.0%	107.2%
Golden Gate Transit District	San Francisco	122.5%	113.5%	113.7%	113.8%	113.7%	113.3%	115.1%
Monterey-Salinas Transit District	Monterey	99.6%	100.1%	101.0%	102.3%	103.0%	103.2%	101.5%
Riverside Transit Agency	Riverside	98.2%	95.2%	95.7%	96.6%	97.5%	98.0%	96.9%
San Joaquin Regional Transit District	Stockton	98.6%	96.2%	96.4%	96.6%	96.6%	97.0%	96.9%
San Mateo County Transit	San Carlos	103.6%	111.4%	112.1%	113.1%	113.2%	112.7%	111.0%
Santa Barbara Metropolitan Transit District	Santa Barbara	99.4%	98.5%	98.9%	99.7%	100.5%	100.6%	99.6%
Santa Clara Valley Transportation Authority	San Jose	118.8%	110.2%	110.9%	113.8%	116.0%	116.3%	114.3%
United States Average	Nation-wide	74.5%	90.10%	89.80%	89.70%	89.70%	90.40%	87.37%

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Survey Classifications

The survey benchmark classifications for the study are presented below. Summary descriptions for all survey benchmark classifications are included in the survey instrument displayed in [Appendix C](#).

1. Assistant Maintenance Manager
2. Assistant Operations Manager (Paratransit Department)
3. Chief Financial Officer (CFO)
4. Chief Operating Officer (COO)
5. Database Administrator
6. Executive Assistant
7. Finance Deputy Director
8. Human Resources Deputy Director
9. Human Resources Director
10. Information Technology and Intelligent Trans Systems Director
11. Maintenance Manager
12. Marketing, Communications and Customer Service Director
13. Operations Manager - Paratransit Division
14. Operations Manager - Fixed Route Division
15. Planning and Development Director
16. Purchasing and Special Projects Director
17. Safety, Security and Risk Management Director
18. Senior Database Administrator

Survey Data Collection Scope

Comparable Classifications – Classification Matching

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, and knowledge, skill and ability requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

In the process of matching comparable classifications from other agencies, CPS HR does not only rely on classification specifications. CPS HR references position control documents, where available, to specifically identify which classification, and level of classification, perform the duties of the District's classification. This is particularly relevant to an agency's organizational hierarchy where there are multi-levels of management within a classification plan that are matched from the other agencies. This level of analysis is important because classification specifications may describe a certain level of work, for example, as the journey level, when the use of the classification series demonstrates that the majority of duties are assigned to a higher level, which may be described in the classification specification as an advanced level in the classification series. In addition, block budgeting or other fiscal tools facilitating series progression through multiple levels, may provide greater flexibility in the use of the classification structure than is evident in the content of the classification specification. To the extent possible, CPS HR identifies the operational use of a classification in determining whether it is a comparable job match.

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Comparable Classifications – Required Number of Comparable Classifications

CPS HR's best practice is that benchmark classifications must have a minimum of three classification matches to be analyzed. In most studies, it is common to have some classes for which limited market data exists.

There are many reasons a benchmark class may not have enough comparable data including:

- Differences in the delivery of services
- Differences in span of control
- Differences in organizational structure
- Differences in operational size
- The classification is not commonly found in other agencies
- Agency does not provide that service

Internal Equity Considerations – Insufficient Number of Comparable Classifications

Because a compensation plan is developed through the analysis of external market data and internal relationships, the absence of sufficient labor market data for a particular classification does not mean that no salary recommendation can be developed, since many salary recommendations are ultimately based upon internal equity with other classes.

Labor Market Benefits Collected

CPS HR collected numerous benefits and compensation practices, in addition to base salary, to complete the total compensation evaluation of the District in the labor market. When measuring the market, the goal is to identify an agency's competitive position in the labor market to attract and retain talent, in addition to promoting internal equity. This is done by measuring those benefits that new employees would currently receive upon their date of hire. In addition, reported benefits and premium pay are those which all employees in the group would qualify for, versus premium pay provided to a limited group of employees, such as shift differentials, or assignment pay.

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The benefits data collected for the study is presented in Table 3 below.

Table 3: Total Compensation Benefit Data Collected

Benefit or Pay Practice	Description
Comparable Classification Title	<p>CPS HR matched the District’s benchmark classifications to those in the labor market agencies.</p> <p>The methods used by CPS HR for matching classifications is discussed in the previous section.</p> <p>The term “No Comparable Classification” is used when CPS HR did not find a comparable classification within an agency to a specific benchmark classification. No compensation data will be presented for the benchmark classification for that agency. The term “Data Not Available” is used when CPS HR did find a comparable classification, but it is either unfunded or no salary could be obtained.</p>
Minimum and Maximum Base Salary	The minimum and maximum <i>monthly</i> base salary. Where salary range was not available.
Deferred Compensation Contribution	The amount(s) the agency pays into a deferred compensation plan; in many cases, this is a voluntary employee benefit.
Longevity Pay Practice	The amount(s) the agency pays for years of service with the agency; for this analysis, CPS HR has used the 10-year level for eligible employees, as this is a more common achievement. Longevity pay at the 10-year mark was calculated into total compensation only if it was an increase to base pay, not a one-time payout.
Education Reimbursement Pay Practice	The amounts the agency reimburses expenses for the acquisition of higher education, licenses, or certifications.
Medical Plan Contributions	<p>Medical Insurance plan – For standards purposes, the family rate for the <i>most expensive</i> plan is measured in the market. In some agencies, a flat employer contribution rate is utilized, regardless of the plan selected by employees.</p> <p>Dental Insurance plan – For standards purposes, the family rate for the <i>most expensive</i> used plan is measured in the market. If no amount is entered in the datasheets, the cost may be included in the medical plan costs or the agency does not offer or contribute towards a dental benefit (the benefits summary tables will provide more detail on this).</p> <p>Vision Insurance plan - For standards purposes, the family rate for the <i>most expensive</i> plan is measured in the market. If no amount is entered in the datasheets, the cost may be included in the medical plan costs or the agency does not offer or contribute to a vision benefit (the benefits summary tables will provide more detail on this).</p>

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Benefit or Pay Practice	Description
	<p>Life Insurance – Whether the employer provides a Life Insurance policy, and if so, whether it is paid for by the employer or employee.</p> <p>Long-Term Disability – Whether the employer provides a Long-Term Disability policy, and if so, whether it is paid for by the employer or employee.</p>
Retirement Contribution	Employer’s contribution to mandated retirement plans, such as the CalPERS. For the purposes of this study, the applicable contribution rate has been utilized in the total compensation calculations, although all tier rates (when applicable) have been captured in the benefits summary tables. For CalPERS agencies, the PEPRA rate is calculated.
Social Security (Medicare and FICA) Contributions	These amounts reflect the cost of the employer’s contributions to Medicare (1.45%) and FICA (6.20% to maximum of \$118,500 for FY 2017), if the agency participates.
Allowance Pay Practices	These amounts reflect general policies on vehicle, phone, or other allowances. The amounts may not be universally applicable to all positions within a unit.
Leave Practices	For standards purposes, leave practices reflect leave accrual rates and maximums at one, five, ten, fifteen and 20 years; sick leave accrual rates and maximums; holiday hours, and any administrative leave allotted to employees.

IV. Survey Results

The District should be aware that all data represented is as of March 31, 2018, and does not account for any adjustments since that time.

Compensation Results

The District’s overall position within the labor market, and the averages for each classification, are presented in this section. Appendix A and B provide detailed results as described below.

- [Appendix A](#) presents all study classifications with total compensation results. Classifications are presented in alphabetical order.

Note: The designation of “No Comparable Classifications” is used if an agency reported no comparable classification, or if a review of the duties and responsibilities assigned to the classification indicated that it was not comparable, or if the duties were significantly split among more than a single classification. The designation of “Data Not Available” indicates a match was identified but salary could not be obtained.

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- [Appendix B](#) presents the collected benefit information for all employee groups. An analysis of these benefits is presented in Section V.

Note: The designation of “Not Applicable” (N/A) is used if an agency does not provide a benefit; the designation of “Data Not Available” (DNA) is used if an agency did not provide the needed information.

Labor Market Agency Participation

Several agencies chose to complete the survey document independently and/or with our Project Consultant via telephone without providing job descriptions and background documentation. The majority of the labor market agencies did not have data readily available on their official agency webpage. However, CPS HR was able to collect supporting data from agencies who were willing to participate openly. Most notably, CPS HR was unable to confirm job matches and salaries, nor collect the medical rates from San Joaquin Regional Transit District and Santa Barbara Metropolitan Transit District who indirectly or directly declined to participate. For this reason, the total number of labor market agencies is nine.

Labor Market Position by Classification

This section provides a summary of the District’s position within the labor market by classification. All classifications met the minimum criteria of three comparable classifications.

Table 6 provides the following information for base salary and Table 7 provides information for total compensation for each classification. The tables identify the District’s survey classification and number of comparable classifications identified within the analysis. The following data and calculations are presented for both base and total compensation.

- Classification Title: the District’s classification Title
- Number of Matches: the number of comparable matches found
- District’s Maximum: the District’s maximum monthly salary for the survey classification
- Market Median: the labor market median monthly maximum salary which is calculated using the maximum monthly salary for each of the comparable classes; that range of data is then computed to provide the median or mean amount.
- Percentage District is Above/Below Market: the percentage the District’s maximum monthly salary is above or below the median of the labor market; this number indicates what percentage of the District’s salary is required to move it up or down to the market median.
- Rank: the District’s ranking in the established labor market. The rank is defined as the assigned order based on the percentile identified in the District’s labor market (labor market agencies plus the District). A percentile that has been assigned to a salary value in this study is defined as the value of a salary below which a certain percent of the salaries in the labor market fall (i.e. if the

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*Santa Cruz Metro Transit District
Final Total Compensation Report*

10th percentile is assigned and 10% of the labor market agencies earn less than \$40k per year; the remaining 90% earn more than \$40k per year).

- Percentile of District in Labor Market: the District requested that 5% below and 5% above the median be presented therefore, the 45th and 55th percentiles have been reported for the District's compensation considerations. The 45th and 55th percentiles represent 5% below and 5% above the District's established labor market median.
- The average, minimum, maximum, and standard deviation of all classifications within the District.

Attachment A

Table 6: District Percent (%) Above/Below Agency Labor Market Median by Classification – Monthly Base Salary

Classification	# Matches	District Maximum (Monthly)	Market Median (Monthly)	% District Above/Below Market	Rank	Percentile of District in Labor Market				Actual in Labor Market
						45 th \$	45 th %	55 th \$	55 th %	
Assistant Maintenance Manager	9	\$8,694	\$8,928	-2.69%	7	\$8,844	-1.73%	\$9,828	-13.04%	33.3%
Assistant Operations Manager (Para Transit Department)	7	\$8,694	\$9,555	-9.90%	5	\$9,007	-3.60%	\$9,944	-14.38%	42.8%
Chief Financial Officer (CFO)	9	\$11,558	\$19,196	-66.08%	10	\$17,876	-54.66%	\$19,281	-66.82%	0.0%
Chief Operating Officer (COO)	9	\$12,716	\$17,933	-41.03%	10	\$17,657	-38.86%	\$18,105	-42.38%	0.0%
Database Administrator	3	\$8,039	\$9,426	-17.25%	3	\$9,208	-14.54%	\$9,443	-17.47%	33.3%
Executive Assistant	9	\$6,810	\$7,520	-10.43%	7	\$7,411	-8.82%	\$7,758	-13.91%	33.3%
Finance Deputy Director	9	\$10,055	\$12,978	-29.07%	9	\$12,928	-28.58%	\$13,390	-33.17%	11.1%
Human Resources Deputy Director	7	\$8,694	\$12,978	-49.28%	7	\$12,204	-40.37%	\$13,387	-53.98%	14.2%
Human Resources Director	9	\$11,558	\$15,146	-31.04%	9	\$15,020	-29.96%	\$15,374	-33.02%	11.1%
Information Technology and Intelligent Trans Systems Director	9	\$10,409	\$14,832	-42.49%	10	\$14,503	-39.33%	\$15,186	-45.89%	0.0%
Maintenance Manager	9	\$11,558	\$11,178	3.29%	5	\$10,664	7.73%	\$11,522	0.31%	55.5%
Marketing, Communications and Customer Service Director	8	\$10,409	\$14,177	-36.19%	7	\$13,718	-31.79%	\$14,635	-40.60%	25.0%
Operations Manager- Paratransit Division	7	\$8,694	\$12,978	-49.28%	7	\$12,696	-46.03%	\$13,097	-50.64%	14.2%
Operations Manager-Fixed Route Division	7	\$8,694	\$12,978	-49.28%	7	\$12,696	-46.03%	\$13,097	-50.64%	14.2%
Planning and Development Director	9	\$11,558	\$14,832	-28.33%	9	\$14,707	-27.25%	\$15,130	-30.90%	11.1%
Purchasing and Special Projects Director	9	\$10,409	\$14,009	-34.59%	8	\$13,701	-31.62%	\$14,464	-38.95%	22.2%
Safety Security and Risk Management Director	9	\$8,039	\$11,116	-38.28%	10	\$10,829	-34.70%	\$11,424	-42.11%	0.0%
Senior Database Administrator	9	\$10,234	\$10,182	0.51%	5	\$10,060	1.70%	\$10,268	-0.34%	55.5%
				Average:			-26.02%		-32.66%	20.93%
				Minimum			-66.08%		-66.82%	0.00%
				Maximum			3.29%		0.31%	55.50%
				Standard Deviation			19.64%		19.05%	18.03%

Attachment A

Table 6: District Percent (%) Above/Below Agency Labor Market Median by Classification – Monthly Total Compensation

