



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)
PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE AGENDA
REGULAR MEETING
OCTOBER 12, 2018 – 10:30AM
METRO ADMIN OFFICES
110 VERNON STREET
SANTA CRUZ, CA 95060**

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

This document has been created with accessibility in mind. With the exception of certain 3rd party and other attachments, it passes the Adobe Acrobat XI Accessibility Full Check. If you have any questions about the accessibility of this document, please email your inquiry to accessibility@scmttd.com

COMMITTEE ROSTER

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

AMERICANS WITH DISABILITIES ACT

METRO does not discriminate on the basis of disability. Any person who requires an accommodation or an auxiliary aid or service to participate in the meeting, or to access the agenda and the agenda packet, should contact the Executive Assistant, at 831-426-6080 as soon as possible in advance of the Committee meeting. Hearing impaired individuals should call 711 for assistance in contacting Santa Cruz METRO regarding special requirements to participate in the Committee meeting. For information regarding this agenda or interpretation services, please call Santa Cruz METRO at 831-426-6080.

MEETING TIME: 10:30AM

NOTE: THE COMMITTEE CHAIR MAY TAKE ITEMS OUT OF ORDER

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

This time is set aside for Directors and members of the 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 TOTAL COMPENSATION STUDY RESULTS**
- 6 ADJOURNMENT**

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



DATE: October 12, 2018
TO: Personnel/HR Standing Committee
FROM: Angela Aitken, CFO and Interim Human Resources Director
**SUBJECT: CONSIDERATION OF THE FINAL CPS HR CONSULTING MANAGEMENT
TOTAL COMPENSATION STUDY RESULTS**

I. RECOMMENDED ACTION

That the Personnel/HR Standing Committee consider the final CPS HR Consulting Management Total Compensation Study and provide a recommendation to the full Board

II. SUMMARY

- On January 16, 2018, the Santa Cruz Metropolitan Transit District (METRO) Personnel/HR Standing Committee (Committee) met and reviewed the Final CPS HR Consulting Management Classification Study results.
- At the January 16, 2018 meeting, Andi Bernard, Principal Consultant for CPS HR, provided a presentation on the next steps of the total compensation analysis phase of the Management Total Compensation Study to help educate the Committee in developing a total compensation philosophy (i.e., market median, 5% below market median and 5% above market median).
- At that time, the Committee reserved recommending the philosophy for setting pay ranges until total compensation comparison data was compiled and the Committee could review how market median, 5% below market median, and 5% above market median would correlate to actual costs within the budget.
- On January 26, 2018, the Board approved the Committee's recommendation on the Classification Study results, and CPS proceeded to prepare a market analysis for METRO Management.
- On May 1, 2018, CPS prepared and presented a total compensation report to the Committee, which reflected some of the comparison agency salaries and compensation.
- Staff had originally intended to return to the Committee in August 2018. However, CPS discovered a number of errors in the information provided, which required them to return to the comparable agencies and get the information one more time.
- Jennifer Ramos, Project Manager for CPS, is providing a presentation on the Management Total Compensation Report today, October 12, 2018.

- Staff is recommending the seven agency market median total compensation methodology provided in this staff report.

III. DISCUSSION/BACKGROUND

On January 16, 2018, the Personnel/HR Standing Committee (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 the elements of a total compensation study. The Committee agreed to a recommendation from staff, whereby the Board of Directors would approve the CPS Final Management Classification Study Report and a strategy to move forward with the Management Total Compensation Study. The Committee also reserved its recommendation to set the philosophy for setting pay ranges until total compensation comparison data was compiled and they could review how the market median, 5% below market median, and 5% above market median would correlate to actual costs.

On January 26, 2018, the Board approved the Committee's recommendation on the Classification Study results, and CPS proceeded to prepare a market analysis for METRO management.

METRO had previously established the following labor market agencies for comparison:

- Alameda-Contra Costa Transit District
- Central Contra Costa County Transit Authority
- City of Santa Cruz
- 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

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

On May 1, 2018, CPS prepared and presented a total compensation report to the Committee, which reflected some of the comparison agency salaries and compensation. Staff had originally intended to return to the Committee in August 2018. However, CPS

discovered a number of errors in the information they provided, which required them to return to the comparable agencies and get the information one more time.

At the request of the CEO, the largest agencies were moved from the comparable agencies. The Committee concurred with the CEO's request to remove the largest comparable agencies and agreed that the market median rate would be used in the Management Total Compensation Report.

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

Today Jennifer Ramos, Project Manager for CPS, is providing a presentation on the Management Total Compensation Report. This report reflects the comparison agencies' salaries, as well as other compensation provided to employees. This report will enable the Committee to determine the best total compensation methodology to adopt in setting Management salary ranges. At the request of the Committee, CPS has provided the total compensation analysis to reflect 5% below market median, at market median, and 5% above market median.

With this Management Total Compensation Study information provided to the Committee, staff is recommending the Committee approve the above seven-agency market median total compensation methodology provided in this staff report and provide such recommendation to the full Board.

The Committee further recommends the full Board delegate the CEO to determine if a six step range will be created or a range that incorporates an as yet to be determined Pay for Performance Program.

IV. COMMITTEE ACTION

Approve forwarding to the full Board for approval the updated Management Total Compensation Plan in whichp seven peer agencies are used; and approve the market median pay ranges presented.

V. FINANCIAL CONSIDERATIONS/IMPACT

The financial impact of the CPS Management Total Compensation Study at the seven-agency market median total compensation methodology, when implemented and taking into account METRO's current staffing levels in FY19, will cost approximately \$473K, of which \$430K was budgeted in FY19 and \$444K in FY20.

VI. ALTERNATIVES CONSIDERED

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

VII. ATTACHMENTS

Attachment A: CPS Final Management Total Compensation Study –October 2018

Prepared by: Angela Aitken, CFO and Interim HR Director

VIII. APPROVALS:

Alex Clifford, CEO/General Manager

A handwritten signature in blue ink is written over a horizontal line. The signature is stylized and appears to read 'Alex Clifford'.

- THIS PAGE INTENTIONALLY LEFT BLANK -

October 5, 2018

Private and Confidential

Santa Cruz Metropolitan Transit District

Management
Total Compensation Report

SUBMITTED BY:

Jennifer Ramos

*Manager, Classification and
Compensation Unit*

2450 Del Paso Road, Suite 220
Sacramento, CA 95834

t: 916-471-3125

www.cpshr.us

Project Consultants:

Jan Bentley

Edie Sabia

Support Staff:

Sarah Williams



Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

Table of Contents

I. Introduction	2
II. Project Scope and Work Plan.....	3
III. Compensation Study Parameters	4
Labor Market Position	4
Labor Market Agencies	4
Survey Classifications.....	8
Survey Data Collection Scope	8
Comparable Classifications – Classification Matching.....	8
Comparable Classifications – Required Number of Comparable Classifications.....	9
Internal Equity Considerations – Insufficient Number of Comparable Classifications.....	9
Labor Market Benefits Collected	9
IV. Survey Results.....	12
Compensation Results	12
Labor Market Agency Participation	12
Benchmark Classifications with Insufficient Comparable Classifications.....	12
Labor Market Position by Classification.....	13
Labor Market Position District Wide	16
V. Benefits Summary Tables	17
VI. Next Steps.....	17
Appendix A-1: Datasheets, Select Agencies	18
Appendix A-2: Datasheets, All Agencies	37
Appendix B: Benefits Summary Tables	58
Appendix C: Salary Survey.....	77

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

I. Introduction

CPS HR Consulting (CPS HR) was retained by the Santa Cruz Metropolitan Transit District (District) to conduct a classification and total compensation study for 18 management classifications. This report contains the results of the total compensation study only. The results of the management classification study were submitted on December 15, 2017. Preliminary drafts of this compensation report were submitted to the District earlier in 2018. In August 2018, the District contacted CPS HR and asked for further validation of the data contained in draft versions of the management compensation study resulting in this final report.

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 10 comparable agencies (eight transit districts/authorities, one county, and one city) and collected and analyzed base salary and total compensation data.

At the request of the Personnel Committee at their scheduled meeting on May 1, 2018, and at the District's formal request on June 4, 2018, the labor market was revised to remove three of the comparable agencies based on their size and geographic location. Thus, this report reflects the newly revised labor market of seven agencies. The summary of findings and datasheets submitted to the District including data collected from all agencies as of October 1, 2018, is presented in [Appendix D](#).

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](#).

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 management classifications surveyed during this study. The data for this report was initially collected during the months of February through March 2018, and further vetted and validated during the months of August through October 2018. To account for the adjusted timeline, all salary and benefit data represented is as of July 1, 2018.

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

II. Project Scope and Work Plan

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

- Project Manager, Jennifer Ramos, met with and clarified the scope of work with the District's Chief Financial Officer and acting Human Resources Director, Angela Aiken, in August 2018. Ms. Aiken advised Ms. Ramos of the need to revisit the preliminary compensation study results from June 6, 2018.
- Reviewed District background materials including classification specifications, salary schedules, position control documents, organization charts, and internal alignment documentation.
- Reviewed the survey instrument (presented in [Appendix C](#)) developed and confirmed by the District on February 23, 2018. In August 2018, the District prompted re-examination of any results reflected in the original surveys and report produced in June 2018.
- Received confirmation from the District regarding the 10 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 repeated 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 on October 1, 2018.
- Received client feedback, resolved questions, and finalized the compensation report.
- On October 5, 2018, CPS HR submitted the revised Management Total Compensation Report reflecting a total of seven labor market agencies, the corresponding datasheets, and the benefits tables in [Appendix B](#).

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 seven (7)¹ 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.

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.

¹ See discussion on reduction of labor market agencies in Introduction and following section.

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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.

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

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

CPS HR agreed to reducing the labor market and adjusting results at the request of the District. The final labor market agencies are included below. CPS HR had collected data from the three agencies removed.

1. Central Contra Costa County Transit Authority
2. City of Santa Cruz
3. County of Santa Cruz
4. Monterey-Salinas Transit District
5. Riverside Transit Agency
6. San Joaquin Regional Transit District
7. Santa Barbara Metropolitan Transit District

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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 cost of living as a point of reference. 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. CPS HR obtains this information from the Economic Research Institute (ERI)².

Table 1: Labor Market Agencies – Cost of Living

Comparison Agency	ERI City	Base City 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%
Central Contra Costa County Transit Authority	Walnut Creek	100.5%	101.3%	101.6%	101.9%	102.1%	101.5%
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%
Santa Barbara Metropolitan Transit District	Santa Barbara	91.0%	92.5%	92.9%	93.2%	93.5%	92.6%
United States Average	Nation-wide	42.2%	54.7%	58.5%	60.4%	62.0%	55.6%

² 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.

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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 cost of wages as a point of reference. 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.

Table 2: Labor Market Agencies – Cost of Wages

Comparison Agency	ERI City	Base City 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%
Central Contra Costa County Transit Authority	Walnut Creek	102.0%	107.1%	108.1%	109.2%	109.0%	108.0%	107.2%
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%
Santa Barbara Metropolitan Transit District	Santa Barbara	99.4%	98.5%	98.9%	99.7%	100.5%	100.6%	99.6%
United States Average	Nation-wide	74.5%	90.10%	89.80%	89.70%	89.70%	90.40%	87.37%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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.

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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.

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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
<p>Comparable Classification Title</p>	<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>
<p>Minimum and Maximum Base Salary</p>	<p>The minimum and maximum <i>monthly</i> base salary. Where salary range was not available.</p>
<p>Allowance Pay Practices <i>Table B-4</i></p>	<p>These amounts reflect general policies on vehicle, phone, or other allowances. The amounts may not be universally applicable to all positions within a unit or may be a discretionary policy.</p>
<p>Cost of Living Adjustment (COLA) <i>Table B-1</i></p>	<p>COLAs are reported in the future, when not available last known COLA is reported. Certain unrepresented employee groups may not have documentation of past or future COLAs and Unknown is indicated.</p>
<p>Deferred Compensation Contribution <i>Table B-3</i></p>	<p>If applicable the amount(s) the agency contributes into a deferred compensation plan. CPS HR calculates non-matching employer contributions only, as matching funds are “elective.”</p>
<p>Education/Tuition Reimbursement <i>Table B-3</i></p>	<p>The amounts of reimbursement for tuition, books and/or fees for courses to encourage and support educational programs which provide employees the opportunity for personal career development.</p>
<p>Employer Retirement Contribution <i>Table B-2</i></p>	<p>Employer’s normal cost contribution rate to mandated retirement plans, CalPERS, 37 Act or other retirement plans.</p>
<p>Full Time Equivalent (FTE) <i>Table B-1</i></p>	<p>FTEs or allocated positions are reported by agency. If comparable classifications were matched based on executive classifications of the overall agency and law enforcement department, specific classifications FTE/positions for both were reported.</p>
<p>Health Plan Benefits & Contributions <i>Tables B-5 & B-6</i></p>	<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>

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

Benefit or Pay Practice	Description
	<p>Dental 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 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> <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> <p>Optional Benefits – Benefits that employees voluntarily elect to enroll in.</p>
<p>Leave Practices Tables B-8- B-10</p>	<p>For standards purposes, vacation/annual leave practices reflect leave accrual rates and maximums at one, five, 10, 15 and 20 years; sick leave accrual rates and maximums; administrative/management and bereavement leaves; holiday; and other leaves.</p>
<p>Longevity Pay Practice Table B-3</p>	<p>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.</p>
<p>Retiree Health Insurance Practices Table B-7</p>	<p>Practices related to retiree health insurance provided to eligible retirees.</p>
<p>Social Security (Medicare and FICA) Contributions Table B-2</p>	<p>These amounts reflect the cost of the employer’s contributions to Medicare (1.45%) and FICA (6.20% to maximum of \$128,700 for FY 2018), if the agency participates. These contributions are utilized in the total compensation calculations.</p>

IV. Survey Results

The District should be aware that all data represented is as of July 1, 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.

- [Appendix B](#) presents the collected benefit information for all employee groups.

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

The majority of the labor market agencies did not have data readily available on their official agency webpage. CPS HR consultants worked directly with agency contacts to collect and/or confirm data represented in this report.

Benchmark Classifications with Insufficient Comparable Classifications

One of the eighteen classifications, the Assistant Operations Manager (Paratransit Department), returned only one comparable classification.

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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 4 provides the following information for base salary and Table 5 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 salary 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 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.
- 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.

Attachment A

**Table 4: District Percent (%) Above/Below Agency Labor Market Median by Classification
Monthly Base Salary, Select Agencies**

Classification	# Matches	District Maximum (Monthly)	Market Median (Monthly)	% District Above/Below Market	Percentile of District in Labor Market			
					45 th \$	45 th %	55 th \$	55 th %
Assistant Maintenance Manager	3	\$8,694	\$10,457	-20.28%	\$10,419	-19.84%	\$10,613	-22.07%
Chief Financial Officer (CFO)	6	\$11,558	\$16,309	-41.11%	\$16,170	-39.90%	\$16,448	-42.31%
Chief Operating Officer (COO)	5	\$12,716	\$16,587	-30.44%	\$16,115	-26.73%	\$16,594	-30.50%
Database Administrator	3	\$8,039	\$9,598	-19.39%	\$9,395	-16.86%	\$9,679	-20.40%
Executive Assistant	6	\$6,810	\$7,354	-7.98%	\$7,190	-5.58%	\$7,517	-10.39%
Finance Deputy Director	6	\$10,055	\$11,994	-19.28%	\$11,983	-19.17%	\$12,006	-19.40%
Human Resources Deputy Director	4	\$8,694	\$10,153	-16.78%	\$9,944	-14.38%	\$10,362	-19.19%
Human Resources Director	6	\$11,558	\$15,479	-33.92%	\$15,316	-32.51%	\$15,641	-35.33%
Information Technology and Intelligent Transportation Systems Director	6	\$10,409	\$15,493	-48.84%	\$15,323	-47.21%	\$15,663	-50.48%
Maintenance Manager	5	\$11,558	\$14,716	-27.32%	\$13,751	-18.98%	\$14,803	-28.08%
Marketing, Communications and Customer Service Director	3	\$10,409	\$12,017	-15.45%	\$11,761	-12.99%	\$12,278	-17.96%
Operations Manager- Paratransit Division	3	\$8,694	\$10,850	-24.80%	\$10,711	-23.20%	\$10,967	-26.14%
Operations Manager-Fixed Route Division	4	\$8,694	\$12,007	-38.11%	\$11,660	-34.11%	\$12,354	-42.10%
Planning and Development Director	6	\$11,558	\$14,480	-25.28%	\$13,818	-19.55%	\$15,142	-31.01%
Purchasing and Special Projects Director	5	\$10,409	\$12,017	-15.45%	\$11,525	-10.72%	\$12,245	-17.64%
Safety Security and Risk Management Director	6	\$8,039	\$11,567	-43.88%	\$11,341	-41.08%	\$11,792	-46.68%
Senior Database Administrator	5	\$10,234	\$10,672	-4.28%	\$10,204	0.29%	\$10,932	-6.82%
				Averages	-25.45%		-22.50%	-27.44%

Attachment A

**Table 5: District Percent (%) Above/Below Agency Labor Market Median by Classification
Monthly Total Compensation, Select Agencies**

Classification	# Matches	District Maximum (Monthly)	Market Median (Monthly)	% District Above/Below Market	Percentile of District in Labor Market					
					45 th \$	45 th %	55 th \$	55 th %		
Assistant Maintenance Manager	3	\$12,540	\$14,081	-12.29%	\$13,906	-10.89%	\$14,165	-12.96%		
Chief Financial Officer (CFO)	6	\$15,852	\$19,779	-24.77%	\$19,625	-23.80%	\$19,934	-25.75%		
Chief Operating Officer (COO)	5	\$17,191	\$19,471	-13.26%	\$19,261	-12.04%	\$19,594	-13.98%		
Database Administrator	3	\$11,782	\$13,609	-15.51%	\$13,334	-13.17%	\$13,651	-15.87%		
Executive Assistant	6	\$10,361	\$10,352	0.08%	\$10,258	0.98%	\$10,446	-0.83%		
Finance Deputy Director	6	\$14,114	\$14,964	-6.02%	\$14,939	-5.85%	\$14,988	-6.19%		
Human Resources Deputy Director	4	\$12,540	\$13,126	-4.68%	\$13,113	-4.57%	\$13,140	-4.79%		
Human Resources Director	6	\$15,852	\$18,481	-16.58%	\$18,416	-16.17%	\$18,546	-16.99%		
Information Technology and Intelligent Transportation Systems Director	6	\$14,523	\$19,283	-32.77%	\$18,817	-29.57%	\$19,748	-35.98%		
Maintenance Manager	5	\$15,852	\$18,351	-15.77%	\$17,473	-10.23%	\$18,403	-16.09%		
Marketing, Communications and Customer Service Director	3	\$14,523	\$14,915	-2.70%	\$14,732	-1.44%	\$15,156	-4.36%		
Operations Manager- Paratransit Division	3	\$12,540	\$13,172	-5.04%	\$13,163	-4.97%	\$13,346	-6.43%		
Operations Manager-Fixed Route Division	4	\$12,540	\$14,794	-17.98%	\$14,307	-14.10%	\$15,281	-21.86%		
Planning and Development Director	6	\$15,852	\$17,921	-13.05%	\$17,576	-10.87%	\$18,266	-15.23%		
Purchasing and Special Projects Director	5	\$14,523	\$14,915	-2.70%	\$14,644	-0.83%	\$15,378	-5.89%		
Safety Security and Risk Management Director	6	\$11,782	\$15,129	-28.41%	\$15,022	-27.50%	\$15,237	-29.32%		
Senior Database Administrator	5	\$14,321	\$14,841	-3.64%	\$14,225	0.67%	\$14,856	-3.74%		
				Averages		-12.65%		-10.84%		-13.90%

Attachment A

Labor Market Position District Wide

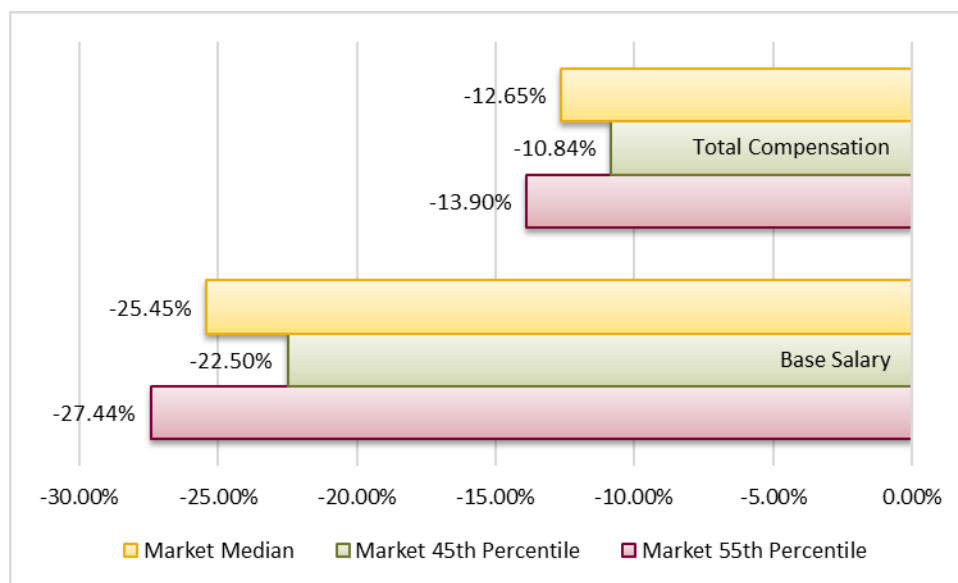
The data included in this report reflects that the District is below the labor market median average when comparing base salary and total compensation medians. When looking at the median, the District is lagging behind the market by -25.45% for base salary and -12.65% for total compensation. The market 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.