Classification	# Matches	District Maximum (Monthly)	Market Median (Monthly)	% District Above/Below Market	Rank	Percentile of District in Labor Market				Actual in Labor Market
						45 th \$	45 th %	55 th \$	55 th %	
Assistant Maintenance Manager	9	\$12,948	\$12,171	6.00%	5	\$12,047	6.96%	\$13,458	-3.94%	55.5%
Assistant Operations Manager (Para Transit Department)	7	\$12,948	\$15,025	-16.04%	5	\$13,663	-5.52%	\$15,390	-18.86%	42.8%
Chief Financial Officer (CFO)	9	\$16,395	\$23,707	-44.60%	10	\$22,307	-36.06%	\$24,051	-46.69%	0.0%
Chief Operating Officer (COO)	9	\$17,789	\$22,796	-28.14%	9	\$22,449	-26.19%	\$22,846	-28.43%	11.1%
Database Administrator	3	\$12,418	\$13,303	-7.13%	3	\$12,973	-4.48%	\$13,321	-7.28%	33.3%
Executive Assistant	9	\$10,681	\$10,188	4.61%	5	\$10,087	5.55%	\$11,358	-6.35%	55.5%
Finance Deputy Director	9	\$14,586	\$17,257	-18.31%	9	\$16,807	-15.23%	\$18,495	-26.80%	11.1%
Human Resources Deputy Director	7	\$12,948	\$16,133	-24.59%	7	\$15,470	-19.48%	\$16,811	-29.83%	14.2%
Human Resources Director	9	\$16,395	\$18,978	-15.75%	9	\$18,648	-13.74%	\$19,470	-18.75%	11.1%
Information Technology and Intelligent Trans Systems Director	9	\$15,012	\$20,207	-34.60%	9	\$19,389	-29.15%	\$20,328	-35.41%	11.1%
Maintenance Manager	9	\$16,395	\$15,388	6.14%	4	\$14,687	10.42%	\$15,686	4.33%	66.6%
Marketing, Communications and Customer Service Director	8	\$15,012	\$17,919	-19.36%	7	\$17,755	-18.27%	\$18,082	-20.45%	25.0%
Operations Manager- Paratransit Division	7	\$12,948	\$17,604	-35.96%	7	\$17,163	-32.55%	\$18,205	-40.60%	14.2%
Operations Manager-Fixed Route Division	7	\$12,948	\$17,604	-35.96%	7	\$17,163	-32.55%	\$18,205	-40.60%	14.2%
Planning and Development Director	9	\$16,395	\$20,207	-23.25%	9	\$19,429	-18.50%	\$20,328	-23.99%	11.1%
Purchasing and Special Projects Director	9	\$15,012	\$18,978	-26.42%	8	\$18,461	-22.97%	\$19,591	-30.50%	22.2%
Safety Security and Risk Management Director	9	\$12,160	\$15,016	-23.49%	8	\$14,427	-18.64%	\$15,481	-27.31%	22.2%
Senior Database Administrator	9	\$14,802	\$14,853	-0.35%	6	\$14,653	1.00%	\$15,116	-2.12%	44.4%
				Average:			-14.97%		-22.42%	25.87%
				Minimum			-36.06%		-46.69%	0.00%
				Maximum			10.42%		4.33%	66.60%
				Standard Deviation			14.38%		14.57%	19.24%

Labor Market Position District Wide

The data included in this report reflects that the District is below the labor market when comparing base salary and total compensation medians. When looking at the median, the District is lagging the market at 29.52% for base salary and 18.73% for total compensation. The market median tends to be a more stable representation of trends in the market, since it eliminates high and low payers which can skew data and outcomes. For this reason, CPS HR’s methodology is to use the market median for compensation considerations.

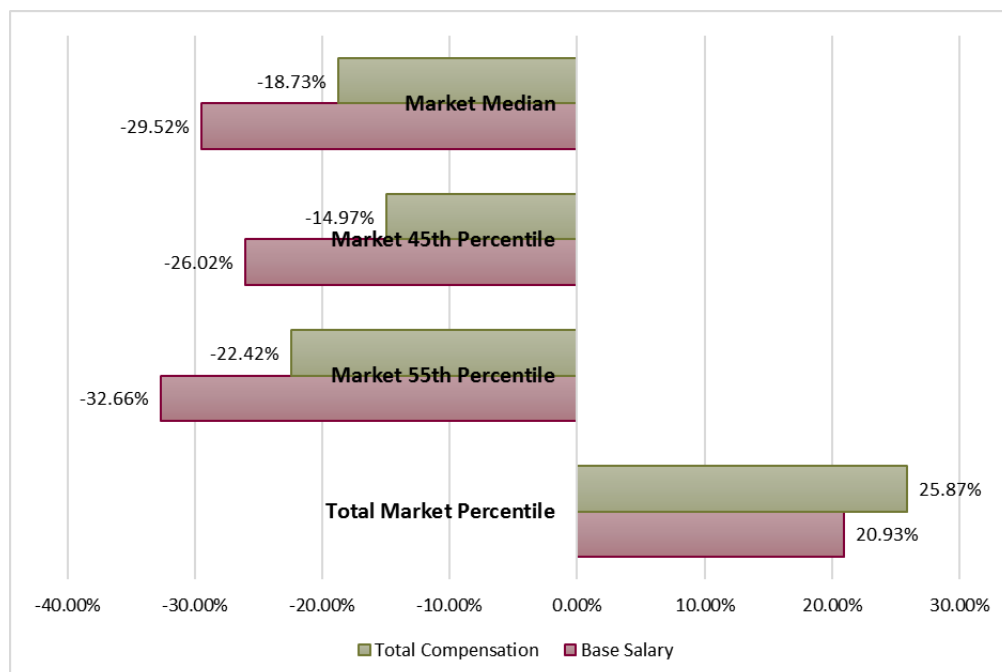
The data for the 45th and 55th percentiles further demonstrate the District’s labor market position as it is lagging the market by 26.02% in comparison to the 45th percentile for base salary, or 5% below the labor market median for base salary. This trend is continued for Total Compensation figures presented in the aforementioned tables where the District’s overall average actual percentile in the labor market is the 25.87th percentile.

Table 7 and Figure 1 present the District’s position within the labor market.

Table 7: District Position in the Labor Market

	Market Median	Market 45th Percentile	Market 55th Percentile	Actual Percentile in Labor Market
Base Salary	-29.52%	-26.02%	-32.66%	20.93%
Total Compensation	-18.73%	-14.97%	-22.42%	25.87%

Figure 1: District Percent Position in the Labor Market



V. Benefits Summary Tables

In addition to the base salary and total compensation data presented in the datasheets provided within [Appendix A](#), CPS HR presents additional benefit information for all surveyed classifications displayed in table format in [Appendix B](#).

Notable benefits trends for the District's labor market include remarkable medical, dental, vision, and retiree medical insurance for the majority of the comparable agencies based on the current data collected this far. Four of the nine participating labor market agencies have Cost of Living Adjustments (COLAs) between 2% and 3% for the 2018 calendar year. Other benefits are trending traditionally in comparison to the public sector. Please see the benefits tables for more details.

VI. Next Steps

This final report provides detailed information concerning the scope of the project, the methodology used to complete the total compensation study, as well as the results of the study which show where the District stands in comparison to the labor market.

Should you require any further information, or have questions and comments with respect to this final report, please do not hesitate to contact me on 916-471-3325 or via email at cbernard@cspkr.us.

Attachment A

*Santa Cruz Metro Transit District
Final Total Compensation Report*

Appendix A: Datasheets

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Assistant Operations Manager (Para Transit Department)

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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)	\$6,814	\$8,694	\$869			\$2,311	\$147	\$26	\$775	\$126	\$12,948
Alameda Contra Costa Transit District	Assistant Transportation Superintendent	\$8,000	\$9,555		\$100		\$2,920	\$232	\$35	\$3,261	\$139	\$16,242
Central Contra Costa County Transit Authority	Transit Supervisor	\$4,925	\$6,480				\$1,926	\$43	\$28	\$484	\$94	\$9,055
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Golden Gate Transit District	Superintendent Transportation Operations	\$8,979	\$10,852				\$2,311			\$1,092	\$770	\$15,025
Monterey Salinas Transit District	Operations Supervisor	\$4,904	\$7,100				\$1,973			\$591	\$103	\$9,767
Riverside Transit Agency	Operations Supervisor	\$5,152	\$7,728		\$386		\$1,625	\$16		\$620	\$112	\$10,487
San Mateo County Transit	Superintendent Bus Maintenance	\$8,462	\$12,270				\$2,311	\$43	\$28	\$956	\$790	\$16,398
Santa Clara Valley Transportation Authority	Transportation Supervisor	\$9,380	\$11,402				\$3,567	\$43	\$28	\$1,042	\$778	\$16,860

Base Salary Median	\$9,555
Base Salary Mean	\$9,341
Percentage Above or Below Median	-9.90%
Percentage Above or Below Mean	-7.44%

Base Salary 45th Percentile	\$9,007
Base Salary 55th Percentile	\$9,944
Percentage Above or Below 45th Percentile	-3.60%
Percentage Above or Below 55th Percentile	-14.38%

Percentile of District class base salary within total labor market 42.8%

Rank in Market	5
Number of Base Salary Matches	7

Total Compensation Median	\$15,025
Total Compensation Mean	\$13,405
Percentage Above or Below Median	-16.04%
Percentage Above or Below Mean	-3.53%

Total Compensation 45th Percentile	\$13,663
Total Compensation 55th Percentile	\$15,390
Percentage Above or Below 45th Percentile	-5.52%
Percentage Above or Below 55th Percentile	-18.86%

Percentile of District class total compensation within labor market 42.8%

Rank in Market	5
Number of Total Compensation Matches	7

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Chief Financial Officer (CFO)

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$1,156			\$2,311	\$147	\$26	\$1,030	\$168	\$16,395
Alameda Contra Costa Transit District	Chief Financial Officer	\$15,952	\$20,383		\$150		\$2,920	\$232	\$35	\$6,957	\$296	\$30,972
Central Contra Costa County Transit Authority	CFO/Director of Finance	\$7,668	\$14,832				\$1,926	\$43	\$28	\$1,108	\$215	\$18,152
City of Santa Cruz	Finance Director	\$12,318	\$15,717	\$393			\$2,328	\$127	\$19	\$1,395	\$228	\$20,207
County of Santa Cruz	Auditor Controller Treasure	\$19,196	\$19,196				\$2,004	\$80	\$6	\$1,531	\$891	\$23,707
Golden Gate Transit District	CFO/Auditor-Controller	\$19,409	\$19,409				\$2,311			\$1,953	\$894	\$24,567
Monterey Salinas Transit District	Asst. GM Finance and Administration	\$9,322	\$13,493				\$1,973			\$1,123	\$196	\$16,784
Riverside Transit Agency	Chief Financial Officer (CFO)	\$9,634	\$15,896		\$795		\$1,625	\$16		\$1,275	\$230	\$19,837
San Mateo County Transit	Chief Financial Officer (CFO) Treasure	\$15,254	\$22,118				\$2,311	\$43	\$28	\$1,723	\$933	\$27,156
Santa Clara Valley Transportation Authority	Chief Financial Officer (CFO)	\$15,815	\$20,875				\$3,567	\$43	\$28	\$1,908	\$915	\$27,336

Base Salary Median	\$19,196
Base Salary Mean	\$17,991
Percentage Above or Below Median	-66.08%
Percentage Above or Below Mean	-55.66%

Base Salary 45th Percentile	\$17,876
Base Salary 55th Percentile	\$19,281
Percentage Above or Below 45th Percentile	-54.66%
Percentage Above or Below 55th Percentile	-66.82%

Percentile of District class base salary within total labor market 0.0%

Rank in Market	10
Number of Base Salary Matches	9

Total Compensation Median	\$23,707
Total Compensation Mean	\$23,191
Percentage Above or Below Median	-44.60%
Percentage Above or Below Mean	-41.45%

Total Compensation 45th Percentile	\$22,307
Total Compensation 55th Percentile	\$24,051
Percentage Above or Below 45th Percentile	-36.06%
Percentage Above or Below 55th Percentile	-46.69%

Percentile of District class total compensation within labor market 0.0%

Rank in Market	10
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Chief Operating Officer (COO)

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$1,272			\$2,311	\$147	\$26	\$1,133	\$184	\$17,789
Alameda Contra Costa Transit District	Chief Operating Officer	\$15,952	\$20,383		\$150		\$2,920	\$232	\$35	\$6,957	\$296	\$30,972
Central Contra Costa County Transit Authority	Chief Operating Officer	\$7,668	\$14,832				\$1,926	\$43	\$28	\$1,108	\$215	\$18,152
City of Santa Cruz	Assistant City Manager	\$13,512	\$17,243	\$431			\$2,328	\$127	\$19	\$1,530	\$250	\$21,929
County of Santa Cruz	Director of Public Works	\$13,710	\$18,363				\$2,004	\$80	\$6	\$1,464	\$879	\$22,796
Golden Gate Transit District	Deputy General Manager - Bus	\$14,839	\$17,933				\$2,311			\$1,805	\$872	\$22,921
Monterey Salinas Transit District	Chief Operating Officer (COO)	\$9,321	\$13,493				\$1,973			\$1,123	\$196	\$16,784
Riverside Transit Agency	Chief Operating Officer (COO)	\$9,664	\$15,896		\$795		\$1,625	\$16		\$1,275	\$230	\$19,837
San Mateo County Transit	Chief Operating Officer-Bus	\$15,254	\$22,118				\$2,311	\$43	\$28	\$1,723	\$933	\$27,156
Santa Clara Valley Transportation Authority	Chief Operating Officer	\$14,345	\$18,935				\$3,567	\$43	\$28	\$1,730	\$887	\$25,190