Table 6 and Figure 1 present the District's position within the labor market.

Table 6: District Position in the Labor Market, Select Agencies

	Market Median	Market 45th Percentile	Market 55th Percentile
Base Salary	-25.45%	-22.50%	-27.44%
Total Compensation	-12.65%	-10.84%	-13.90%

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](#).

VI. Next Steps

This management compensation 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 with all requested additional adjustments.

The next steps include presenting the results of this compensation study to key stakeholders, including the personnel commission and board, as well as discussing implementation with senior management.

Should you require any further information or have questions and comments with respect to this final report, please do not hesitate to contact Jennifer Ramos at 916-471-3125 or via email at jramos@cpshr.us.

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

Appendix A-1: Datasheets, Select Agencies

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Assistant Maintenance Manager

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Assistant Maintenance Manager	\$6,814	\$8,694	\$435			\$2,311	\$147	\$26	\$801	\$126	\$12,540
Central Contra Costa County Transit Authority	Facilities Superintendent	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Building Maintenance Superintendent	\$7,833	\$10,457			\$2,004				\$856	\$764	\$14,081
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Maintenance Manager	\$6,503	\$10,080		\$25		\$1,217	\$18		\$840	\$146	\$12,327
San Joaquin Regional Transit District	No Comparable Class											

Base Salary Median	\$10,457
Base Salary Mean	\$10,851
Percentage Above or Below Median	-20.28%
Percentage Above or Below Mean	-24.81%

Base Salary 45th Percentile	\$10,419
Base Salary 55th Percentile	\$10,613
Percentage Above or Below 45th Percentile	-19.84%
Percentage Above or Below 55th Percentile	-22.07%

Total # Matches:	3
------------------	---

Total Compensation Median	\$14,081
Total Compensation Mean	\$13,774
Percentage Above or Below Median	-12.29%
Percentage Above or Below Mean	-9.85%

Total Compensation 45th Percentile	\$13,906
Total Compensation 55th Percentile	\$14,165
Percentage Above or Below 45th Percentile	-10.89%
Percentage Above or Below 55th Percentile	-12.96%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Assistant Operations Manager (Para Transit Department)

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

Base Salary Median	\$8,064
Base Salary Mean	\$8,064
Percentage Above or Below Median	-10.98%
Percentage Above or Below Mean	-10.98%

Base Salary 45th Percentile	\$8,064
Base Salary 55th Percentile	\$8,064
Percentage Above or Below 45th Percentile	-10.98%
Percentage Above or Below 55th Percentile	-10.98%

Total # Matches:	1
------------------	---

Total Compensation Median	\$10,113
Total Compensation Mean	\$10,113
Percentage Above or Below Median	7.11%
Percentage Above or Below Mean	7.11%

Total Compensation 45th Percentile	\$10,113
Total Compensation 55th Percentile	\$10,113
Percentage Above or Below 45th Percentile	7.11%
Percentage Above or Below 55th Percentile	7.11%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Chief Financial Officer (CFO)

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

Base Salary Median	\$16,309
Base Salary Mean	\$16,101
Percentage Above or Below Median	-41.11%
Percentage Above or Below Mean	-39.31%

Base Salary 45th Percentile	\$16,170
Base Salary 55th Percentile	\$16,448
Percentage Above or Below 45th Percentile	-39.90%
Percentage Above or Below 55th Percentile	-42.31%

Total # Matches:	6
------------------	---

Total Compensation Median	\$19,779
Total Compensation Mean	\$19,944
Percentage Above or Below Median	-24.77%
Percentage Above or Below Mean	-25.82%

Total Compensation 45th Percentile	\$19,625
Total Compensation 55th Percentile	\$19,934
Percentage Above or Below 45th Percentile	-23.80%
Percentage Above or Below 55th Percentile	-25.75%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Chief Operating Officer (COO)

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Chief Operating Officer (COO)	\$9,960	\$12,716	\$636			\$2,311	\$147	\$26	\$1,171	\$184	\$17,191
Central Contra Costa County Transit Authority	Chief Operating Officer	\$12,446	\$16,738				\$1,678	\$43	\$28	\$1,358	\$243	\$20,088
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Director of General Services	\$12,405	\$16,622			\$2,004				\$1,361	\$853	\$20,840
Monterey Salinas Transit District	Chief Operating Officer	\$9,093	\$13,164				\$1,937			\$1,124	\$191	\$16,416
Riverside Transit Agency	Chief Operating Officer	\$10,053	\$16,587		\$25		\$1,217	\$18		\$1,383	\$241	\$19,471
San Joaquin Regional Transit District	Chief Operating Officer	\$9,677	\$14,226		\$1,423		\$1,825	\$107	\$24		\$819	\$18,423

Base Salary Median	\$16,587
Base Salary Mean	\$15,467
Percentage Above or Below Median	-30.44%
Percentage Above or Below Mean	-21.64%

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

Total # Matches:	5
------------------	---

Total Compensation Median	\$19,471
Total Compensation Mean	\$19,048
Percentage Above or Below Median	-13.26%
Percentage Above or Below Mean	-10.80%

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

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Database Administrator

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

Base Salary Median	\$9,598
Base Salary Mean	\$9,191
Percentage Above or Below Median	-19.39%
Percentage Above or Below Mean	-14.33%

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

Total # Matches:	3
------------------	---

Total Compensation Median	\$13,609
Total Compensation Mean	\$12,832
Percentage Above or Below Median	-15.51%
Percentage Above or Below Mean	-8.91%

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

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Executive Assistant

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Executive Assistant	\$5,333	\$6,810	\$341			\$2,311	\$147	\$26	\$627	\$99	\$10,361
Central Contra Costa County Transit Authority	Clerk to the Board/Assistant to GM	\$5,651	\$7,681				\$1,678	\$43	\$28	\$623	\$111	\$10,165
City of Santa Cruz	Deputy City Clerk-Administrator	\$5,191	\$7,026	\$176			\$2,010	\$127	\$19	\$645	\$537	\$10,540
County of Santa Cruz	Chief Deputy Clerk-Board of Supervisors	\$7,408	\$9,868			\$2,004				\$808	\$755	\$13,435
Monterey Salinas Transit District	Executive Assistant to the General Manager/Clerk of Board	\$4,669	\$6,758				\$1,937			\$577	\$98	\$9,370
Riverside Transit Agency	Executive Assistant/Clerk to the Board	\$6,010	\$9,316		\$25		\$1,217	\$18		\$777	\$135	\$11,488
San Joaquin Regional Transit District	Executive and Board Support Analyst	\$3,953	\$5,815		\$582		\$1,825	\$107	\$24		\$445	\$8,797

Base Salary Median	\$7,354
Base Salary Mean	\$7,744
Percentage Above or Below Median	-7.98%
Percentage Above or Below Mean	-13.72%

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

Total # Matches:	6
------------------	----------

Total Compensation Median	\$10,352
Total Compensation Mean	\$10,632
Percentage Above or Below Median	0.08%
Percentage Above or Below Mean	-2.63%

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

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Finance Deputy Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Finance Deputy Director	\$7,876	\$10,055	\$503			\$2,311	\$147	\$26	\$926	\$146	\$14,114
Central Contra Costa County Transit Authority	Manager of Accounting	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Assistant Director of Finance	\$8,845	\$11,971	\$299			\$2,010	\$127	\$19	\$1,099	\$786	\$16,311
County of Santa Cruz	Chief Deputy Auditor-Controller	\$12,034	\$16,130			\$2,004				\$1,321	\$846	\$20,301
Monterey Salinas Transit District	General Accountant and Budget Manager	\$7,281	\$10,541				\$1,937			\$900	\$153	\$13,531
Riverside Transit Agency	Controller	\$7,829	\$12,526		\$25		\$1,217	\$18		\$1,044	\$182	\$15,012
San Joaquin Regional Transit District	Finance Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081

Base Salary Median	\$11,994
Base Salary Mean	\$12,107
Percentage Above or Below Median	-19.28%
Percentage Above or Below Mean	-20.41%

Base Salary 45th Percentile	\$11,983
Base Salary 55th Percentile	\$12,006
Percentage Above or Below 45th Percentile	-19.17%
Percentage Above or Below 55th Percentile	-19.40%

Total # Matches:	6
------------------	---

Total Compensation Median	\$14,964
Total Compensation Mean	\$15,525
Percentage Above or Below Median	-6.02%
Percentage Above or Below Mean	-10.00%

Total Compensation 45th Percentile	\$14,939
Total Compensation 55th Percentile	\$14,988
Percentage Above or Below 45th Percentile	-5.85%
Percentage Above or Below 55th Percentile	-6.19%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Human Resources Deputy Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Human Resources Deputy Director	\$6,814	\$8,694	\$435			\$2,311	\$147	\$26	\$801	\$126	\$12,540
Central Contra Costa County Transit Authority	No Comparable Class											
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Deputy Personnel Director	\$10,707	\$14,340			\$2,004				\$1,174	\$820	\$18,338
Monterey Salinas Transit District	Human Resources Manager	\$5,976	\$8,651				\$1,937			\$739	\$125	\$11,452
Riverside Transit Agency	Human Resources Manager	\$6,781	\$10,850		\$25		\$1,217	\$18		\$905	\$157	\$13,172
San Joaquin Regional Transit District	Human Resources Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081

Base Salary Median	\$10,153
Base Salary Mean	\$10,824
Percentage Above or Below Median	-16.78%
Percentage Above or Below Mean	-24.50%

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

Total # Matches:	4
------------------	---

Total Compensation Median	\$13,126
Total Compensation Mean	\$14,011
Percentage Above or Below Median	-4.68%
Percentage Above or Below Mean	-11.73%

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

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Human Resources Director

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

Base Salary Median	\$15,479
Base Salary Mean	\$14,922
Percentage Above or Below Median	-33.92%
Percentage Above or Below Mean	-29.11%

Base Salary 45th Percentile	\$15,316
Base Salary 55th Percentile	\$15,641
Percentage Above or Below 45th Percentile	-32.51%
Percentage Above or Below 55th Percentile	-35.33%

Total # Matches:	6
------------------	---

Total Compensation Median	\$18,481
Total Compensation Mean	\$18,647
Percentage Above or Below Median	-16.58%
Percentage Above or Below Mean	-17.63%

Total Compensation 45th Percentile	\$18,416
Total Compensation 55th Percentile	\$18,546
Percentage Above or Below 45th Percentile	-16.17%
Percentage Above or Below 55th Percentile	-16.99%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Information Technology and Intelligent Transportation Systems Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Information Technology and Intelligent Transportation Systems Director	\$8,155	\$10,409	\$520			\$2,311	\$147	\$26	\$959	\$151	\$14,523
Central Contra Costa County Transit Authority	Director of Information Technology	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	Director of Information Technology	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Director Information Services	\$13,282	\$17,806			\$2,004				\$1,458	\$870	\$22,138
Monterey Salinas Transit District	Director of Information Technology	\$8,444	\$12,224				\$1,937			\$1,044	\$177	\$15,382
Riverside Transit Agency	Director of Information Technology	\$8,867	\$14,630		\$25		\$1,217	\$18		\$1,220	\$212	\$17,322
San Joaquin Regional Transit District	Chief Technology Officer	\$11,250	\$15,833		\$1,583		\$1,825	\$107	\$24		\$842	\$20,214

Base Salary Median	\$15,493
Base Salary Mean	\$15,280
Percentage Above or Below Median	-48.84%
Percentage Above or Below Mean	-46.79%

Base Salary 45th Percentile	\$15,323
Base Salary 55th Percentile	\$15,663
Percentage Above or Below 45th Percentile	-47.21%
Percentage Above or Below 55th Percentile	-50.48%

Total # Matches:	6
------------------	---

Total Compensation Median	\$19,283
Total Compensation Mean	\$19,047
Percentage Above or Below Median	-32.77%
Percentage Above or Below Mean	-31.15%

Total Compensation 45th Percentile	\$18,817
Total Compensation 55th Percentile	\$19,748
Percentage Above or Below 45th Percentile	-29.57%
Percentage Above or Below 55th Percentile	-35.98%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Maintenance Manager

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

Base Salary Median	\$14,716
Base Salary Mean	\$13,004
Percentage Above or Below Median	-27.32%
Percentage Above or Below Mean	-12.51%

Base Salary 45th Percentile	\$13,751
Base Salary 55th Percentile	\$14,803
Percentage Above or Below 45th Percentile	-18.98%
Percentage Above or Below 55th Percentile	-28.08%

Total # Matches:	5
------------------	----------

Total Compensation Median	\$18,351
Total Compensation Mean	\$16,551
Percentage Above or Below Median	-15.77%
Percentage Above or Below Mean	-4.41%

Total Compensation 45th Percentile	\$17,473
Total Compensation 55th Percentile	\$18,403
Percentage Above or Below 45th Percentile	-10.23%
Percentage Above or Below 55th Percentile	-16.09%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Marketing, Communications and Customer Service Director

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

Base Salary Median	\$12,017
Base Salary Mean	\$12,034
Percentage Above or Below Median	-15.45%
Percentage Above or Below Mean	-15.61%

Base Salary 45th Percentile	\$11,761
Base Salary 55th Percentile	\$12,278
Percentage Above or Below 45th Percentile	-12.99%
Percentage Above or Below 55th Percentile	-17.96%

Total # Matches:	3
------------------	---

Total Compensation Median	\$14,915
Total Compensation Mean	\$15,106
Percentage Above or Below Median	-2.70%
Percentage Above or Below Mean	-4.01%

Total Compensation 45th Percentile	\$14,732
Total Compensation 55th Percentile	\$15,156
Percentage Above or Below 45th Percentile	-1.44%
Percentage Above or Below 55th Percentile	-4.36%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Operations Manager- Paratransit Division

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Operations Manager- Paratransit Division	\$6,814	\$8,694	\$435			\$2,311	\$147	\$26	\$801	\$126	\$12,540
Central Contra Costa County Transit Authority	Manager of Accessible Services	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Contract Operations Manager	\$6,781	\$10,850		\$25		\$1,217	\$18		\$905	\$157	\$13,172
San Joaquin Regional Transit District	Mobility Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081

Base Salary Median	\$10,850
Base Salary Mean	\$10,774
Percentage Above or Below Median	-24.80%
Percentage Above or Below Mean	-23.93%

Base Salary 45th Percentile	\$10,711
Base Salary 55th Percentile	\$10,967
Percentage Above or Below 45th Percentile	-23.20%
Percentage Above or Below 55th Percentile	-26.14%

Total # Matches:	3
------------------	---

Total Compensation Median	\$13,172
Total Compensation Mean	\$13,723
Percentage Above or Below Median	-5.04%
Percentage Above or Below Mean	-9.44%

Total Compensation 45th Percentile	\$13,163
Total Compensation 55th Percentile	\$13,346
Percentage Above or Below 45th Percentile	-4.97%
Percentage Above or Below 55th Percentile	-6.43%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Operations Manager-Fixed Route Division

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Operations Manager-Fixed Route Division	\$6,814	\$8,694	\$435			\$2,311	\$147	\$26	\$801	\$126	\$12,540
Central Contra Costa County Transit Authority	Director of Transportation	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	Deputy Chief Operating Officer	\$8,655	\$13,164				\$1,937			\$1,124	\$191	\$16,416
Riverside Transit Agency	Operations Manager	\$6,781	\$10,850		\$25		\$1,217	\$18		\$905	\$157	\$13,172
San Joaquin Regional Transit District	Transportation Superintendent	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081

Base Salary Median	\$12,007
Base Salary Mean	\$12,156
Percentage Above or Below Median	-38.11%
Percentage Above or Below Mean	-39.82%

Base Salary 45th Percentile	\$11,660
Base Salary 55th Percentile	\$12,354
Percentage Above or Below 45th Percentile	-34.11%
Percentage Above or Below 55th Percentile	-42.10%

Total # Matches:	4
------------------	---

Total Compensation Median	\$14,794
Total Compensation Mean	\$15,255
Percentage Above or Below Median	-17.98%
Percentage Above or Below Mean	-21.66%

Total Compensation 45th Percentile	\$14,307
Total Compensation 55th Percentile	\$15,281
Percentage Above or Below 45th Percentile	-14.10%
Percentage Above or Below 55th Percentile	-21.86%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Planning and Development Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Planning and Development Director	\$9,053	\$11,558	\$578			\$2,311	\$147	\$26	\$1,065	\$168	\$15,852
Central Contra Costa County Transit Authority	Manager of Planning (Planning and Scheduling)	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Director Planning and Community Development	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Planning Director	\$13,710	\$18,363			\$2,004				\$1,504	\$879	\$22,749
Monterey Salinas Transit District	Director of Planning and Development	\$8,444	\$12,224				\$1,937			\$1,044	\$177	\$15,382
Riverside Transit Agency	Director of Planning	\$9,578	\$15,804		\$25		\$1,217	\$18		\$1,318	\$229	\$18,611
San Joaquin Regional Transit District	Planning Director-Service Development	\$9,127	\$13,156		\$1,316		\$1,825	\$107	\$24		\$803	\$17,231

Base Salary Median	\$14,480
Base Salary Mean	\$14,599
Percentage Above or Below Median	-25.28%
Percentage Above or Below Mean	-26.31%

Base Salary 45th Percentile	\$13,818
Base Salary 55th Percentile	\$15,142
Percentage Above or Below 45th Percentile	-19.55%
Percentage Above or Below 55th Percentile	-31.01%

Total # Matches:	6
------------------	---

Total Compensation Median	\$17,921
Total Compensation Mean	\$18,294
Percentage Above or Below Median	-13.05%
Percentage Above or Below Mean	-15.40%

Total Compensation 45th Percentile	\$17,576
Total Compensation 55th Percentile	\$18,266
Percentage Above or Below 45th Percentile	-10.87%
Percentage Above or Below 55th Percentile	-15.23%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Purchasing and Special Projects Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Purchasing and Special Projects Director	\$8,155	\$10,409	\$520			\$2,311	\$147	\$26	\$959	\$151	\$14,523
Central Contra Costa County Transit Authority	Manager of Purchasing and Grants	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Purchasing Manager	\$7,060	\$9,555	\$239			\$2,010	\$127	\$19	\$877	\$731	\$13,558
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	Purchasing Manager	\$6,436	\$9,316				\$1,937			\$796	\$135	\$12,184
Riverside Transit Agency	Chief Procurement and Logistics Officer	\$10,053	\$16,587		\$25		\$1,217	\$18		\$1,383	\$241	\$19,471
San Joaquin Regional Transit District	Director of Procurement	\$9,127	\$13,156		\$1,316		\$1,825	\$107	\$24		\$803	\$17,231

Base Salary Median	\$12,017
Base Salary Mean	\$12,126
Percentage Above or Below Median	-15.45%
Percentage Above or Below Mean	-16.50%

Base Salary 45th Percentile	\$11,525
Base Salary 55th Percentile	\$12,245
Percentage Above or Below 45th Percentile	-10.72%
Percentage Above or Below 55th Percentile	-17.64%

Total # Matches:	5
------------------	---

Total Compensation Median	\$14,915
Total Compensation Mean	\$15,472
Percentage Above or Below Median	-2.70%
Percentage Above or Below Mean	-6.53%