Base Salary Median	\$17,933
Base Salary Mean	\$17,688
Percentage Above or Below Median	-41.03%
Percentage Above or Below Mean	-39.10%

Base Salary 45th Percentile	\$17,657
Base Salary 55th Percentile	\$18,105
Percentage Above or Below 45th Percentile	-38.86%
Percentage Above or Below 55th Percentile	-42.38%

Percentile of District class base salary within total labor market 0.0%

Rank in Market	10
Number of Base Salary Matches	9

Total Compensation Median	\$22,796
Total Compensation Mean	\$22,860
Percentage Above or Below Median	-28.14%
Percentage Above or Below Mean	-28.50%

Total Compensation 45th Percentile	\$22,449
Total Compensation 55th Percentile	\$22,846
Percentage Above or Below 45th Percentile	-26.19%
Percentage Above or Below 55th Percentile	-28.43%

Percentile of District class total compensation within labor market 11.1%

Rank in Market	9
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Database Administrator

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$931			\$2,311	\$147	\$26	\$829	\$135	\$12,418
Alameda Contra Costa Transit District	No Comparable Classification											
Central Contra Costa County Transit Authority	No Comparable Classification											
City of Santa Cruz	Network and Systems Administrator	\$7,092	\$9,598	\$240			\$2,328	\$127	\$19	\$852	\$139	\$13,303
County of Santa Cruz	No Comparable Classification											
Golden Gate Transit District	Senior Systems Administrator	\$7,798	\$9,426				\$2,311			\$995	\$756	\$13,488
Monterey Salinas Transit District	No Comparable Classification											
Riverside Transit Agency	IT Systems Administrator	\$4,831	\$7,247		\$386		\$1,625	\$16		\$620	\$112	\$10,006
San Mateo County Transit	No Comparable Classification											
Santa Clara Valley Transportation Authority	No Comparable Classification											

Base Salary Median	\$9,426
Base Salary Mean	\$8,757
Percentage Above or Below Median	-17.25%
Percentage Above or Below Mean	-8.93%

Base Salary 45th Percentile	\$9,208
Base Salary 55th Percentile	\$9,443
Percentage Above or Below 45th Percentile	-14.54%
Percentage Above or Below 55th Percentile	-17.47%

Percentile of District class base salary within total labor market	33.3%
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Rank in Market	3
Number of Base Salary Matches	3

Total Compensation Median	\$13,303
Total Compensation Mean	\$12,266
Percentage Above or Below Median	-7.13%
Percentage Above or Below Mean	1.22%

Total Compensation 45th Percentile	\$12,973
Total Compensation 55th Percentile	\$13,321
Percentage Above or Below 45th Percentile	-4.48%
Percentage Above or Below 55th Percentile	-7.28%

Percentile of District class total compensation within labor market	33.3%
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Rank in Market	3
Number of Total Compensation Matches	3

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Executive Assistant

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$681			\$2,311	\$147	\$26	\$607	\$99	\$10,681
Alameda Contra Costa Transit District	Executive Coordinator	\$7,412	\$8,848		\$150		\$2,920	\$232	\$35	\$3,020	\$128	\$15,333
Central Contra Costa County Transit Authority	Clerk to the Board/Assistant to GM	\$5,314	\$7,520				\$1,926	\$43	\$28	\$562	\$109	\$10,188
City of Santa Cruz	Executive Assistant to the City Manager	\$4,072	\$6,017	\$150			\$2,328	\$127	\$19	\$534	\$87	\$9,263
County of Santa Cruz	Executive Secretary to County Administrative Officer	\$5,229	\$6,609				\$2,004	\$80	\$6	\$527	\$506	\$9,732
Golden Gate Transit District	Executive Assistant to the General Manager	\$7,798	\$9,426				\$2,311			\$949	\$721	\$13,407
Monterey Salinas Transit District	Executive Assistant Clerk to the Board	\$4,444	\$6,433				\$1,973			\$535	\$93	\$9,035
Riverside Transit Agency	Executive Assistant Clerk to the Board	\$4,831	\$7,247		\$362		\$1,625	\$16		\$581	\$105	\$9,936
San Mateo County Transit	Exec. Officer/ Dist. Secretary/Exec. Administration	\$10,054	\$14,578				\$2,311	\$43	\$28	\$1,136	\$824	\$18,919
Santa Clara Valley Transportation Authority	Executive Assistant to GM	\$6,147	\$8,114				\$3,567	\$43	\$28	\$742	\$621	\$13,114

Base Salary Median	\$7,520
Base Salary Mean	\$8,310
Percentage Above or Below Median	-10.43%
Percentage Above or Below Mean	-22.03%

Base Salary 45th Percentile	\$7,411
Base Salary 55th Percentile	\$7,758
Percentage Above or Below 45th Percentile	-8.82%
Percentage Above or Below 55th Percentile	-13.91%

Percentile of District class base salary within total labor market 33.3%

Rank in Market	7
Number of Base Salary Matches	9

Total Compensation Median	\$10,188
Total Compensation Mean	\$12,103
Percentage Above or Below Median	4.61%
Percentage Above or Below Mean	-13.32%

Total Compensation 45th Percentile	\$10,087
Total Compensation 55th Percentile	\$11,358
Percentage Above or Below 45th Percentile	5.55%
Percentage Above or Below 55th Percentile	-6.35%

Percentile of District class total compensation within labor market 55.5%

Rank in Market	5
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Finance Deputy Director

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$1,006			\$2,311	\$147	\$26	\$896	\$146	\$14,586
Alameda Contra Costa Transit District	Controller	\$11,733	\$14,009		\$150		\$2,920	\$232	\$35	\$4,781	\$203	\$22,330
Central Contra Costa County Transit Authority	Manager of Accounting	\$6,980	\$12,978				\$1,926	\$43	\$28	\$970	\$188	\$16,133
City of Santa Cruz	Deputy Finance Director	\$8,845	\$11,971	\$299			\$2,328	\$127	\$19	\$1,063	\$174	\$15,980
County of Santa Cruz	Chief Deputy Auditor Controller	\$12,034	\$16,130				\$2,004	\$80	\$6	\$1,286	\$846	\$20,352
Golden Gate Transit District	Director of Accounting	\$10,589	\$12,854				\$2,311			\$1,293	\$799	\$17,257
Monterey Salinas Transit District	General Accountant and Budget Manager	\$6,436	\$9,316				\$1,973			\$775	\$135	\$12,199
Riverside Transit Agency	Controller	\$7,503	\$12,004		\$600		\$1,625	\$16		\$962	\$174	\$15,382
San Mateo County Transit	Finance Director	\$11,059	\$16,035				\$2,311	\$43	\$28	\$1,249	\$845	\$20,511
Santa Clara Valley Transportation Authority	Deputy Director Accounting	\$11,800	\$15,577				\$3,567	\$43	\$28	\$1,424	\$838	\$21,477

Base Salary Median	\$12,978
Base Salary Mean	\$13,430
Percentage Above or Below Median	-29.07%
Percentage Above or Below Mean	-33.57%

Base Salary 45th Percentile	\$12,928
Base Salary 55th Percentile	\$13,390
Percentage Above or Below 45th Percentile	-28.58%
Percentage Above or Below 55th Percentile	-33.17%

Percentile of District class base salary within total labor market 11.1%

Rank in Market	9
Number of Base Salary Matches	9

Total Compensation Median	\$17,257
Total Compensation Mean	\$17,958
Percentage Above or Below Median	-18.31%
Percentage Above or Below Mean	-23.12%

Total Compensation 45th Percentile	\$16,807
Total Compensation 55th Percentile	\$18,495
Percentage Above or Below 45th Percentile	-15.23%
Percentage Above or Below 55th Percentile	-26.80%

Percentile of District class total compensation within labor market 11.1%

Rank in Market	9
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Human Resources Deputy Director

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$869			\$2,311	\$147	\$26	\$775	\$126	\$12,948
Alameda Contra Costa Transit District	No Comparable Class											
Central Contra Costa County Transit Authority	Senior HR Manager	\$6,980	\$12,978				\$1,926	\$43	\$28	\$970	\$188	\$16,133
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Deputy Personnel Director	\$10,707	\$14,340				\$2,004	\$80	\$6	\$1,143	\$820	\$18,394
Golden Gate Transit District	Human Resources Manager	\$8,164	\$9,866				\$2,311			\$993	\$755	\$13,925
Monterey Salinas Transit District	Human Resources Manager	\$4,554	\$6,594				\$1,973			\$549	\$96	\$9,211
Riverside Transit Agency	Human Resources Manager	\$6,499	\$10,398		\$520		\$1,625	\$16		\$834	\$151	\$13,543
San Mateo County Transit	Manager Employee Relations	\$10,054	\$14,578				\$2,311	\$43	\$28	\$1,136	\$824	\$18,919
Santa Clara Valley Transportation Authority	Human Resources Administrator	\$11,032	\$14,563				\$3,567	\$43	\$28	\$1,331	\$823	\$20,355

Base Salary Median	\$12,978
Base Salary Mean	\$11,902
Percentage Above or Below Median	-49.28%
Percentage Above or Below Mean	-36.90%

Base Salary 45th Percentile	\$12,204
Base Salary 55th Percentile	\$13,387
Percentage Above or Below 45th Percentile	-40.37%
Percentage Above or Below 55th Percentile	-53.98%

Percentile of District class base salary within total labor market 14.2%

Rank in Market	7
Number of Base Salary Matches	7

Total Compensation Median	\$16,133
Total Compensation Mean	\$15,783
Percentage Above or Below Median	-24.59%
Percentage Above or Below Mean	-21.89%

Total Compensation 45th Percentile	\$15,470
Total Compensation 55th Percentile	\$16,811
Percentage Above or Below 45th Percentile	-19.48%
Percentage Above or Below 55th Percentile	-29.83%

Percentile of District class total compensation within labor market 14.2%

Rank in Market	7
Number of Total Compensation Matches	7

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Human Resources Director

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$1,156			\$2,311	\$147	\$26	\$1,030	\$168	\$16,395
Alameda Contra Costa Transit District	Executive Director of Human Resources	\$15,066	\$18,611		\$150		\$2,920	\$232	\$35	\$6,352	\$270	\$28,570
Central Contra Costa County Transit Authority	Director of Human Resources	\$7,668	\$14,832				\$1,926	\$43	\$28	\$1,108	\$215	\$18,152
City of Santa Cruz	Director of Human Resources	\$12,318	\$15,717	\$393			\$2,328	\$127	\$19	\$1,395	\$228	\$20,207
County of Santa Cruz	Personnel Director	\$12,811	\$17,165				\$2,004	\$80	\$6	\$1,369	\$861	\$21,485
Golden Gate Transit District	Human Resources Director	\$10,951	\$13,238				\$2,311			\$1,332	\$804	\$17,685
Monterey Salinas Transit District	Director Human Resources Risk Management	\$7,650	\$11,074				\$1,973			\$921	\$161	\$14,129
Riverside Transit Agency	Chief Administrative Services Officer/EEO Officer	\$9,179	\$15,146		\$757		\$1,625	\$16		\$1,214	\$220	\$18,978
San Mateo County Transit	Director Human Services	\$11,059	\$16,035				\$2,311	\$43	\$28	\$1,249	\$845	\$20,511
Santa Clara Valley Transportation Authority	Human Resources Administrator Manager	\$8,805	\$11,622				\$3,567	\$43	\$28	\$1,062	\$781	\$17,103

Base Salary Median	\$15,146
Base Salary Mean	\$14,827
Percentage Above or Below Median	-31.04%
Percentage Above or Below Mean	-28.28%

Base Salary 45th Percentile	\$15,020
Base Salary 55th Percentile	\$15,374
Percentage Above or Below 45th Percentile	-29.96%
Percentage Above or Below 55th Percentile	-33.02%

Percentile of District class base salary within total labor market	11.1%
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Rank in Market	9
Number of Base Salary Matches	9

Total Compensation Median	\$18,978
Total Compensation Mean	\$19,647
Percentage Above or Below Median	-15.75%
Percentage Above or Below Mean	-19.83%

Total Compensation 45th Percentile	\$18,648
Total Compensation 55th Percentile	\$19,470
Percentage Above or Below 45th Percentile	-13.74%
Percentage Above or Below 55th Percentile	-18.75%

Percentile of District class total compensation within labor market	11.1%
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Rank in Market	9
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Information Technology and Intelligent Trans Systems Director

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Information Technology and Intelligent Trans Systems Director	\$8,155	\$10,409	\$1,041			\$2,311	\$147	\$26	\$928	\$151	\$15,012
Alameda Contra Costa Transit District	Director of Information Technology	\$11,733	\$14,009		\$150		\$2,920	\$232	\$35	\$4,781	\$203	\$22,330
Central Contra Costa County Transit Authority	Director of IT	\$7,668	\$14,832				\$1,926	\$43	\$28	\$1,108	\$215	\$18,152
City of Santa Cruz	Director of Information Technology	\$12,318	\$15,717	\$393			\$2,328	\$127	\$19	\$1,395	\$228	\$20,207
County of Santa Cruz	Director Information Services	\$13,282	\$17,806				\$2,004	\$80	\$6	\$1,420	\$870	\$22,186
Golden Gate Transit District	Chief Technology Director	\$11,308	\$13,665				\$2,311			\$1,375	\$810	\$18,162
Monterey Salinas Transit District	Director Information Technology	\$7,650	\$11,074				\$1,973			\$921	\$161	\$14,129
Riverside Transit Agency	Director of Information Technology	\$8,195	\$13,521		\$676		\$1,625	\$16		\$1,084	\$196	\$17,118
San Mateo County Transit	Director IT/Telecomm.	\$11,061	\$16,035				\$2,311	\$43	\$28	\$1,249	\$845	\$20,511
Santa Clara Valley Transportation Authority	Chief Information Officer	\$13,310	\$17,173				\$3,567	\$43	\$28	\$1,569	\$861	\$23,242

Base Salary Median	\$14,832
Base Salary Mean	\$14,870
Percentage Above or Below Median	-42.49%
Percentage Above or Below Mean	-42.86%

Base Salary 45th Percentile	\$14,503
Base Salary 55th Percentile	\$15,186
Percentage Above or Below 45th Percentile	-39.33%
Percentage Above or Below 55th Percentile	-45.89%

Percentile of District class base salary within total labor market 0.0%

Rank in Market	10
Number of Base Salary Matches	9

Total Compensation Median	\$20,207
Total Compensation Mean	\$19,560
Percentage Above or Below Median	-34.60%
Percentage Above or Below Mean	-30.29%

Total Compensation 45th Percentile	\$19,389
Total Compensation 55th Percentile	\$20,328
Percentage Above or Below 45th Percentile	-29.15%
Percentage Above or Below 55th Percentile	-35.41%

Percentile of District class total compensation within labor market 11.1%

Rank in Market	9
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Maintenance Manager

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$1,156			\$2,311	\$147	\$26	\$1,030	\$168	\$16,395
Alameda Contra Costa Transit District	Facilities Maintenance Manager	\$10,083	\$12,038		\$100		\$2,920	\$232	\$35	\$4,109	\$175	\$19,608
Central Contra Costa County Transit Authority	Sr. Maintenance Manager	\$6,980	\$12,978				\$1,926	\$43	\$28	\$970	\$188	\$16,133
City of Santa Cruz	Public Works Operations Manager	\$7,310	\$9,893	\$247			\$2,328	\$127	\$19	\$878	\$143	\$13,636
County of Santa Cruz	Public Works Manager	\$6,528	\$8,719				\$2,004	\$80	\$6	\$695	\$667	\$12,171
Golden Gate Transit District	Fleet and Facilities Superintendent	\$9,249	\$11,178				\$2,311			\$1,125	\$774	\$15,388
Monterey Salinas Transit District	Maintenance Supervisor	\$5,688	\$8,234				\$1,973			\$685	\$119	\$11,011
Riverside Transit Agency	Maintenance Manager	\$6,232	\$9,660		\$483		\$1,625	\$16		\$775	\$140	\$12,699
San Mateo County Transit	Deputy Director Maintenance	\$10,054	\$14,578				\$2,311	\$43	\$28	\$1,136	\$824	\$18,919
Santa Clara Valley Transportation Authority	Facilities Maintenance Manager	\$9,532	\$12,582				\$3,567	\$43	\$28	\$1,150	\$795	\$18,165

Base Salary Median	\$11,178
Base Salary Mean	\$11,096
Percentage Above or Below Median	3.29%
Percentage Above or Below Mean	4.00%

Base Salary 45th Percentile	\$10,664
Base Salary 55th Percentile	\$11,522
Percentage Above or Below 45th Percentile	7.73%
Percentage Above or Below 55th Percentile	0.31%

Percentile of District class base salary within total labor market	55.5%
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Rank in Market	5
Number of Base Salary Matches	9

Total Compensation Median	\$15,388
Total Compensation Mean	\$15,303
Percentage Above or Below Median	6.14%
Percentage Above or Below Mean	6.66%

Total Compensation 45th Percentile	\$14,687
Total Compensation 55th Percentile	\$15,686
Percentage Above or Below 45th Percentile	10.42%
Percentage Above or Below 55th Percentile	4.33%

Percentile of District class total compensation within labor market	66.6%
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Rank in Market	4
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Marketing, Communications and Customer Service Director

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$1,041			\$2,311	\$147	\$26	\$928	\$151	\$15,012
Alameda Contra Costa Transit District	Executive Director of External Affairs, Marketing and Communications	\$15,066	\$18,611		\$150		\$2,920	\$232	\$35	\$6,352	\$270	\$28,570
Central Contra Costa County Transit Authority	Director of Marketing and Planning	\$7,668	\$14,832				\$1,926	\$43	\$28	\$1,108	\$215	\$18,152
City of Santa Cruz	Community Relations Manager	\$7,310	\$9,893	\$247			\$2,328	\$127	\$19	\$878	\$143	\$13,636
County of Santa Cruz	No Comparable Class											
Golden Gate Transit District	Marketing and Communications Director	\$10,951	\$13,238				\$2,311			\$1,332	\$804	\$17,685
Monterey Salinas Transit District	Director Planning and Marketing	\$5,830	\$8,440				\$1,973			\$702	\$122	\$11,238
Riverside Transit Agency	Director of Marketing	\$8,195	\$13,521		\$676		\$1,625	\$16		\$1,084	\$196	\$17,118
San Mateo County Transit	Director of Marketing and Communications	\$11,059	\$16,035				\$2,311	\$43	\$28	\$1,249	\$845	\$20,511
Santa Clara Valley Transportation Authority	Director of Public Affairs and Marketing	\$12,392	\$16,357				\$3,567	\$43	\$28	\$1,495	\$849	\$22,339

Base Salary Median	\$14,177
Base Salary Mean	\$13,866
Percentage Above or Below Median	-36.19%
Percentage Above or Below Mean	-33.21%

Base Salary 45th Percentile	\$13,718
Base Salary 55th Percentile	\$14,635
Percentage Above or Below 45th Percentile	-31.79%
Percentage Above or Below 55th Percentile	-40.60%

Percentile of District class base salary within total labor market 25.0%

Rank in Market	7
Number of Base Salary Matches	8

Total Compensation Median	\$17,919
Total Compensation Mean	\$18,656
Percentage Above or Below Median	-19.36%
Percentage Above or Below Mean	-24.27%

Total Compensation 45th Percentile	\$17,755
Total Compensation 55th Percentile	\$18,082
Percentage Above or Below 45th Percentile	-18.27%
Percentage Above or Below 55th Percentile	-20.45%

Percentile of District class total compensation within labor market 25.0%

Rank in Market	7
Number of Total Compensation Matches	8

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Operations Manager- Paratransit Division

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$869			\$2,311	\$147	\$26	\$775	\$126	\$12,948
Alameda Contra Costa Transit District	Transit Schedules Manager	\$10,083	\$12,038		\$100		\$2,920	\$232	\$35	\$4,109	\$175	\$19,608
Central Contra Costa County Transit Authority	Sr. Transportation Manager	\$6,980	\$12,978				\$1,926	\$43	\$28	\$970	\$188	\$16,133
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Golden Gate Transit District	Superintendent Transportation Operations	\$8,979	\$10,852				\$2,311			\$1,092	\$770	\$15,025
Monterey Salinas Transit District	Senior Operations Supervisor	\$4,905	\$7,100				\$1,973			\$591	\$103	\$9,767
Riverside Transit Agency	Operations Manager	\$9,634	\$15,896		\$795		\$1,625	\$16		\$1,275	\$230	\$19,837
San Mateo County Transit	Manager, Operations Planning-Bus	\$9,224	\$13,374				\$2,311	\$43	\$28	\$1,042	\$806	\$17,604
Santa Clara Valley Transportation Authority	Operations Manager	\$11,587	\$15,294				\$3,567	\$43	\$28	\$1,398	\$834	\$21,164

Base Salary Median	\$12,978
Base Salary Mean	\$12,505
Percentage Above or Below Median	-49.28%
Percentage Above or Below Mean	-43.83%

Base Salary 45th Percentile	\$12,696
Base Salary 55th Percentile	\$13,097
Percentage Above or Below 45th Percentile	-46.03%
Percentage Above or Below 55th Percentile	-50.64%

Percentile of District class base salary within total labor market 14.2%

Rank in Market	7
Number of Base Salary Matches	7

Total Compensation Median	\$17,604
Total Compensation Mean	\$17,020
Percentage Above or Below Median	-35.96%
Percentage Above or Below Mean	-31.44%

Total Compensation 45th Percentile	\$17,163
Total Compensation 55th Percentile	\$18,205
Percentage Above or Below 45th Percentile	-32.55%
Percentage Above or Below 55th Percentile	-40.60%

Percentile of District class total compensation within labor market 14.2%

Rank in Market	7
Number of Total Compensation Matches	7

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Operations Manager-Fixed Route Division

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$869			\$2,311	\$147	\$26	\$775	\$126	\$12,948
Alameda Contra Costa Transit District	Transit Schedules Manager	\$10,083	\$12,038		\$100		\$2,920	\$232	\$35	\$4,109	\$175	\$19,608
Central Contra Costa County Transit Authority	Sr. Transportation Manager	\$6,980	\$12,978				\$1,926	\$43	\$28	\$970	\$188	\$16,133
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Golden Gate Transit District	Superintendent Transportation Operations	\$8,979	\$10,852				\$2,311			\$1,092	\$770	\$15,025
Monterey Salinas Transit District	Senior Operations Supervisor	\$4,905	\$7,100				\$1,973			\$591	\$103	\$9,767
Riverside Transit Agency	Operations Manager	\$9,634	\$15,896		\$795		\$1,625	\$16		\$1,275	\$230	\$19,837
San Mateo County Transit	Manager, Operations Planning-Bus	\$9,224	\$13,374				\$2,311	\$43	\$28	\$1,042	\$806	\$17,604
Santa Clara Valley Transportation Authority	Operations Manager	\$11,587	\$15,294				\$3,567	\$43	\$28	\$1,398	\$834	\$21,164

Base Salary Median	\$12,978
Base Salary Mean	\$12,505
Percentage Above or Below Median	-49.28%
Percentage Above or Below Mean	-43.83%

Base Salary 45th Percentile	\$12,696
Base Salary 55th Percentile	\$13,097
Percentage Above or Below 45th Percentile	-46.03%
Percentage Above or Below 55th Percentile	-50.64%

Percentile of District class base salary within total labor market	14.2%
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Rank in Market	7
Number of Base Salary Matches	7

Total Compensation Median	\$17,604
Total Compensation Mean	\$17,020
Percentage Above or Below Median	-35.96%
Percentage Above or Below Mean	-31.44%

Total Compensation 45th Percentile	\$17,163
Total Compensation 55th Percentile	\$18,205
Percentage Above or Below 45th Percentile	-32.55%
Percentage Above or Below 55th Percentile	-40.60%

Percentile of District class total compensation within labor market	14.2%
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Rank in Market	7
Number of Total Compensation Matches	7

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Planning and Development Director

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$1,156			\$2,311	\$147	\$26	\$1,030	\$168	\$16,395
Alameda Contra Costa Transit District	Director of Service Development and Planning	\$11,733	\$14,009		\$150		\$2,920	\$232	\$35	\$4,781	\$203	\$22,330
Central Contra Costa County Transit Authority	Director of Marketing and Planning	\$7,668	\$14,832				\$1,926	\$43	\$28	\$1,108	\$215	\$18,152
City of Santa Cruz	Director Planning and Community Development	\$12,318	\$15,717	\$393			\$2,328	\$127	\$19	\$1,395	\$228	\$20,207
County of Santa Cruz	Planning Director	\$13,710	\$18,363				\$2,004	\$80	\$6	\$1,464	\$879	\$22,796
Golden Gate Transit District	Director of Planning	\$11,308	\$13,666				\$2,311			\$1,375	\$810	\$18,163
Monterey Salinas Transit District	Director Planning and Marketing	\$7,650	\$11,074				\$1,973			\$921	\$161	\$14,129
Riverside Transit Agency	Director of Planning	\$8,800	\$14,520		\$726		\$1,625	\$16		\$1,164	\$211	\$18,262
San Mateo County Transit	Director of Planning	\$11,059	\$16,035				\$2,311	\$43	\$28	\$1,249	\$845	\$20,511
Santa Clara Valley Transportation Authority	Deputy Director Planning	\$11,800	\$15,576				\$3,567	\$43	\$28	\$1,423	\$838	\$21,476

Base Salary Median	\$14,832
Base Salary Mean	\$14,866
Percentage Above or Below Median	-28.33%
Percentage Above or Below Mean	-28.62%

Base Salary 45th Percentile	\$14,707
Base Salary 55th Percentile	\$15,130
Percentage Above or Below 45th Percentile	-27.25%
Percentage Above or Below 55th Percentile	-30.90%

Percentile of District class base salary within total labor market 11.1%

Rank in Market	9
Number of Base Salary Matches	9

Total Compensation Median	\$20,207
Total Compensation Mean	\$19,558
Percentage Above or Below Median	-23.25%
Percentage Above or Below Mean	-19.29%

Total Compensation 45th Percentile	\$19,429
Total Compensation 55th Percentile	\$20,328
Percentage Above or Below 45th Percentile	-18.50%
Percentage Above or Below 55th Percentile	-23.99%

Percentile of District class total compensation within labor market 11.1%

Rank in Market	9
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Purchasing and Special Projects Director

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$1,041			\$2,311	\$147	\$26	\$928	\$151	\$15,012
Alameda Contra Costa Transit District	Director Procurement and Materials	\$11,733	\$14,009		\$150		\$2,920	\$232	\$35	\$4,781	\$203	\$22,330
Central Contra Costa County Transit Authority	Sr. Manager Facilities/Stores/Procurement	\$6,980	\$12,978				\$1,926	\$43	\$28	\$970	\$188	\$16,133
City of Santa Cruz	Purchasing Manager	\$7,060	\$9,555	\$239			\$2,328	\$127	\$19	\$848	\$139	\$13,255
County of Santa Cruz	Director of General Services	\$12,405	\$16,622				\$2,004	\$80	\$6	\$1,325	\$853	\$20,891
Golden Gate Transit District	Procurement Director	\$10,951	\$13,238				\$2,311			\$1,332	\$804	\$17,685
Monterey Salinas Transit District	Procurement and Contract Manager	\$5,808	\$8,440				\$1,973			\$702	\$122	\$11,238
Riverside Transit Agency	Chief Procurement and Logistics Officer	\$9,179	\$15,146		\$757		\$1,625	\$16		\$1,214	\$220	\$18,978
San Mateo County Transit	Director Contract and Procurement	\$11,059	\$16,035				\$2,311	\$43	\$28	\$1,249	\$845	\$20,511
Santa Clara Valley Transportation Authority	Manager of Procurement Contracts and Materials	\$12,165	\$16,058				\$3,567	\$43	\$28	\$1,468	\$845	\$22,009