Total Compensation 45th Percentile	\$14,644
Total Compensation 55th Percentile	\$15,378
Percentage Above or Below 45th Percentile	-0.83%
Percentage Above or Below 55th Percentile	-5.89%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Safety Security and Risk Management Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Safety Security and Risk Management Director	\$6,297	\$8,039	\$402			\$2,311	\$147	\$26	\$740	\$117	\$11,782
Central Contra Costa County Transit Authority	Manager of Training	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Risk and Safety Manager	\$8,212	\$11,116	\$278			\$2,010	\$127	\$19	\$1,020	\$773	\$15,344
County of Santa Cruz	Risk Manager	\$8,963	\$12,022			\$2,004				\$984	\$787	\$15,797
Monterey Salinas Transit District	Risk and Security Manager	\$5,976	\$8,651				\$1,937			\$739	\$125	\$11,452
Riverside Transit Agency	Director of Risk Management	\$8,551	\$14,109		\$25		\$1,217	\$18		\$1,176	\$205	\$16,750
San Joaquin Regional Transit District	Safety and Risk Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081

Base Salary Median	\$11,567
Base Salary Mean	\$11,229
Percentage Above or Below Median	-43.88%
Percentage Above or Below Mean	-39.68%

Base Salary 45th Percentile	\$11,341
Base Salary 55th Percentile	\$11,792
Percentage Above or Below 45th Percentile	-41.08%
Percentage Above or Below 55th Percentile	-46.68%

Total # Matches:	6
------------------	---

Total Compensation Median	\$15,129
Total Compensation Mean	\$14,557
Percentage Above or Below Median	-28.41%
Percentage Above or Below Mean	-23.55%

Total Compensation 45th Percentile	\$15,022
Total Compensation 55th Percentile	\$15,237
Percentage Above or Below 45th Percentile	-27.50%
Percentage Above or Below 55th Percentile	-29.32%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Senior Database Administrator

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

Base Salary Median	\$10,672
Base Salary Mean	\$10,212
Percentage Above or Below Median	-4.28%
Percentage Above or Below Mean	0.22%

Base Salary 45th Percentile	\$10,204
Base Salary 55th Percentile	\$10,932
Percentage Above or Below 45th Percentile	0.29%
Percentage Above or Below 55th Percentile	-6.82%

Total # Matches:	5
------------------	---

Total Compensation Median	\$14,841
Total Compensation Mean	\$13,474
Percentage Above or Below Median	-3.64%
Percentage Above or Below Mean	5.91%

Total Compensation 45th Percentile	\$14,225
Total Compensation 55th Percentile	\$14,856
Percentage Above or Below 45th Percentile	0.67%
Percentage Above or Below 55th Percentile	-3.74%

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

Appendix A-2: Datasheets, All Agencies

Attachment A

Santa Cruz Metropolitan Transit District
Management Total Compensation Report

BASE SALARY RESULTS BASED ON MAX SALARY - ALL AGENCIES INCLUDED

Classification	# Matches	District Maximum (Monthly)	Market Median (Monthly)	% District Above/ Below Market	Percentile of District in Labor Market			
					45 th \$	45 th %	55 th \$	55 th %
Assistant Maintenance Manager	5	\$8,694	\$11,402	-31.15%	\$11,213	-28.97%	\$11,525	-32.56%
Chief Financial Officer (CFO)	8	\$11,558	\$16,663	-44.16%	\$16,610	-43.71%	\$16,715	-44.62%
Chief Operating Officer (COO)	7	\$12,716	\$16,622	-30.72%	\$16,612	-30.63%	\$16,657	-30.99%
Database Administrator	5	\$8,039	\$9,598	-19.39%	\$9,374	-16.60%	\$9,651	-20.06%
Executive Assistant	8	\$6,810	\$8,265	-21.36%	\$7,856	-15.36%	\$8,673	-27.36%
Finance Deputy Director	8	\$10,055	\$12,272	-22.04%	\$12,093	-20.27%	\$12,450	-23.82%
Human Resources Deputy Director	5	\$8,694	\$10,850	-24.80%	\$10,571	-21.59%	\$11,548	-32.83%
Human Resources Director	8	\$11,558	\$15,918	-37.72%	\$15,838	-37.03%	\$15,997	-38.41%
Information Technology and Intelligent Transportation Systems Director	8	\$10,409	\$15,932	-53.06%	\$15,863	-52.39%	\$16,001	-53.73%
Maintenance Manager	7	\$11,558	\$15,153	-31.10%	\$15,022	-29.97%	\$15,195	-31.47%
Marketing, Communications and Customer Service Director	5	\$10,409	\$14,630	-40.55%	\$14,107	-35.53%	\$14,937	-43.50%
Operations Manager- Paratransit Division	4	\$8,694	\$11,434	-31.51%	\$11,258	-29.50%	\$11,609	-33.52%
Operations Manager-Fixed Route Division	6	\$8,694	\$14,159	-62.85%	\$13,661	-57.13%	\$14,656	-68.57%
Planning and Development Director	8	\$11,558	\$15,918	-37.72%	\$15,838	-37.03%	\$15,997	-38.41%
Purchasing and Special Projects Director	7	\$10,409	\$13,156	-26.39%	\$12,814	-23.11%	\$13,548	-30.16%
Safety Security and Risk Management Director	7	\$8,039	\$12,017	-49.48%	\$11,747	-46.12%	\$12,019	-49.50%
Senior Database Administrator	7	\$10,234	\$10,672	-4.28%	\$10,433	-1.95%	\$11,062	-8.09%
Average (Not Including Insufficient Matches)				-33.43%		-30.99%		-35.74%
<i>Insufficient Matches</i>								
<i>Assistant Operations Manager (Para Transit Department)</i>	<i>1</i>	<i>\$7,266</i>	<i>\$8,064</i>	<i>-10.98%</i>	<i>\$8,064</i>	<i>-10.98%</i>	<i>\$8,064</i>	<i>-10.98%</i>

Attachment A

Santa Cruz Metropolitan Transit District
Management Total Compensation Report

TOTAL COMPENSATION BASED ON MAX SALARY - ALL AGENCIES INCLUDED

Classification	# Matches	District Maximum (Monthly)	Market Median (Monthly)	% District Above/ Below Market	Percentile of District in Labor Market			
					45 th \$	45 th %	55 th \$	55 th %
Assistant Maintenance Manager	5	\$12,540	\$14,915	-18.95%	\$14,748	-17.62%	\$15,002	-19.64%
Chief Financial Officer (CFO)	8	\$15,852	\$20,481	-29.20%	\$20,206	-27.46%	\$20,756	-30.94%
Chief Operating Officer (COO)	7	\$17,191	\$20,088	-16.85%	\$19,903	-15.77%	\$20,314	-18.16%
Database Administrator	5	\$11,782	\$13,609	-15.51%	\$13,292	-12.81%	\$13,693	-16.22%
Executive Assistant	8	\$10,361	\$10,540	-1.73%	\$10,427	-0.65%	\$10,824	-4.48%
Finance Deputy Director	8	\$14,114	\$15,661	-10.97%	\$15,207	-7.75%	\$16,116	-14.19%
Human Resources Deputy Director	5	\$12,540	\$13,172	-5.04%	\$13,154	-4.90%	\$14,205	-13.28%
Human Resources Director	8	\$15,852	\$19,574	-23.48%	\$18,900	-19.23%	\$20,247	-27.73%
Information Technology and Intelligent Transportation Systems Director	8	\$14,523	\$20,544	-41.46%	\$20,313	-39.87%	\$20,775	-43.05%
Maintenance Manager	7	\$15,852	\$18,611	-17.40%	\$18,533	-16.91%	\$18,653	-17.67%
Marketing, Communications and Customer Service Director	5	\$14,523	\$17,322	-19.27%	\$16,841	-15.96%	\$17,983	-23.83%
Operations Manager- Paratransit Division	4	\$12,540	\$14,044	-11.99%	\$13,782	-9.91%	\$14,305	-14.08%
Operations Manager-Fixed Route Division	6	\$12,540	\$17,384	-38.63%	\$16,900	-34.77%	\$17,867	-42.49%
Planning and Development Director	8	\$15,852	\$19,574	-23.48%	\$18,900	-19.23%	\$20,247	-27.73%
Purchasing and Special Projects Director	7	\$14,523	\$17,231	-18.64%	\$16,536	-13.86%	\$17,903	-23.27%
Safety Security and Risk Management Director	7	\$11,782	\$15,344	-30.23%	\$15,215	-29.14%	\$15,480	-31.38%
Senior Database Administrator	7	\$14,321	\$14,841	-3.64%	\$14,487	-1.16%	\$14,864	-3.79%
Average (Not Including Insufficient Matches)				-19.20%		-16.88%		-21.88%
<i>Insufficient Matches</i>								
<i>Assistant Operations Manager (Para Transit Department)</i>	1	\$10,888	\$10,113	7.11%	\$10,113	7.11%	\$10,113	7.11%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Assistant Maintenance Manager

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Assistant Maintenance Manager	\$6,814	\$8,694	\$435			\$2,311	\$147	\$26	\$801	\$126	\$12,540
Alameda Contra Costa Transit District	Assistant Director of Maintenance	\$11,214	\$13,392		\$150		\$3,129	\$250	\$40	\$1,859	\$806	\$19,626
Central Contra Costa County Transit Authority	Facilities Superintendent	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Building Maintenance Superintendent	\$7,833	\$10,457			\$2,004				\$856	\$764	\$14,081
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Maintenance Manager	\$6,503	\$10,080		\$25		\$1,217	\$18		\$840	\$146	\$12,327
San Joaquin Regional Transit District	No Comparable Class											
Santa Clara Valley Transportation Authority	Maintenance Superintendent	\$9,380	\$11,402				\$2,028	\$70	\$9	\$1,064	\$778	\$15,350

Base Salary Median	\$11,402
Base Salary Mean	\$11,470
Percentage Above or Below Median	-31.15%
Percentage Above or Below Mean	-31.93%

Base Salary 45th Percentile	\$11,213
Base Salary 55th Percentile	\$11,525
Percentage Above or Below 45th Percentile	-28.97%
Percentage Above or Below 55th Percentile	-32.56%

Total Compensation Median	\$14,915
Total Compensation Mean	\$15,260
Percentage Above or Below Median	-18.95%
Percentage Above or Below Mean	-21.69%

Total Compensation 45th Percentile	\$14,748
Total Compensation 55th Percentile	\$15,002
Percentage Above or Below 45th Percentile	-17.62%
Percentage Above or Below 55th Percentile	-19.64%



Total Matches:	5
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Assistant Operations Manager (Para Transit Department)

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

Base Salary Median	\$8,064
Base Salary Mean	\$8,064
Percentage Above or Below Median	-10.98%
Percentage Above or Below Mean	-10.98%