Base Salary Median	\$14,009
Base Salary Mean	\$13,565
Percentage Above or Below Median	-34.59%
Percentage Above or Below Mean	-30.32%

Base Salary 45th Percentile	\$13,701
Base Salary 55th Percentile	\$14,464
Percentage Above or Below 45th Percentile	-31.62%
Percentage Above or Below 55th Percentile	-38.95%

Percentile of District class base salary within total labor market	22.2%
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Rank in Market	8
Number of Base Salary Matches	9

Total Compensation Median	\$18,978
Total Compensation Mean	\$18,114
Percentage Above or Below Median	-26.42%
Percentage Above or Below Mean	-20.66%

Total Compensation 45th Percentile	\$18,461
Total Compensation 55th Percentile	\$19,591
Percentage Above or Below 45th Percentile	-22.97%
Percentage Above or Below 55th Percentile	-30.50%

Percentile of District class total compensation within labor market	22.2%
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Rank in Market	8
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Safety Security and Risk Management Director

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$804			\$2,311	\$147	\$26	\$716	\$117	\$12,160
Alameda Contra Costa Transit District	Executive Director of Safety Security and Training	\$15,066	\$18,611		\$150		\$2,920	\$232	\$35	\$6,352	\$270	\$28,570
Central Contra Costa County Transit Authority	Manager Safety and Training	\$6,010	\$8,410				\$1,926	\$43	\$28	\$628	\$122	\$11,157
City of Santa Cruz	Risk and Safety Manager	\$8,212	\$11,116	\$278			\$2,328	\$127	\$19	\$987	\$161	\$15,016
County of Santa Cruz	County Safety Officer	\$6,957	\$9,329				\$2,004	\$80	\$6	\$744	\$714	\$12,877
Golden Gate Transit District	Director Risk Management and Safety	\$9,835	\$11,886				\$2,311			\$1,196	\$785	\$16,178
Monterey Salinas Transit District	Risk and Security Manager	\$5,976	\$8,651				\$1,973			\$720	\$125	\$11,469
Riverside Transit Agency	Risk Manager	\$6,499	\$10,398		\$520		\$1,625	\$16		\$834	\$151	\$13,543
San Mateo County Transit	Director of Safety and Security	\$11,059	\$16,035				\$2,311	\$43	\$28	\$1,249	\$845	\$20,511
Santa Clara Valley Transportation Authority	Director System Safety and Security	\$11,801	\$15,577				\$3,567	\$43	\$28	\$1,424	\$838	\$21,477

Base Salary Median	\$11,116
Base Salary Mean	\$12,224
Percentage Above or Below Median	-38.28%
Percentage Above or Below Mean	-52.05%

Base Salary 45th Percentile	\$10,829
Base Salary 55th Percentile	\$11,424
Percentage Above or Below 45th Percentile	-34.70%
Percentage Above or Below 55th Percentile	-42.11%

Percentile of District class base salary within total labor market 0.0%

Rank in Market	10
Number of Base Salary Matches	9

Total Compensation Median	\$15,016
Total Compensation Mean	\$16,755
Percentage Above or Below Median	-23.49%
Percentage Above or Below Mean	-37.79%

Total Compensation 45th Percentile	\$14,427
Total Compensation 55th Percentile	\$15,481
Percentage Above or Below 45th Percentile	-18.64%
Percentage Above or Below 55th Percentile	-27.31%

Percentile of District class total compensation within labor market 22.2%

Rank in Market	8
Number of Total Compensation Matches	9

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

CPS HR CONSULTING

Senior Database Administrator

Surveyed Agency	Classification Title	Monthly Base Salary Minimum	Monthly Base Salary Maximum	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	\$1,023			\$2,311	\$147	\$26	\$912	\$148	\$14,802
Alameda Contra Costa Transit District	Database Administrator	\$8,000	\$9,555		\$100		\$2,920	\$232	\$35	\$3,261	\$139	\$16,242
Central Contra Costa County Transit Authority	Senior Manager IT	\$6,980	\$12,978				\$1,926	\$43	\$28	\$970	\$188	\$16,133
City of Santa Cruz	IT Systems Manager-Database Admin.	\$7,885	\$10,972	\$274			\$2,328	\$127	\$19	\$974	\$159	\$14,853
County of Santa Cruz	IT Systems Admin. Analyst IV	\$9,460	\$11,972				\$2,004	\$80	\$6	\$955	\$786	\$15,802
Golden Gate Transit District	Informatio Systems Database Engineer	\$8,177	\$9,877				\$2,311			\$949	\$721	\$13,858
Monterey Salinas Transit District	IT Administrator	\$5,549	\$8,034				\$1,973			\$668	\$116	\$10,792
Riverside Transit Agency	Systems Administrator	\$5,152	\$7,728		\$386		\$1,625	\$16		\$581	\$105	\$10,442
San Mateo County Transit	Database Administrator	\$7,171	\$10,398				\$2,311	\$43	\$28	\$810	\$763	\$14,353
Santa Clara Valley Transportation Authority	Senior Database Administrator	\$8,400	\$10,182				\$3,567	\$43	\$28	\$931	\$760	\$15,510

Base Salary Median	\$10,182
Base Salary Mean	\$10,188
Percentage Above or Below Median	0.51%
Percentage Above or Below Mean	0.45%

Base Salary 45th Percentile	\$10,060
Base Salary 55th Percentile	\$10,268
Percentage Above or Below 45th Percentile	1.70%
Percentage Above or Below 55th Percentile	-0.34%

Percentile of District class base salary within total labor market	55.5%
--	-------

Rank in Market	5
Number of Base Salary Matches	9

Total Compensation Median	\$14,853
Total Compensation Mean	\$14,221
Percentage Above or Below Median	-0.35%
Percentage Above or Below Mean	3.93%

Total Compensation 45th Percentile	\$14,653
Total Compensation 55th Percentile	\$15,116
Percentage Above or Below 45th Percentile	1.00%
Percentage Above or Below 55th Percentile	-2.12%

Percentile of District class total compensation within labor market	44.4%
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Rank in Market	6
Number of Total Compensation Matches	9

Attachment A

*Santa Cruz Metro Transit District
Final Total Compensation Report*

Appendix B: Benefits Summary Tables

Attachment A

Table B-1: Agency Budgeted and Actual FTEs, Step Plans, Cost of Living Adjustments, and other Pay Increase

Agency	Budgeted FTE	Actual FTE	Step Plan	Step Plan Depends on classification	Range Management*	COLAs	Salary Movement
Santa Cruz Metro Transit District	313	309	6	No	Step 1	None	Step increases dependent on eligibility on salary range and satisfactory performance
Alameda Contra Costa Transit District	2,520	2,300	None	N/A	Mid-Point	Unknown	COLA as per Board
Central Contra Costa County Transit Authority	318	DNA	None	N/A	Mid-Point	7/2018, Increase unknown	The Executive Director or his or her designee shall develop an annual
City of Santa Cruz	865	DNA	DNA	DNA	Mid-Point	7/2018, 2.00%	COLA
County of Santa Cruz	2,437.65	DNA	7	Yes	Mid-Point	9/2018, 2.75%	COLA: As provided by County Board of Supervisors Resolution. Step Advancement: predicated on merit and length of service.
Golden Gate Transit District	820	DNA	DNA	DNA	DNA	Non-Rep received 3.00% 1/2018	DNA
Monterey Salinas Transit District	276	275	None	N/A	Mid-Point	MSTEA- 7/18 2.75%	COLA as per Board
Riverside Transit Agency	597	DNA	DNA	DNA	DNA	DNA	DNA
San Mateo County Transit	781	DNA	DNA	DNA	DNA	DNA	DNA
Santa Clara Valley Transportation Authority	2,363	DNA	DNA	No	Mid-Point	Unknown	DNA

DNA = Data Not Available

N/A = Not Applicable

* Range Management is defined as the point on a range an agency manages salaries to in reference to internal equity and new hires.

Attachment A

Table B-2: Retirement Contribution Practices

Agency	Retirement Type	Retirement Benefit & Formula			Social Security
Santa Cruz Metro Transit District	CalPERS	Miscellaneous	8.911%	Classic: 2.50% @ 55, One-year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare
Alameda Contra Costa Transit District	ACERS	N/A	34.13%	Tier 1: 2.00% @ 55 Highest 5-year average salary Tier 2: 2.25% @ 60 Highest 5-year average salary Tier 3: 2.50% @ 65 Highest 5-year average salary	Medicare
Central Contra Costa County Transit Authority	CalPERS	Miscellaneous	7.471%	Classic: 2.00% @ 60, Three-year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare
City of Santa Cruz	CalPERS	Miscellaneous	8.876%	Tier 1: 2.00% @ 55, One-year FAC Tier 2: 2.00% @ 60, Three-year FAC Tier 3: 2.00% @ 62, Three-year FAC	Medicare
County of Santa Cruz	CalPERS	Miscellaneous	7.974%	Tier 1: 2.00% @ 55, Single highest year Tier 2: 2.00% @ 60, 3-year highest Tier 3: 2.70% @ 62, 3-year highest	Medicare/FICA
Golden Gate Transit District	CalPERS	Miscellaneous	10.063%	Tier 1: 2.00% @ 55, One-year FAC Tier 2: 2.00% @ 60, One-year FAC PEPRA – 2.00% @ 62, Three-year FAC	Medicare/FICA
Monterey Salinas Transit District	CalPERS	Miscellaneous	8.320%	Classic: 2.00% @ 55, One-Year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare
Riverside Transit Agency	CalPERS	Miscellaneous	8.018%	Classic: 2.00% @ 55, Three-year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare
San Mateo County Transit	CalPERS	Miscellaneous	7.790%	Tier 1: 2.00% @ 55, Three-year FAC Tier 2: 2.00% @ 60, Three-year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare/FICA
Santa Clara Valley Transportation Authority	CalPERS	Miscellaneous	9.139%	Classic: 2.00% @55, One-year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare/FICA

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Table B-3: Deferred Compensation, Longevity Practices, and Education/Certification Reimbursement Practices

Agency	Deferred Compensation (monthly or % of base pay)	Longevity	Education/Certification Reimbursement
Santa Cruz Metro Transit District	457, No agency contribution	Based on years of service: 10+ years: 5.00% 15+ Years: 10.00%	Reimbursement for costs of academic or professional credentials, certifications, or degrees. No maximum.
Alameda Contra Costa Transit District	457, Agency contribution of \$100	No policy	\$2,500 annually
AFSCME Unrepresented	457, Agency contribution of \$150		
Central Contra Costa County Transit Authority	457, No agency contribution	No policy	No policy
City of Santa Cruz	None	Based on years of service: 10+ years: 2.50% 15+ Years: 4.50%	\$500 annually
County of Santa Cruz	457, No agency contribution	Based on years of service: Prior to 12/2018 – 25 years: 3.00% After 12/2018 – 20 years: 3.00%	For Licenses/Certificates required by Law: \$600 annually For Licenses/Certificates at discretion of department manager: \$600 annually
Golden Gate Transit District	401(a) and 457, No agency contribution	No policy	Policy not provided
Monterey Salinas Transit District	457 and 401(a), No agency contribution	Paid out at 5 yr., 10 yr. and 15 yr. anniversary at 1% of base salary. At 20+ yrs. 1% paid at each anniversary (one-time lump sum payment).	\$3,000 annually
Riverside Transit Agency	457, Agency contribution of \$25/month or 5% base salary based on administrative unit	No policy	No policy
San Mateo County Transit	457, No agency contribution	No policy	\$4,000 annually
Santa Clara Valley Transportation Authority	457, No agency contribution	No policy	\$2,000 annually

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Table B-4 Allowance Pay Practices

Agency	Vehicle* (Other than mileage reimbursement)	Transportation	Phone	Relocation	Bilingual
Santa Cruz Metro Transit District	CEO only – vehicle allowance up to \$400/mo	All - transit pass Fixed Route and Paratransit Services - Bus pass for staff and dependents	Discretionary allowance by GM - \$162.50/mo	Negotiable allowance by GM up to \$15,000 for expenses and \$5,000 for temporary housing.	No policy
Alameda Contra Costa Transit District	No policy	Yes	Yes	Discretionary - Up to \$10,000	No policy
Central Contra Costa County Transit Authority	DNA	No policy	DNA	Discretionary	DNA
City of Santa Cruz	Discretionary allowance of \$107/mo for executive levels	No policy	No policy	No policy	None for benchmarked positions
County of Santa Cruz	No policy	No policy	No policy	No policy	None for benchmarked positions
Golden Gate Transit District ²	DNA	DNA	DNA	DNA	Dependent on position
Monterey Salinas Transit District	\$400/mo for executive team	Yes	\$40/mo for executive levels	Discretionary-per contract	Dependent on position
Riverside Transit Agency	\$250/month for Director Level	Yes	DNA	DNA	No policy
San Mateo County Transit	DNA	DNA	DNA	DNA	DNA
Santa Clara Valley Transportation Authority	No policy	No policy	No policy	No policy	DNA

² Golden Gate Transit District: allowance pay may be within contract or individually assigned.