Base Salary 45th Percentile	\$8,064
Base Salary 55th Percentile	\$8,064
Percentage Above or Below 45th Percentile	-10.98%
Percentage Above or Below 55th Percentile	-10.98%

Total Compensation Median	\$10,113
Total Compensation Mean	\$10,113
Percentage Above or Below Median	7.11%
Percentage Above or Below Mean	7.11%

Total Compensation 45th Percentile	\$10,113
Total Compensation 55th Percentile	\$10,113
Percentage Above or Below 45th Percentile	7.11%
Percentage Above or Below 55th Percentile	7.11%



Total Matches:	1
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Chief Financial Officer (CFO)

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Chief Financial Officer (CFO)	\$9,053	\$11,558	\$578			\$2,311	\$147	\$26	\$1,065	\$168	\$15,852
Alameda Contra Costa Transit District	Chief Financial Officer	\$16,471	\$21,046		\$150		\$3,129	\$250	\$40	\$2,921	\$917	\$28,454
Central Contra Costa County Transit Authority	Chief Financial Officer	\$12,446	\$16,738				\$1,678	\$43	\$28	\$1,358	\$243	\$20,088
City of Santa Cruz	Director of Finance	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Auditor-Controller-Treasurer	\$19,196	\$19,196			\$2,004				\$1,572	\$891	\$23,662
Monterey Salinas Transit District	Chief Financial Officer	\$9,554	\$13,830				\$1,937			\$1,181	\$201	\$17,149
Riverside Transit Agency	Chief Financial Officer	\$10,053	\$16,587		\$25		\$1,217	\$18		\$1,383	\$241	\$19,471
San Joaquin Regional Transit District	Chief Financial Officer	\$9,677	\$14,226		\$1,423		\$1,825	\$107	\$24		\$819	\$18,423
Santa Clara Valley Transportation Authority	Chief Financial Officer	\$20,417	\$20,417				\$2,028	\$70	\$9	\$1,905	\$908	\$25,337

Base Salary Median	\$16,663
Base Salary Mean	\$17,259
Percentage Above or Below Median	-44.16%
Percentage Above or Below Mean	-49.32%

Base Salary 45th Percentile	\$16,610
Base Salary 55th Percentile	\$16,715
Percentage Above or Below 45th Percentile	-43.71%
Percentage Above or Below 55th Percentile	-44.62%

Total Compensation Median	\$20,481
Total Compensation Mean	\$21,682
Percentage Above or Below Median	-29.20%
Percentage Above or Below Mean	-36.78%

Total Compensation 45th Percentile	\$20,206
Total Compensation 55th Percentile	\$20,756
Percentage Above or Below 45th Percentile	-27.46%
Percentage Above or Below 55th Percentile	-30.94%



Total Matches:	8
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Chief Operating Officer (COO)

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Chief Operating Officer (COO)	\$9,960	\$12,716	\$636			\$2,311	\$147	\$26	\$1,171	\$184	\$17,191
Alameda Contra Costa Transit District	Chief Operating Officer	\$16,471	\$21,046		\$150		\$3,129	\$250	\$40	\$2,921	\$917	\$28,454
Central Contra Costa County Transit Authority	Chief Operating Officer	\$12,446	\$16,738				\$1,678	\$43	\$28	\$1,358	\$243	\$20,088
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Director of General Services	\$12,405	\$16,622			\$2,004				\$1,361	\$853	\$20,840
Monterey Salinas Transit District	Chief Operating Officer	\$9,093	\$13,164				\$1,937			\$1,124	\$191	\$16,416
Riverside Transit Agency	Chief Operating Officer	\$10,053	\$16,587		\$25		\$1,217	\$18		\$1,383	\$241	\$19,471
San Joaquin Regional Transit District	Chief Operating Officer	\$9,677	\$14,226		\$1,423		\$1,825	\$107	\$24		\$819	\$18,423
Santa Clara Valley Transportation Authority	Chief Operating Officer	\$20,250	\$20,250				\$2,028	\$70	\$9	\$1,890	\$906	\$25,152

Base Salary Median	\$16,622
Base Salary Mean	\$16,948
Percentage Above or Below Median	-30.72%
Percentage Above or Below Mean	-33.28%

Total Compensation Median	\$20,088
Total Compensation Mean	\$21,263
Percentage Above or Below Median	-16.85%
Percentage Above or Below Mean	-23.69%

Base Salary 45th Percentile	\$16,612
Base Salary 55th Percentile	\$16,657
Percentage Above or Below 45th Percentile	-30.63%
Percentage Above or Below 55th Percentile	-30.99%

Total Compensation 45th Percentile	\$19,903
Total Compensation 55th Percentile	\$20,314
Percentage Above or Below 45th Percentile	-15.77%
Percentage Above or Below 55th Percentile	-18.16%



Total Matches:	7
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Database Administrator

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Database Administrator	\$6,297	\$8,039	\$402			\$2,311	\$147	\$26	\$740	\$117	\$11,782
Alameda Contra Costa Transit District	Database Administrator	\$8,260	\$9,865		\$100		\$3,129	\$250	\$40	\$1,369	\$755	\$15,508
Central Contra Costa County Transit Authority	No Comparable Class											
City of Santa Cruz	Systems Coordinator	\$7,092	\$9,598	\$240			\$2,010	\$127	\$19	\$881	\$734	\$13,609
County of Santa Cruz	IT System Developer/Analyst III	\$8,226	\$10,410			\$2,004				\$852	\$763	\$14,030
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	No Comparable Class											
San Joaquin Regional Transit District	Senior IT Specialist	\$5,292	\$7,565		\$757		\$1,825	\$107	\$24		\$579	\$10,856
Santa Clara Valley Transportation Authority	Database Administrator II	\$7,002	\$8,476				\$2,028	\$70	\$9	\$791	\$648	\$12,022

Base Salary Median	\$9,598
Base Salary Mean	\$9,183
Percentage Above or Below Median	-19.39%
Percentage Above or Below Mean	-14.23%

Base Salary 45th Percentile	\$9,374
Base Salary 55th Percentile	\$9,651
Percentage Above or Below 45th Percentile	-16.60%
Percentage Above or Below 55th Percentile	-20.06%

Total Compensation Median	\$13,609
Total Compensation Mean	\$13,205
Percentage Above or Below Median	-15.51%
Percentage Above or Below Mean	-12.08%

Total Compensation 45th Percentile	\$13,292
Total Compensation 55th Percentile	\$13,693
Percentage Above or Below 45th Percentile	-12.81%
Percentage Above or Below 55th Percentile	-16.22%



Total Matches:	5
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Executive Assistant

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Executive Assistant	\$5,333	\$6,810	\$341			\$2,311	\$147	\$26	\$627	\$99	\$10,361
Alameda Contra Costa Transit District	District Secretary (Non-Benefitted)	\$7,412	\$8,848									
Central Contra Costa County Transit Authority	Clerk to the Board/Assistant to GM	\$5,651	\$7,681				\$1,678	\$43	\$28	\$623	\$111	\$10,165
City of Santa Cruz	Deputy City Clerk-Administrator	\$5,191	\$7,026	\$176			\$2,010	\$127	\$19	\$645	\$537	\$10,540
County of Santa Cruz	Chief Deputy Clerk-Board of Supervisors	\$7,408	\$9,868			\$2,004				\$808	\$755	\$13,435
Monterey Salinas Transit District	Executive Assistant to the General Manager/Clerk of Board	\$4,669	\$6,758				\$1,937			\$577	\$98	\$9,370
Riverside Transit Agency	Executive Assistant/Clerk to the Board	\$6,010	\$9,316		\$25		\$1,217	\$18		\$777	\$135	\$11,488
San Joaquin Regional Transit District	Executive and Board Support Analyst	\$3,953	\$5,815		\$582		\$1,825	\$107	\$24		\$445	\$8,797
Santa Clara Valley Transportation Authority	Board Secretary	\$13,250	\$13,250				\$2,028	\$70	\$9	\$1,236	\$804	\$17,398

Base Salary Median	\$8,265
Base Salary Mean	\$8,570
Percentage Above or Below Median	-21.36%
Percentage Above or Below Mean	-25.85%

Base Salary 45th Percentile	\$7,856
Base Salary 55th Percentile	\$8,673
Percentage Above or Below 45th Percentile	-15.36%
Percentage Above or Below 55th Percentile	-27.36%

Total Matches:	8
----------------	---

Total Compensation Median	\$10,540
Total Compensation Mean	\$11,599
Percentage Above or Below Median	-1.73%
Percentage Above or Below Mean	-11.95%

Total Compensation 45th Percentile	\$10,427
Total Compensation 55th Percentile	\$10,824
Percentage Above or Below 45th Percentile	-0.65%
Percentage Above or Below 55th Percentile	-4.48%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Finance Deputy Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Finance Deputy Director	\$7,876	\$10,055	\$503			\$2,311	\$147	\$26	\$926	\$146	\$14,114
Alameda Contra Costa Transit District	Controller	\$12,114	\$14,464		\$150		\$3,129	\$250	\$40	\$2,008	\$822	\$20,863
Central Contra Costa County Transit Authority	Manager of Accounting	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Assistant Director of Finance	\$8,845	\$11,971	\$299			\$2,010	\$127	\$19	\$1,099	\$786	\$16,311
County of Santa Cruz	Chief Deputy Auditor-Controller	\$12,034	\$16,130			\$2,004				\$1,321	\$846	\$20,301
Monterey Salinas Transit District	General Accountant and Budget Manager	\$7,281	\$10,541				\$1,937			\$900	\$153	\$13,531
Riverside Transit Agency	Controller	\$7,829	\$12,526		\$25		\$1,217	\$18		\$1,044	\$182	\$15,012
San Joaquin Regional Transit District	Finance Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Clara Valley Transportation Authority	Deputy Director Accounting	\$16,917	\$16,917				\$2,028	\$70	\$9	\$1,579	\$858	\$21,460

Base Salary Median	\$12,272
Base Salary Mean	\$13,003
Percentage Above or Below Median	-22.04%
Percentage Above or Below Mean	-29.32%

Base Salary 45th Percentile	\$12,093
Base Salary 55th Percentile	\$12,450
Percentage Above or Below 45th Percentile	-20.27%
Percentage Above or Below 55th Percentile	-23.82%

Total Compensation Median	\$15,661
Total Compensation Mean	\$16,934
Percentage Above or Below Median	-10.97%
Percentage Above or Below Mean	-19.98%