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Table B-5: Medical, Dental, and Vision Insurance – Employer and Employee Contributions

Rates reflect the most expensive family plan.

Agency	Medical		Dental		Vision	
	Employer	Employee	Employer	Employee	Employer	Employee
Santa Cruz Metro Transportation District	\$2,311.00	\$1,371	\$146.70	\$0.00	\$25.61	\$0.00
Alameda Contra Costa Transit District	\$2,919.60	\$324.48	\$231.97	\$25.75	\$34.93	\$3.82
Central Contra Costa County Transit Authority (Medical: 95% of Kaiser plan)	\$1,926.26	\$101.38	\$42.84	\$0.00	\$28.46	\$0.00
City of Santa Cruz (Medical: 90% highest cost family plan)	\$2,328.15	\$336.46	\$126.70	\$50.00	\$18.74	DNA
County of Santa Cruz (Medical: 90% of lowest cost family plan)	\$2,004.00	\$315.08	\$80.00	\$48.00	\$6.44	\$17.84
Golden Gate Transit District (Medical: 100% towards premium)	\$2,311.45	\$0.00	DNA	DNA	DNA	DNA
Monterey Salinas Transit District (Medical: percentage not available)	\$1,937.20	\$289.47	\$0.00	\$117.10	\$0.00	\$17.42
Riverside Transit Agency ³ (Medical: see footnote)	\$1,624.76	\$556.72	\$15.86	\$112.84	\$0.00	\$13.94
San Mateo County Transit Medical/Dental/Vision: 100%, family plan cost not confirmed)	\$2,311.45	\$0.00	\$42.84	\$0.00	\$28.46	\$0.00
Santa Clara Valley Transportation Authority (Medical/Dental/Vision: 100%, family plan cost not confirmed)	\$3,566.78	\$1,539.14	\$42.84	\$0.00	\$28.46	\$0.00

³ Riverside Transit Agency: pays for the full-time employee health premium up to the lowest HMO medical premium in CalPERS based on employee-only rate in Riverside County and contributes \$420 towards the dependents' monthly premiums.

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Table B-6: Life Insurance, Long-Term Disability, Accidental Death & Dismember, and Employee Assistance Program Availability

Agency	Life Insurance	Long-Term Disability	AD&D	EAP
Santa Cruz Metro Transportation District	Employer Paid	Employer Paid	Employer Paid	Employer Paid
Alameda Contra Costa Transit District	Employer Paid	Employer Paid	Employer Paid	Employer Paid
Central Contra Costa County Transit Authority	Employer Paid	Employer Paid	Employer Paid	Employer Paid
City of Santa Cruz	Employer Paid	Employer Paid	Employer Paid	Employer Paid
County of Santa Cruz	Employer Paid	Employer Paid	Employer Paid	Employer Paid
Golden Gate Transit District	Employer Paid	Employer Paid	Employer Paid	Employer Paid
Monterey Salinas Transit District	Employer Paid	Employer Paid	Employer Paid	Employer Paid
Riverside Transit Agency	Employer Paid	Employer Paid	Employee Paid/Voluntary	Employer Paid
San Mateo County Transit	Employer Paid	Employer Paid	DNA	DNA
Santa Clara Valley	Employer Paid	Optional	Optional	Employer Paid

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Table B-7: Retiree Health Insurance

Agency	Retiree Health Insurance
Santa Cruz Metro Transit District	Medical: Employee and eligible dependents, after 5 years' service and age 50 for Classic; or age 62 for PEPR Dental and Vision: Employee and eligible dependents, after 10 years' service and age 50 for Classic; or age 62 for PEPR, and until age 65 of Retiree
Alameda Contra Costa Transit District	Employer pays 100% of employee premium cost;\$40 reimbursement to employee if enrolled in Medicare Part-B. For employees who retire before age 65, employer pays \$1,553.93 per month; and \$927 after age 65.
Central Contra Costa County Transit Authority	Retiree Health Insurance (not RHS) is paid for by employer or PERs-
City of Santa Cruz	City contributes \$133/month
Santa Cruz County	After 20 years and age 55+, county contributes \$507/month employee only; or \$557/month Employee & Family.
Golden Gate Transit District	DNA
Monterey Salinas Transit District	Agency does not contribute.
Riverside Transit Agency	DNA
San Mateo County Transit	DNA
Santa Clara Valley Transportation Authority	Employer contributes \$285 per month

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Table B-8: Vacation Accrual and Cash-Out Policy

Agency	Year 1		Year 5		Year 10		Year 15		Max Accrual Year		Annual Cash-Out Policy (not upon termination or retirement)
	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual	
Santa Cruz Metro Transit District	88	264	152	456	192	576	192	576	192 @ 10	576	Annual leave accumulated beyond two hundred (200) hours shall upon two (2) weeks advance written request of the employee, be paid to the employee based on the employee's current base hourly rate.
Alameda Contra Costa Transit District	80	240	120	240	160	240	200	240	240 @ 25	240	No cash-out
Central Contra Costa County Transit Authority	160	480	200 @ 3	600	240	720	240	720	240 @ 10	720	Annual cash-out of 1/3 accrued balance if use and balance policy met.
City of Santa Cruz ⁴	80	160	120 @ 6	240	120 @ 8	320	160	320	160 @ 15	320	May cash-out 20 hours annually
County of Santa Cruz	128	320	168 @ 6	420	208 @ 11	520	248 @ 16	620	248 @ 16	620	No cash-out
Golden Gate Transit District	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA	DNA
Monterey Salinas Transit District* ⁵	112	None	152	None	192	None	232	None	232@15	None	Can cash out 24 hrs. or more provided they have used a minimum of 5 days in the previous year.
Riverside Transit Agency	80	None	120	None	160	None	200	None	240	None	No cash-out
San Mateo County Transit ⁶	None	None	None	None	None	None	None	None	None	None	N/A

⁴ City of Santa Cruz: At 11 years of service, employees accrue 8 hours each year to maximum of 160.

⁵ Monterey-Salinas Transit District: provides annual leave which covers both vacation and sick leave.

⁶ San Mateo County Transit: provides annual leave which covers both vacation and sick leave.

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Santa Cruz Metro Transit District
Final Total Compensation Report

Agency	Year 1		Year 5		Year 10		Year 15		Max Accrual Year		Annual Cash-Out Policy (not upon termination or retirement)
	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual	Annual Accrual	Max Accrual	
Santa Clara Valley Transportation Authority AFSCME	136 @ 1 152 @ 2	744	184	744	184	744	216	744	232 @ 20	744	No cash-out
Unrepresented	248	744	248	744	248	744	248	744	248	744	No cash-out

Attachment A

Table B-9: Sick Leave, Holiday, Administrative, and Personal Leave Policies

Agency	Sick Leave Annual Accrual (Hours)	Sick Leave Maximum Accrual (Hours)	Sick Leave Cash-Out	Holiday	Administrative/Personal Leave
Santa Cruz Metro Transit District	96	Unlimited	Cash-Out upon retirement Annual cash-out of 25% of accrued sick leave above 120 days (960 hours). Annual conversion of sick leave accrued beyond a balance of 96 hours may be converted to annual leave.	Holiday: 7 Floating: 11 ⁷	Personal Leave: 5 days/40 hours (chargeable to accumulated sick leave) Administrative Leave: 3.5 days (28 hours) ⁸
Alameda Contra Costa Transit District	96	Year 1: 64 Year 2+: 96	Cash-Out upon retirement Service credit upon retirement Can put balance into 457 account or use for service credit	Holiday: 11 Floating: 0	Administrative Leave: 5 days for all Exempt Unrepresented employees
Central Contra Costa County Transit Authority	120	Unlimited	Cash-Out upon termination Based on years of service (>2 years-0%; 2-5 years - 25% of balance; 5+ years – 50%)	Holiday: 12 Floating: DNA	No policy
City of Santa Cruz	96	Unlimited	No policy	Holiday: 10 Floating: 3	Administrative Leave: 80 hours annually (discretionary policy) Personal Leave: 3 days
County of Santa Cruz	48 per year of service	1,440	Cash-Out upon termination Cash-Out upon retirement Based on years of service: 1-5 years-10% up to 450 max; 5-10 yrs.-50% up to 450 max; 11+ yrs. 75% up to 450	Holiday: 13 Floating: 0	Administrative leave: eligible employees receive 40 hours for first year and then 80 hours subsequent years in eligible classification.
Golden Gate Transit District	DNA	DNA	DNA	Holiday: DNA Floating: DNA	DNA

⁷ Santa Cruz Metro Transit District: Floating Holidays – employees are compensated for any unused time at end of FY and cannot exceed total of 88 hours with Admin leave

⁸ Santa Cruz Metro Transit District: Administrative leave increases to 80 hours in June 2019.

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Agency	Sick Leave Annual Accrual (Hours)	Sick Leave Maximum Accrual (Hours)	Sick Leave Cash-Out	Holiday	Administrative/Personal Leave
Monterey-Salinas Transit District* ⁹	Annual Leave	N/A	N/A	Holiday: 12 Floating: 1	FLSA Exempt employees accrue 64 hours of management leave.
Riverside Transit Agency	96	1,040	Cash-Out upon termination Cash-Out upon retirement Cash-Out up to twice annually into deferred comp	Holiday: 8 Floating: 4	No policy
San Mateo County Transit ¹⁰	Annual Leave	N/A	N/A	Holiday: 7 Floating: 5	Personal Leave: 26 days (208 hours)
Santa Clara Valley Transportation Authority	<i>AFSCME</i>	80	Cash-Out upon termination	Holiday: 11 Floating: 0	No policy
	<i>Unrepresented</i>	64			

⁹ Monterey-Salinas Transit District: provides annual leave which covers both vacation and sick leave.

¹⁰ San Mateo County Transit: provides annual leave which covers both vacation and sick leave.

Appendix C: Salary Survey

Attachment A

Santa Cruz Metro Transit District Final Total Compensation Report

Santa Cruz Metro Total Compensation Survey

Introduction

CPS HR Consulting, on behalf of the Santa Cruz Metro is conducting a total compensation survey for 17 job classifications. The City has identified your agency as part of their labor market and would greatly appreciate your assistance in providing base salary and benefit information on the classes surveyed.

A CPS HR Consultant researched your agency's website to conduct an initial job match. This survey tool is prepopulated with information available online, such as: job descriptions, published salary ranges, benefits information, and/or provisions outlined in MOUs. We kindly ask you to help us validate the information *OR* provide accurate information.

Survey Structure

This salary and benefits survey comprises four sections as follows:

Section 1: General Information – Your Agency

The first section asks for general information with respect to your agency's size, salary plan structure, and any scheduled pay increases or decreases.

Section 2: Compensation Survey (separate document)

This section comprises the compensation survey and asks for salary data for the survey class descriptions. A summary description for each survey classification has been provided.

The following pieces of information are needed for each classification.

- Current comparable class title.
- The monthly minimum and maximum salary for the comparable class.
- If you utilize an open range pay structure with a control point, please provide the control or market point for that class.
- What bargaining unit (if represented by a union) the comparable class is assigned to.
- Please include copies of job descriptions, salary schedules, organization charts and a benefit summary if this information is not provided on your agency's website.
- Any additional relevant information on your comparable classification.

Section 3: Benefits Survey

This section asks for premium pay, pension practices, education, health, and leave practices data.

Section 4: Confidential Classification Pay and Benefits Differentials

This section asks for salary and benefits information for confidential classifications.

Completing & Returning the Survey

If you have any questions about the survey or data being requested, please contact [CONSULTANT] by phone at [(###) - ###-####], or email at [EMAIL ADDRESS].

Please send the completed survey and background information by [DATE DESIRED BY COMPLETING CONSULTANT]. **If you are unable to complete by that date, please let us know when you anticipate it would be possible to return or what we can help with.** Please return the survey to [CONSULTANT] by email at [EMAIL ADDRESS].

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Santa Cruz Metro Transit District Final Total Compensation Report

Santa Cruz Metro
Total Compensation Survey
Comparator Agency: [Keywords]

Participating Agency Information

Please complete the following information so that we can track responses and follow-up with questions on the survey if necessary.

[Keywords]		
Agency Name		
Contact Name	Title	
Email	Phone	Fax
Please provide notes (date, time, method of communication with agency contact)		

General Instructions:

To participate in this study, please follow these instructions:

1. Review class matches and benefits information, especially those highlighted or areas with comments. Please make any corrections or suggestions using the salary and benefit information for your staff positions that match the classifications listed.
2. Please include copies of salary schedules, organization charts and the classification specifications for the comparable classes if this information is not provided on your agency's website.
3. Please send the completed survey and background information by [DATE DESIRED BY COMPLETING CONSULTANT], or at your earliest convenience, by email at [EMAIL ADDRESS].

Thank you in advance for your assistance.

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Santa Cruz Metro Transit District Final Total Compensation Report

Santa Cruz Metro
Total Compensation Survey
Comparator Agency: [Keywords]

Section 1: General Information

What is the total number of *employees* within your agency/organization? **Budgeted** **Actual**

Please provide details of your salary plan structure/administration. If your agency utilizes an open range plan, please provide the control point (e.g. mid-point, range maximum, or any other point within the range that is your agency's maximum market value for the classification).

▪ Step plan (indicate number of steps):

▪ Does your Step Plan depend on the classification YES NO

▪ Open range (indicate control point):

Note: For control point we are looking for the point on the range that you look to manage your salaries to. With an open range this is generally the mid-point or market point - the point that you use when comparing your salaries to market.

▪ What is the date/amount of the next cost of living increases or decreases for the matched positions?

Group	Unknown	Date	Increase/Decrease	Amount
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease	<input type="text"/>
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease	<input type="text"/>
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease	<input type="text"/>

▪ Is there a pay policy that advances pay for the organization, and if so, describe below [include description, increase amount, frequency (annually/bi-annually), fixed amount or variable, does it apply to all or specific group/positions]? Longevity and pay incentives are surveyed in the benefits section of the document.

Description	Policy
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Santa Cruz Metro Transit District Final Total Compensation Report

Santa Cruz Metro
Total Compensation Survey
Comparator Agency: [Keywords]

CPS HR Consulting Staff Quality Control Checklist:

Data Collection by*:	
Data Audited by:	
CompCalc Entry by:	
CompCalc QC by:	

*CPS HR Documents Checklist

- Class Specs (for ALL positions)
- All MOUs, Amendments or Salary Resolutions (for ALL applicable units)
- Salary Schedule(s)
- Financial Budget
- Allocation Documents
- Organizational and/or Departmental Chart(s)
- Benefits Summaries
- Personnel Rules
- Other:

Summary box to allow explanation of why required documents not found

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Santa Cruz Metro Transit District Final Total Compensation Report

Santa Cruz Metro
Total Compensation Survey
Comparator Agency: [Keywords]

Section 2: Compensation Survey

Salary Data Collection Sheets – Salaries effective as of 2/1/2018.

- If your agency/organization does not have a comparable, class, please enter “No Comparable Classification” or “NCC” in the “Your Organization Class Title” and list the job title that performs these duties in “If no match, what position performs these duties?”
- If your agency has a comparable class but it is unfilled and not funded in current budget, mark the position as “UNFUNDED”. If available, list which positions are currently doing the unfunded position’s responsibilities.
- For Employee Group, please indicate if Employees are represented or not. If under contract, please indicate and provide contract.
- Employment Status (At-Will/Not At-Will) is required..
- Minimum qualifications are provided for general information. Please do not exclude a class match based on minimum qualifications but do include a note if drastically different.

#	Survey Class Title	Class Description				
1)	Assistant Maintenance Manager	<p>Under direction of the Maintenance Manager, the Assistant Maintenance Manager supervises and coordinates the activities of the bus maintenance and facilities maintenance operation. This position requires knowledge of the operation of the bus maintenance and facilities maintenance operation including the monitoring, controlling, and scheduling of maintenance and facilities staff. This position is distinguished from the Facilities Maintenance Supervisor in that the Assistant Maintenance Manager exercises independent judgment in the performance of a variety of professional, complex and difficult management duties and has overall divisional responsibilities under the direction of the Maintenance Manager and the Chief Operations Officer.</p> <p>Minimum Qualifications/Required Certifications: Two (2) years college level course work from an accredited college in engineering, management, business or public administration, or a closely related field. Four (4) years of progressively responsible professional experience in public transportation vehicle maintenance or heavy vehicle maintenance, including at least two (2) years of responsible supervisory and management experience, preferably in a public agency. A valid Class B State driver license with Passenger Endorsement is required at the time of appointment and must be maintained throughout employment</p>				
	Your Organization Class Title	No Comp/ Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will

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Santa Cruz Metro Transit District Final Total Compensation Report

Santa Cruz Metro
Total Compensation Survey
Comparator Agency: [Keywords]

Required Certifications:				
If no match or unfunded, which position(s) performs these duties?				
Notes:				

#	Survey Class Title	Class Description				
2)	Assistant Operations Manager (Para Transit Department)	<p>Under general direction of the Operations Manager – Paratransit Department, the Assistant Operations Manager – Paratransit Department plans, organizes, and manages delivery of Santa Cruz METRO’s fixed route and ParaCruz service. Ensures Santa Cruz METRO Operations employees meet system performance and customer service standards and comply with related internal policies and procedures, federal and state law. May be assigned to the Fixed Route Division. Performs other duties as assigned. This position is distinguished from the Operations Manager - Paratransit Department in that the Assistant Operations Manager – Paratransit Department exercises independent judgment in the performance of a variety of professional, complex and difficult management duties and has overall departmental responsibilities under the direction of the Operations Manager – Paratransit Department and the Chief Operations Officer.</p> <p>Minimum Qualifications/Required Certifications:</p> <p>Two (2) years college level course work from an accredited college in management, business or public administration, transportation, or a closely related field. Four (4) years of progressively responsible professional experience in transportation administration experience, including at least two (2) years of responsible supervisory and managerial experience, preferably in a public agency. A valid Class B State driver license with passenger Endorsement is required at the time of appointment and must be maintained throughout employment. Required to be able to respond to emergency situations seven days per week, 24 hours per day.</p>				
	Your Organization Class Title	No Comp/ Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
	Required Certifications:					
	If no match or unfunded, which position(s) performs these duties?					
	Notes:					

#	Survey Class Title	Class Description
3)	Chief Financial Officer (CFO)	Under policy direction from the Chief Executive Officer/General Manager, the Chief Finance Officer plans, develops, organizes, manages, and directs the Agency’s financial activities and functions and administrative policies and procedures. This

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Santa Cruz Metro Transit District Final Total Compensation Report

Santa Cruz Metro
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<p>position oversees budgeting, accounts receivable and accounts payable, general ledger, revenue accounting, financial grant administration, insurance administration, general project management, payroll, property management of leases, asset accountability, audits, financial reporting, best practices, efficiency optimization, and complex special projects assigned by the CEO/General Manager. Performs other duties as assigned. The Chief Financial Officer (CFO) is distinguished from the Finance Deputy Director wherein the CFO serves as the department head or director of the Finance Department.</p>					
<p>Minimum Qualifications/Required Certifications:</p> <p>Master's degree from an accredited college in accounting, finance, business administration, public administration, or a closely related field. Eight (8) years professional experience in financial, accounting, budget, or finance and business administration experience, including four (4) years supervisory experience, preferably in a public agency. Desired certifications include: Certified Public Accountant (CPA), Certified Public Finance Officer (CPFO), or Certified Management Accountant (CMA). Experience in a large public organization is preferred.</p>					
Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description
4)	Chief Operating Officer (COO)	<p>Under policy direction, from the Chief Executive Officer/General Manager, the Chief Operating Officer organizes and directs the operation of Santa Cruz METRO's fixed route and paratransit bus system, the maintenance of both revenue and non-revenue fleet, the maintenance of all Santa Cruz METRO facilities, and contracted security services. Oversees the administration of the departments listed above, including labor relations, risk management, contract administration, safety and training, and budget oversight. Performs other duties as assigned.</p> <p>Minimum Qualifications/Required Certifications:</p> <p>Master's degree from an accredited college in business or public administration, transportation planning, engineering, or a closely related field. Eight (8) years of recent and increasingly responsible professional management experience, with at least five (5) years of experience with a public transit organization working within the operations and/or maintenance department. Experience in a large public organization is preferred.</p>

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Your Organization Class Title	No Comp/ Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description			
5)	Database Administrator (Senior Database Administrator)	<p>Under the direction of the Information Technology and Intelligent Transportation Systems Director (IT Director) the Data Base Administrator (DBA) administrates vendor enterprise software and underlying databases, website content, web server software, website CMS software/database, and provides technical support. The DBA closely coordinates with management, staff and vendors to identify emerging software needs and implement solutions. Duties can include: custom software and database design and development, software updates, responding to support tickets from staff and public, maintaining various export/import scripts, report development, systems integration, performance tuning, development of security and backup strategies, analysis and research, process improvements, technical writing, procedure documentation, and project management. Performs other duties as assigned. While the DBA and the Sr. DBA positions require the same skill set stated in Employment Standards, the DBA position receives daily direct supervision from the Sr. DBA, and formally reports to the IT Manager. Sr. DBA is the Lead in developing a data warehouse, and assists/leads in new software (ERP) scoping, procurement and integration.</p> <p>Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited college or University in computer science, computer engineering, management information systems or closely related field. For promotion to the Senior DBA position, the DBA must have four (4) years of progressively advancing database administration functions. A minimum of two (2) years of experience at Santa Cruz METRO is highly desirable.</p>			
Your Organization Class Title	No Comp/ Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					

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If no match or unfunded, which position(s) performs these duties?	
Notes:	

#	Survey Class Title	Class Description				
6)	Executive Assistant	<p>Under minimal direction, an Executive Assistant performs a variety of administrative support functions related to overseeing the activities and operations of Santa Cruz METRO's Administrative Department; serves as recording secretary to the Board of Directors; communicates with governmental agencies, attorneys, community groups and others to exchange information, schedule meetings and coordinate activities; acts as a liaison between the CEO/GM and the Board, other employees, and outside agencies; acts as a representative for Santa Cruz METRO at various internal and public functions; supervises, assigns, monitors and evaluates the work of the departmental clerical staff. Performs other duties as assigned. Incumbents in this class are distinguished from other administrative support by the primary responsibility of administrative support to the CEO/General Manager and Board of Directors. Work involves the highest degree of confidentiality, independent judgment and knowledge of organizational-wide, governmental policies and procedures.</p> <p>Minimum Qualifications/Required Certifications: Any combination of training and experience equivalent to five (5) years' responsible executive reporting level administrative experience. A four-year undergraduate degree preferred. Two (2) years of experience supervising administrative/clerical personnel.</p>				
	Your Organization Class Title	No Comp/ Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
	Required Certifications:					
	If no match or unfunded, which position(s) performs these duties?					
	Notes:					

#	Survey Class Title	Class Description
7)	Finance Deputy Director	Under direction of the Chief Financial Officer (CFO), the Finance Deputy Director is responsible for planning, organizing, administering, and coordinating various financial activities, including accounting, budgets, audits and financial reporting, payroll, grants, and insurance; conducting research and analysis for management

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<p>programs and projects; supervising assigned staff. Performs duties as assigned. The Finance Deputy Director is the second in command, responsible for the daily operations within the Finance Department; exercises general direction over the accounting staff.</p>					
<p>Minimum Qualifications/Required Certifications:</p> <p>Bachelor's degree from an accredited college in accounting, finance, or a closely related field. Six (6) years professional experience in financial, accounting, budget, finance and business administration, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Desired certifications include: Certified Public Accountant (CPA), Certified Public Finance Officer (CPFO), or Certified Management Accountant (CMA).</p>					
Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description			
8)	Human Resources Deputy Director	<p>Under general direction, assists the Human Resources Director in planning, managing, coordinating and overseeing assigned Human Resources operations, activities, programs, and personnel for Santa Cruz METRO. This is a second in command, responsible for the daily operations for an assigned area within the Human Resources Department. Exercises general direction over professional, para-professional, and clerical staff. Performs other duties as assigned.</p>			
<p>Minimum Qualifications/Required Certifications:</p>					
Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
<p>Education: Equivalent to a Bachelor's degree from an accredited college or university with major study in business or public administration or a closely related field. Five (5) years professional experience in human resources, business or public</p>					

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	administration experience, including two (2) years supervisory experience, preferably in a public agency.
If no match or unfunded, which position(s) performs these duties?	
Notes:	

#	Survey Class Title	Class Description				
9)	Human Resources Director	<p>Under general direction of the Chief Executive Officer/General Manager, the Human Resources Director plans, organizes, directs, and coordinates the human resources programs with primary responsibility for all personnel, compliance, and human resources-related initiatives that support organizational strategic goals. These programs include equal employment opportunity/affirmative action, recruitment and examination, classification and compensation, employee and labor relations, employee insurance and benefit programs, employee training, Human Resources Information Systems (HRIS), drug and alcohol compliance, and workers compensation. Performs other duties as assigned. This is the executive level classification in the Human Resources professional series.</p> <p>Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited college in human resources, business or public administration, or a closely related field. Eight (8) years professional experience in human resources, business or public administration experience, including four (4) years supervisory experience, preferably in a public agency.</p>				
	Your Organization Class Title	No Comp/ Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
	Required Certifications:					
	If no match or unfunded, which position(s) performs these duties?					
	Notes:					

#	Survey Class Title	Class Description
10)	Information Technology & Intelligent Trans Systems Director	<p>Under direction from the CEO/GM, the Information Technology and Intelligent Transportation Systems Director plans, organizes, directs, and participates in the programs and activities of the IT Department, including upgrades, repair, and maintenance of IT systems, including servers, applications, and databases. The Chief Information Technology and Intelligent Transportation Systems Officer is responsible for leading the agency and the IT Department in the overall investment in and deployment of information technology, consistent with a broad, enterprise-wide definition of information technology. Oversees and</p>

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<p>directs all activities of the Information Technology and Transportation Intelligence Division, including day-to-day technical operations, short- and long-range, strategic planning, budgeting and project management.</p> <p>Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited college or University in computer science, mathematics, public, or business administration or closely related field, supplemented by coursework in information technology related studies if not computer science degree. Eight (8) years professional level experience in related computer fields and management, which should include system administration, computer programming and technical administration, including two (2) years supervision. Public Agency experience preferred.</p>					
Your Organization Class Title		Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description
11)	Maintenance Manager	<p>Under the direction of the Chief Operating Officer (COO), the Maintenance Manager plans, organizes, supervises, directs, and monitors the programs and activities of the fleet and facilities maintenance programs and a centralized warehouse. This would include: installation, construction, repair, and cleaning functions for all Santa Cruz METRO facilities, including bus stops, the repair, maintenance and servicing of the Santa Cruz METRO's vehicles and other operating equipment. Responsible for the management and supervision of the fleet and facility maintenance programs and a centralized warehouse, to ensure the fleet remains in a state of good repair Performs other duties as assigned.</p> <p>Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited college in engineering, business administration, or a closely related field. Eight (8) years of progressively responsible professional experience in public transportation vehicle maintenance or heavy vehicle maintenance, including at least four (4) years of responsible supervisory and management experience, preferably in a public agency. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.</p>