Total Compensation 45th Percentile	\$15,207
Total Compensation 55th Percentile	\$16,116
Percentage Above or Below 45th Percentile	-7.75%
Percentage Above or Below 55th Percentile	-14.19%



Total Matches:	8
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Human Resources Deputy Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Human Resources Deputy Director	\$6,814	\$8,694	\$435			\$2,311	\$147	\$26	\$801	\$126	\$12,540
Alameda Contra Costa Transit District	No Comparable Class											
Central Contra Costa County Transit Authority	No Comparable Class											
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	Deputy Personnel Director	\$10,707	\$14,340			\$2,004				\$1,174	\$820	\$18,338
Monterey Salinas Transit District	Human Resources Manager	\$5,976	\$8,651				\$1,937			\$739	\$125	\$11,452
Riverside Transit Agency	Human Resources Manager	\$6,781	\$10,850		\$25		\$1,217	\$18		\$905	\$157	\$13,172
San Joaquin Regional Transit District	Human Resources Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Clara Valley Transportation Authority	Human Resources Manager	\$11,032	\$14,563				\$2,028	\$70	\$9	\$1,359	\$823	\$18,852

Base Salary Median	\$10,850
Base Salary Mean	\$11,572
Percentage Above or Below Median	-24.80%
Percentage Above or Below Mean	-33.10%

Base Salary 45th Percentile	\$10,571
Base Salary 55th Percentile	\$11,548
Percentage Above or Below 45th Percentile	-21.59%
Percentage Above or Below 55th Percentile	-32.83%

Total Compensation Median	\$13,172
Total Compensation Mean	\$14,979
Percentage Above or Below Median	-5.04%
Percentage Above or Below Mean	-19.46%

Total Compensation 45th Percentile	\$13,154
Total Compensation 55th Percentile	\$14,205
Percentage Above or Below 45th Percentile	-4.90%
Percentage Above or Below 55th Percentile	-13.28%



Total Matches:	5
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Human Resources Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Human Resources Director	\$9,053	\$11,558	\$578			\$2,311	\$147	\$26	\$1,065	\$168	\$15,852
Alameda Contra Costa Transit District	Executive Director of Human Resources	\$15,556	\$19,216		\$150		\$3,129	\$250	\$40	\$2,667	\$891	\$26,343
Central Contra Costa County Transit Authority	Director of Human Resources	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	Director of Human Resources	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Personnel Director	\$12,811	\$17,165			\$2,004				\$1,405	\$861	\$21,436
Monterey Salinas Transit District	Director of Human Resources/Risk Management	\$8,444	\$12,224				\$1,937			\$1,044	\$177	\$15,382
Riverside Transit Agency	Chief Administrative Services Officer/EEO Officer	\$9,578	\$15,804		\$25		\$1,217	\$18		\$1,318	\$229	\$18,611
San Joaquin Regional Transit District	Director of Human Resources	\$9,127	\$13,156		\$1,316		\$1,825	\$107	\$24		\$803	\$17,231
Santa Clara Valley Transportation Authority	Deputy Director of Business Services	\$16,083	\$16,083				\$2,028	\$70	\$9	\$1,501	\$845	\$20,536

Base Salary Median	\$15,918
Base Salary Mean	\$15,604
Percentage Above or Below Median	-37.72%
Percentage Above or Below Mean	-35.01%

Base Salary 45th Percentile	\$15,838
Base Salary 55th Percentile	\$15,997
Percentage Above or Below 45th Percentile	-37.03%
Percentage Above or Below 55th Percentile	-38.41%

Total Compensation Median	\$19,574
Total Compensation Mean	\$19,845
Percentage Above or Below Median	-23.48%
Percentage Above or Below Mean	-25.19%

Total Compensation 45th Percentile	\$18,900
Total Compensation 55th Percentile	\$20,247
Percentage Above or Below 45th Percentile	-19.23%
Percentage Above or Below 55th Percentile	-27.73%

Total Matches:	8
----------------	---



Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Information Technology and Intelligent Transportation Systems Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Information Technology and Intelligent Transportation Systems Director	\$8,155	\$10,409	\$520			\$2,311	\$147	\$26	\$959	\$151	\$14,523
Alameda Contra Costa Transit District	Chief Information Officer	\$16,471	\$21,046		\$150		\$3,129	\$250	\$40	\$2,921	\$917	\$28,454
Central Contra Costa County Transit Authority	Director of Information Technology	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	Director of Information Technology	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Director Information Services	\$13,282	\$17,806			\$2,004				\$1,458	\$870	\$22,138
Monterey Salinas Transit District	Director of Information Technology	\$8,444	\$12,224				\$1,937			\$1,044	\$177	\$15,382
Riverside Transit Agency	Director of Information Technology	\$8,867	\$14,630		\$25		\$1,217	\$18		\$1,220	\$212	\$17,322
San Joaquin Regional Transit District	Chief Technology Officer	\$11,250	\$15,833		\$1,583		\$1,825	\$107	\$24		\$842	\$20,214
Santa Clara Valley Transportation Authority	Chief Information Officer	\$18,333	\$18,333				\$2,028	\$70	\$9	\$1,711	\$878	\$23,029

Base Salary Median	\$15,932
Base Salary Mean	\$16,382
Percentage Above or Below Median	-53.06%
Percentage Above or Below Mean	-57.38%

Total Compensation Median	\$20,544
Total Compensation Mean	\$20,721
Percentage Above or Below Median	-41.46%
Percentage Above or Below Mean	-42.67%

Base Salary 45th Percentile	\$15,863
Base Salary 55th Percentile	\$16,001
Percentage Above or Below 45th Percentile	-52.39%
Percentage Above or Below 55th Percentile	-53.73%

Total Compensation 45th Percentile	\$20,313
Total Compensation 55th Percentile	\$20,775
Percentage Above or Below 45th Percentile	-39.87%
Percentage Above or Below 55th Percentile	-43.05%

Total Matches:	8
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Maintenance Manager

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Maintenance Manager	\$9,053	\$11,558	\$578			\$2,311	\$147	\$26	\$1,065	\$168	\$15,852
Alameda Contra Costa Transit District	Director of Maintenance	\$14,125	\$16,863		\$150		\$3,129	\$250	\$40	\$2,341	\$857	\$23,629
Central Contra Costa County Transit Authority	Director of Maintenance	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	Public Works Operations Manager	\$7,310	\$9,893	\$247			\$2,010	\$127	\$19	\$908	\$756	\$13,960
County of Santa Cruz	Deputy Director of General Services	\$10,975	\$14,716			\$2,004				\$1,205	\$826	\$18,751
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Director of Maintenance	\$9,578	\$15,804		\$25		\$1,217	\$18		\$1,318	\$229	\$18,611
San Joaquin Regional Transit District	Maintenance Superintendent	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Clara Valley Transportation Authority	Operations Manager (Maintenance)	\$11,587	\$15,294				\$2,028	\$70	\$9	\$1,427	\$834	\$19,662

Base Salary Median	\$15,153
Base Salary Mean	\$13,883
Percentage Above or Below Median	-31.10%
Percentage Above or Below Mean	-20.11%

Base Salary 45th Percentile	\$15,022
Base Salary 55th Percentile	\$15,195
Percentage Above or Below 45th Percentile	-29.97%
Percentage Above or Below 55th Percentile	-31.47%

Total Compensation Median	\$18,611
Total Compensation Mean	\$18,006
Percentage Above or Below Median	-17.40%
Percentage Above or Below Mean	-13.59%

Total Compensation 45th Percentile	\$18,533
Total Compensation 55th Percentile	\$18,653
Percentage Above or Below 45th Percentile	-16.91%
Percentage Above or Below 55th Percentile	-17.67%



Total Matches:	7
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Marketing, Communications and Customer Service Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Marketing, Communications and Customer Service Director	\$8,155	\$10,409	\$520			\$2,311	\$147	\$26	\$959	\$151	\$14,523
Alameda Contra Costa Transit District	Executive Director of External Affairs, Marketing and Communications	\$15,556	\$19,216		\$150		\$3,129	\$250	\$40	\$2,667	\$891	\$26,343
Central Contra Costa County Transit Authority	Manager of Planning (Marketing and Community Outreach)	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Director of Marketing	\$8,867	\$14,630		\$25		\$1,217	\$18		\$1,220	\$212	\$17,322
San Joaquin Regional Transit District	Marketing Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Clara Valley Transportation Authority	Director of Communications	\$16,167	\$16,167				\$2,028	\$70	\$9	\$1,509	\$847	\$20,629

Base Salary Median	\$14,630
Base Salary Mean	\$14,297
Percentage Above or Below Median	-40.55%
Percentage Above or Below Mean	-37.35%

Base Salary 45th Percentile	\$14,107
Base Salary 55th Percentile	\$14,937
Percentage Above or Below 45th Percentile	-35.53%
Percentage Above or Below 55th Percentile	-43.50%

Total Matches:	5
----------------	---

Total Compensation Median	\$17,322
Total Compensation Mean	\$18,458
Percentage Above or Below Median	-19.27%
Percentage Above or Below Mean	-27.09%

Total Compensation 45th Percentile	\$16,841
Total Compensation 55th Percentile	\$17,983
Percentage Above or Below 45th Percentile	-15.96%
Percentage Above or Below 55th Percentile	-23.83%

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Operations Manager- Paratransit Division

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Operations Manager- Paratransit Division	\$6,814	\$8,694	\$435			\$2,311	\$147	\$26	\$801	\$126	\$12,540
Alameda Contra Costa Transit District	No Comparable Class											
Central Contra Costa County Transit Authority	Manager of Accessible Services	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Contract Operations Manager	\$6,781	\$10,850		\$25		\$1,217	\$18		\$905	\$157	\$13,172
San Joaquin Regional Transit District	Mobility Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Clara Valley Transportation Authority	Regional Transportation Services Manager	\$10,007	\$13,209				\$2,028	\$70	\$9	\$1,233	\$804	\$17,352

Base Salary Median	\$11,434
Base Salary Mean	\$11,383
Percentage Above or Below Median	-31.51%
Percentage Above or Below Mean	-30.93%

Base Salary 45th Percentile	\$11,258
Base Salary 55th Percentile	\$11,609
Percentage Above or Below 45th Percentile	-29.50%
Percentage Above or Below 55th Percentile	-33.52%