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Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description			
12)	Marketing, Communications & Customer Service Director	<p>Under the direction of the CEO/General Manager, the Marketing, Communications and Customer Service Director plans, organizes, directs, develops and coordinates business development, marketing activities, branding and rebranding, acts as Santa Cruz METRO's primary media spokesperson, creates press releases, develops and oversees community outreach events/projects, oversees the content of the Santa Cruz METRO web site and social media, oversees the customer service interfaces of the agency including fare media and fare media distribution, manages the customer complaint process and is responsible for timely and responsive responses, develops, analyzes, and oversees all customer surveys, develops and oversees all aspects of the advertising program, both revenue generating and agency promotion, and develops annual business development and marketing plans that include ridership growth targets. Performs other duties as assigned. The Marketing, Communications, and Customer Service Director serves as the Department Head and is responsible for all department functions.</p> <p>Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited college in public relations, marketing, business, with an emphasis/minor in Marketing, or a closely related field. Five (5) years professional experience the public or private sector working in marketing or communications, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.</p>			
Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					

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#	Survey Class Title	Class Description			
13)	Operations Manager- Fixed Route Division	Under general direction of the Chief Operating Officer (COO), the Operations Manager – Fixed Route Division directs and coordinates the activities of the bus transportation operation base, and directs and supervises the bus driver supervisors. May be assigned to the Paratransit Division. Perform other duties as assigned. The Operations Manager – Fixed Route Division is distinguished from Operations Supervisors wherein the Operations Manager oversees the daily operations of the Fixed Route Division under the direct authority of the COO.			
Minimum Qualifications/Required Certifications:					
Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description			
14)	Operations Manager- Paratransit Division	Under general direction of the Chief Operating Officer (COO), the Operations Manager - Paratransit Division directs and coordinates the activities of the bus transportation operation base, and directs and supervises the bus driver supervisors. May be assigned to the Fixed Route Division. Performs other duties as assigned. The Operations Manager – Paratransit Division is distinguished from Operations Supervisors wherein the Operations Manager oversees the daily operations of the Paratransit Division under the direct authority of the COO.			
Minimum Qualifications/Required Certifications:					
Bachelor's degree from an accredited college in business or public administration, transportation, or a closely related field. Four (4) years professional experience in business or public administration, transportation administration experience, including two (2) years managerial experience, preferably in a public agency.					
Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					

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If no match or unfunded, which position(s) performs these duties?	
Notes:	

#	Survey Class Title	Class Description				
15)	Planning & Development Director	Under the direction of the CEO/General Manager, the Planning and Development Director plans, develops, organizes, and directs three distinct Santa Cruz METRO functions: (1) planning and scheduling of route and service development; (2) overseeing grant research, review, preparation, and administration for capital and operations funding; and (3) governmental affairs (working with local, state, and federal representatives and legislative advocates to develop and support legislation beneficial to Santa Cruz METRO and the region). Performs other duties as assigned. The incumbent may serve as the governmental affairs advocate. The incumbent also functions as a member of Santa Cruz METRO's senior leadership team and participates actively in addressing issues of concern to the Department and the organization. Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited college in business, political science, public administration, geography, transportation planning, engineering, or a closely related field. Eight (8) years professional experience in business management, public administration, transportation planning, grants administration, route and service planning and development, organizing and facilitating public outreach, and government affairs, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable.				
	Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
		<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
	Required Certifications:					
	If no match or unfunded, which position(s) performs these duties?					
	Notes:					

#	Survey Class Title	Class Description
16)	Purchasing & Special Projects Director	Under the direction of the CEO/General Manager, the Purchasing and Special Projects Director plans, organizes, directs, develops and coordinates the activities of the Purchasing and Parts department. Ensures compliance with applicable Federal, State, and local laws and regulations. Performs complex procurement activities; is responsible for all purchasing, contracting, and materials management at Santa Cruz METRO. Serves as the project coordinator and/or manager over special projects as assigned. Supervises staff directly and indirectly. Performs other duties as assigned.

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<p>Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited college in business, public administration, mathematics, or a closely related field, as well as completion of the NTI/FTA Procurement Training series, or the ability to complete the series within 12 months of hire. Four (4) years professional experience in public or private sector procurement, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable.</p>					
Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

#	Survey Class Title	Class Description
17)	Safety, Security & Risk Management Director	<p>Under the direction of the CEO/General Manager, the Safety, Security, and Risk Director is responsible for management and oversight of the Risk Department and its functions. This position plans, organizes, implements, and administers occupational, environmental, and industrial safety programs, security and risk management programs, processes, policies and procedures; oversees security and emergency preparedness functions; enforces Santa Cruz METRO rules and regulations at Santa Cruz METRO facilities and fleet; conducts system safety, security, and risk assessments; coordinates security and emergency response protocols; and provides reports and updates to CEO and/or District Counsel regarding safety, security and risk management related issues. Performs other duties as assigned.</p> <p>Minimum Qualifications/Required Certifications: Bachelor's degree from an accredited college in Business, Public Administration, Environmental or Occupational Health and/or Safety, Criminal Justice, or a closely related field. Four (4) years professional experience in a safety role preferable within a transportation agency including two (2) years supervisory experience, preferably in a public agency.</p>

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Your Organization Class Title	No Comp/Unfunded?	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status
	<input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Required Certifications:					
If no match or unfunded, which position(s) performs these duties?					
Notes:					

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Section 3: Benefits Survey

- This is a survey of your employee benefits and employer premium costs effective **2/1/2018**.
- For health and dental insurance, please enter the **most expensive selected benefit plan and/or employer premium cost for full family coverage (Employee +2)**.
- If employees do not receive a specific benefit, please enter "N/A" for Not Applicable in the appropriate columns.
- Please report all premiums as a **monthly** employer cost.
 - To convert from bi-weekly to monthly: (Bi-Weekly Rate * 26) ÷ 12

Bargaining Units Defined

- Please do not use generic titles such as 001, or titles that are not descriptive of the units represented.
- Please make sure the titles match those used in the salary portion of this survey.
- If benefits for more than one agency are identical, please record as one Bargaining Unit and include in notes which specific units are being grouped together.

Retirement Program and Practices

Social Security	[UNIT 1 TITLE]	[UNIT 2 TITLE]	[UNIT 3 TITLE]
Does your agency participate in Social Security? If so, which rate? Medicare = 1.45% FICA = 6.20% Both = 7.65%	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate (indicate substitute in notes)	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate (indicate substitute in notes)	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate (indicate substitute in notes)
Notes			

Retirement Plan Contribution	[UNIT 1 TITLE]	[UNIT 2 TITLE]	[UNIT 3 TITLE]
Please list the type of pension plan your agency participates in, e.g. PERS, etc.	<input type="checkbox"/> CalPers <input type="checkbox"/> 37 Act <input type="checkbox"/> Other	<input type="checkbox"/> CalPers <input type="checkbox"/> 37 Act <input type="checkbox"/> Other	<input type="checkbox"/> CalPers <input type="checkbox"/> 37 Act <input type="checkbox"/> Other
What is the actuarially determined Employer contribution (not including employee contributions paid by employer) as a percentage (%) of base salary? (Straight from PERS, not actuarial)			
Is there a reverse pickup (employee pickup)? If yes, percentage:			
Employer – Employee Amount:			
What is the retirement formula (e.g. 2% @ 55, etc. based on Highest 3 Year Average)?			
Is there a vesting period for retirement benefits? If yes, please indicate what the vesting period is.	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, vesting period:			
Notes:			

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Deferred Compensation Practices	[UNIT 1 TITLE]	[UNIT 2 TITLE]	[UNIT 3 TITLE]
Does the agency provide a Deferred Compensation plan? <input type="checkbox"/> 457 <input type="checkbox"/> 401(a) <input type="checkbox"/> None <input type="checkbox"/> Other If no box is marked, it will be assumed NO . If no, move to next section. If yes, complete remainder of table.		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the employer contribute to the plan? If no, move to next section. If yes, complete remainder of table.	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, is this a matching contribution?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Agency does not contribute	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Agency does not contribute	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Agency does not contribute
What is the maximum Employer contribution (enter as dollars or percentage of <u>base monthly</u> salary) and general policy?			
Notes			

Longevity Pay Practices	[UNIT 1 TITLE]	[UNIT 2 TITLE]	[UNIT 3 TITLE]
Does the employer have a longevity pay practice? <input type="checkbox"/> Yes <input type="checkbox"/> No If no, move to next section. If yes, complete remainder of table.		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Enter the <u>amount paid per month</u> , in dollars, or as a percentage of monthly salary, for premium pay based on length of service. Enter each level of longevity pay including the year of service and corresponding premium pay amount.			
Is this a single lump sum payment? <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Notes			

Incentive	[UNIT 1 TITLE]	[UNIT 2 TITLE]	[UNIT 3 TITLE]
Education/Certification Reimbursement			
Enter the maximum amount paid annually, in dollars, for cost of tuition and books . Put "N/A" if this benefit is not provided.			

Special Pay Practices

See separate document.

Please provide details on Allowance Pay and Bonus Pay or Performance Incentives Practices for solely for the positions listed. **NOTE THAT ALLOWANCE PAY WILL BE APPLIED TO ALL POSITIONS LISTED WITH THE UNIT TITLE**

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INDICATED SALARY SURVEY SECTION. IF NOT ALL EMPLOYEES WITHIN THE UNIT RECEIVE THE BENEFIT, INDICATE WHICH DO.

- Vehicle
- Transportation (transit pass, etc.)
- Phone
- Relocation
- Professional Development (Educational Reimbursement)
- Other

Health Programs

*Specifics on Life Insurance and LTD will be collected below non-Cafeteria plan medical.

Medical Plan Practices	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]
Cafeteria Plan Practices			
Does the agency have a cafeteria plan provision? <i>If no, move to the non-cafeteria plan table below. Skip to non-cafeteria.</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Cafeteria Plan Monthly Employer Flex Amount: <i>(not benefits amounts)</i>			
What benefit items is this payment intended to cover? <i>(i.e., medical, dental, etc.)</i>	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability* <input type="checkbox"/> Life Insurance* <input type="checkbox"/> Other (list below)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability* <input type="checkbox"/> Life Insurance* <input type="checkbox"/> Other (list below)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Short Term Disability <input type="checkbox"/> Long Term Disability* <input type="checkbox"/> Life Insurance* <input type="checkbox"/> Other (list below)
Non-Cafeteria			
What is the employer's maximum monthly contribution, in dollars, for full family medical coverage, for medical, dental, and vision?			
Medical			
Employer			
Employee			
Dental	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided
Employer			
Employee			
Vision	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided	<input type="checkbox"/> Yes, and employer contributes <input type="checkbox"/> Yes, but employer does not contribute <input type="checkbox"/> Yes, but covered in Medical <input type="checkbox"/> No plan provided
Employer			
Employee			
Other benefits:			
Retiree Health Insurance	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]
Does this agency offer health insurance for retirees?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Describe policy and amounts if available.			

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Santa Cruz Metro Transit District Final Total Compensation Report

Santa Cruz Metro
Total Compensation Survey
Comparator Agency: [Keywords]

Life Insurance & Disability	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]
Life Insurance is:	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> Employer Paid, Non-Cafeteria Plan <input type="checkbox"/> Offered, but not Employer Paid <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> Employer Paid, Non-Cafeteria Plan <input type="checkbox"/> Offered, but not Employer Paid <input type="checkbox"/> Not Offered	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> Employer Paid, Non-Cafeteria Plan <input type="checkbox"/> Offered, but not Employer Paid <input type="checkbox"/> Not Offered
Long Term Disability is:	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> Employer Paid, Non-Cafeteria Plan <input type="checkbox"/> Offered, but not Employer Paid <input type="checkbox"/> Not Offered <input type="checkbox"/> Data Not Available/Found	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> Employer Paid, Non-Cafeteria Plan <input type="checkbox"/> Offered, but not Employer Paid <input type="checkbox"/> Not Offered <input type="checkbox"/> Data Not Available/Found	<input type="checkbox"/> Covered in Cafeteria Plan <input type="checkbox"/> Employer Paid, Non-Cafeteria Plan <input type="checkbox"/> Offered, but not Employer Paid <input type="checkbox"/> Not Offered <input type="checkbox"/> Data Not Available/Found

Attachment A

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Vacation and Sick Leave Practices

Incentive	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]
Vacation Leave			
List the number of hours accrued annually as well as the maximum that can be accrued annually:	Annual Accrual	Max. Accrual	Annual Accrual
Year 1			
Year 5			
Year 10			
Year 20			
Year of service for max accrual:			
Can employees cash out vacation leave on an annual basis? (Excludes termination or retirement).	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, what is the policy?			
Sick Leave			
	Annual Accrual	Max. Accrual	Annual Accrual
List the number of hours per year, as well as the maximum accrual allowed.			
Can employees cash out sick leave at termination or retirement, and/or apply to service upon retirement?	<input type="checkbox"/> No <input type="checkbox"/> Cash-Out upon termination <input type="checkbox"/> Cash-Out upon retirement <input type="checkbox"/> Service credit upon retirement	<input type="checkbox"/> No <input type="checkbox"/> Cash-Out upon termination <input type="checkbox"/> Cash-Out upon retirement <input type="checkbox"/> Service credit upon retirement	<input type="checkbox"/> No <input type="checkbox"/> Cash-Out upon termination <input type="checkbox"/> Cash-Out upon retirement <input type="checkbox"/> Service credit upon retirement
If yes, what is the policy?			
Holidays			
Number of <u>regular</u> holidays (days)			
Number of Floating holidays (days)			
Personal Leave			
List the number of personal days provided each year.			
Admin Leave			
Is Administrative or other leave provided?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Administrative Leave policies:			

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