Total Compensation Median	\$14,044
Total Compensation Mean	\$14,630
Percentage Above or Below Median	-11.99%
Percentage Above or Below Mean	-16.67%

Total Compensation 45th Percentile	\$13,782
Total Compensation 55th Percentile	\$14,305
Percentage Above or Below 45th Percentile	-9.91%
Percentage Above or Below 55th Percentile	-14.08%



Total Matches:	4
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Operations Manager-Fixed Route Division

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Operations Manager-Fixed Route Division	\$6,814	\$8,694	\$435			\$2,311	\$147	\$26	\$801	\$126	\$12,540
Alameda Contra Costa Transit District	Director of Transportation	\$14,125	\$16,863		\$150		\$3,129	\$250	\$40	\$2,341	\$857	\$23,629
Central Contra Costa County Transit Authority	Director of Transportation	\$7,833	\$15,153				\$1,678	\$43	\$28	\$1,230	\$220	\$18,351
City of Santa Cruz	No Comparable Class											
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	Deputy Chief Operating Officer	\$8,655	\$13,164				\$1,937			\$1,124	\$191	\$16,416
Riverside Transit Agency	Operations Manager	\$6,781	\$10,850		\$25		\$1,217	\$18		\$905	\$157	\$13,172
San Joaquin Regional Transit District	Transportation Superintendent	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Clara Valley Transportation Authority	Operations Manager	\$11,587	\$15,294				\$2,028	\$70	\$9	\$1,427	\$834	\$19,662

Base Salary Median	\$14,159
Base Salary Mean	\$13,463
Percentage Above or Below Median	-62.85%
Percentage Above or Below Mean	-54.86%

Base Salary 45th Percentile	\$13,661
Base Salary 55th Percentile	\$14,656
Percentage Above or Below 45th Percentile	-57.13%
Percentage Above or Below 55th Percentile	-68.57%

Total Compensation Median	\$17,384
Total Compensation Mean	\$17,385
Percentage Above or Below Median	-38.63%
Percentage Above or Below Mean	-38.64%

Total Compensation 45th Percentile	\$16,900
Total Compensation 55th Percentile	\$17,867
Percentage Above or Below 45th Percentile	-34.77%
Percentage Above or Below 55th Percentile	-42.49%



Total Matches:	6
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Planning and Development Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Planning and Development Director	\$9,053	\$11,558	\$578			\$2,311	\$147	\$26	\$1,065	\$168	\$15,852
Alameda Contra Costa Transit District	Executive Director of Planning and Engineering	\$15,556	\$19,216		\$150		\$3,129	\$250	\$40	\$2,667	\$891	\$26,343
Central Contra Costa County Transit Authority	Manager of Planning (Planning and Scheduling)	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Director Planning and Community Development	\$12,564	\$16,031	\$401			\$1,980	\$127	\$19	\$1,471	\$845	\$20,874
County of Santa Cruz	Planning Director	\$13,710	\$18,363			\$2,004				\$1,504	\$879	\$22,749
Monterey Salinas Transit District	Director of Planning and Development	\$8,444	\$12,224				\$1,937			\$1,044	\$177	\$15,382
Riverside Transit Agency	Director of Planning	\$9,578	\$15,804		\$25		\$1,217	\$18		\$1,318	\$229	\$18,611
San Joaquin Regional Transit District	Planning Director-Service Development	\$9,127	\$13,156		\$1,316		\$1,825	\$107	\$24		\$803	\$17,231
Santa Clara Valley Transportation Authority	Director of Planning and Programming	\$16,083	\$16,083				\$2,028	\$70	\$9	\$1,501	\$845	\$20,536

Base Salary Median	\$15,918
Base Salary Mean	\$15,362
Percentage Above or Below Median	-37.72%
Percentage Above or Below Mean	-32.91%

Base Salary 45th Percentile	\$15,838
Base Salary 55th Percentile	\$15,997
Percentage Above or Below 45th Percentile	-37.03%
Percentage Above or Below 55th Percentile	-38.41%

Total Compensation Median	\$19,574
Total Compensation Mean	\$19,580
Percentage Above or Below Median	-23.48%
Percentage Above or Below Mean	-23.52%

Total Compensation 45th Percentile	\$18,900
Total Compensation 55th Percentile	\$20,247
Percentage Above or Below 45th Percentile	-19.23%
Percentage Above or Below 55th Percentile	-27.73%

Total Matches:	8
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Purchasing and Special Projects Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Purchasing and Special Projects Director	\$8,155	\$10,409	\$520			\$2,311	\$147	\$26	\$959	\$151	\$14,523
Alameda Contra Costa Transit District	Procurement and Materials Director	\$12,114	\$14,464		\$150		\$3,129	\$250	\$40	\$2,008	\$822	\$20,863
Central Contra Costa County Transit Authority	Manager of Purchasing and Grants	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Purchasing Manager	\$7,060	\$9,555	\$239			\$2,010	\$127	\$19	\$877	\$731	\$13,558
County of Santa Cruz	No Comparable Class											
Monterey Salinas Transit District	Purchasing Manager	\$6,436	\$9,316				\$1,937			\$796	\$135	\$12,184
Riverside Transit Agency	Chief Procurement and Logistics Officer	\$10,053	\$16,587		\$25		\$1,217	\$18		\$1,383	\$241	\$19,471
San Joaquin Regional Transit District	Director of Procurement	\$9,127	\$13,156		\$1,316		\$1,825	\$107	\$24		\$803	\$17,231
Santa Clara Valley Transportation Authority	Manager of Procurement Contracts and Materials	\$12,165	\$16,058				\$2,028	\$70	\$9	\$1,498	\$845	\$20,508

Base Salary Median	\$13,156
Base Salary Mean	\$13,022
Percentage Above or Below Median	-26.39%
Percentage Above or Below Mean	-25.10%

Base Salary 45th Percentile	\$12,814
Base Salary 55th Percentile	\$13,548
Percentage Above or Below 45th Percentile	-23.11%
Percentage Above or Below 55th Percentile	-30.16%

Total Compensation Median	\$17,231
Total Compensation Mean	\$16,961
Percentage Above or Below Median	-18.64%
Percentage Above or Below Mean	-16.79%

Total Compensation 45th Percentile	\$16,536
Total Compensation 55th Percentile	\$17,903
Percentage Above or Below 45th Percentile	-13.86%
Percentage Above or Below 55th Percentile	-23.27%

Total Matches:	7
----------------	---



Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Safety Security and Risk Management Director

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Safety Security and Risk Management Director	\$6,297	\$8,039	\$402			\$2,311	\$147	\$26	\$740	\$117	\$11,782
Alameda Contra Costa Transit District	Executive Director of Safety, Security and Training	\$15,556	\$19,216		\$150		\$3,129	\$250	\$40	\$2,667	\$891	\$26,343
Central Contra Costa County Transit Authority	Manager of Training	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	Risk and Safety Manager	\$8,212	\$11,116	\$278			\$2,010	\$127	\$19	\$1,020	\$773	\$15,344
County of Santa Cruz	Risk Manager	\$8,963	\$12,022			\$2,004				\$984	\$787	\$15,797
Monterey Salinas Transit District	Risk and Security Manager	\$5,976	\$8,651				\$1,937			\$739	\$125	\$11,452
Riverside Transit Agency	Director of Risk Management	\$8,551	\$14,109		\$25		\$1,217	\$18		\$1,176	\$205	\$16,750
San Joaquin Regional Transit District	Safety and Risk Manager	\$6,430	\$9,456		\$946		\$1,825	\$107	\$24		\$723	\$13,081
Santa Clara Valley Transportation Authority	Data Not Available											

Base Salary Median	\$12,017
Base Salary Mean	\$12,370
Percentage Above or Below Median	-49.48%
Percentage Above or Below Mean	-53.87%

Base Salary 45th Percentile	\$11,747
Base Salary 55th Percentile	\$12,019
Percentage Above or Below 45th Percentile	-46.12%
Percentage Above or Below 55th Percentile	-49.50%

Total Compensation Median	\$15,344
Total Compensation Mean	\$16,240
Percentage Above or Below Median	-30.23%
Percentage Above or Below Mean	-37.84%

Total Compensation 45th Percentile	\$15,215
Total Compensation 55th Percentile	\$15,480
Percentage Above or Below 45th Percentile	-29.14%
Percentage Above or Below 55th Percentile	-31.38%

Total Matches:	7
----------------	---

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report



Senior Database Administrator

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Retirement	Social Security	Monthly Total Compensation
Santa Cruz Metro Transit District	Senior Database Administrator	\$7,290	\$10,234	\$512			\$2,311	\$147	\$26	\$943	\$148	\$14,321
Alameda Contra Costa Transit District	Enterprise Software Engineer	\$10,411	\$12,429		\$100		\$3,129	\$250	\$40	\$1,725	\$792	\$18,466
Central Contra Costa County Transit Authority	Developer	\$6,139	\$12,017				\$1,678	\$43	\$28	\$975	\$174	\$14,915
City of Santa Cruz	IT Manager- Applications	\$7,885	\$10,672	\$267			\$2,010	\$127	\$19	\$980	\$767	\$14,841
County of Santa Cruz	IT System Administrator Supervisor	\$9,460	\$11,972			\$2,004				\$980	\$786	\$15,742
Monterey Salinas Transit District	No Comparable Class											
Riverside Transit Agency	Systems Administrator	\$5,376	\$8,064		\$25		\$1,217	\$18		\$672	\$117	\$10,113
San Joaquin Regional Transit District	Information Technology Administrator	\$6,250	\$8,333		\$833		\$1,825	\$107	\$24		\$637	\$11,760
Santa Clara Valley Transportation Authority	Senior Database Administrator	\$8,148	\$9,876				\$2,028	\$70	\$9	\$922	\$755	\$13,660

Base Salary Median	\$10,672
Base Salary Mean	\$10,480
Percentage Above or Below Median	-4.28%
Percentage Above or Below Mean	-2.41%

Base Salary 45th Percentile	\$10,433
Base Salary 55th Percentile	\$11,062
Percentage Above or Below 45th Percentile	-1.95%
Percentage Above or Below 55th Percentile	-8.09%

Total Compensation Median	\$14,841
Total Compensation Mean	\$14,214
Percentage Above or Below Median	-3.64%
Percentage Above or Below Mean	0.75%

Total Compensation 45th Percentile	\$14,487
Total Compensation 55th Percentile	\$14,864
Percentage Above or Below 45th Percentile	-1.16%
Percentage Above or Below 55th Percentile	-3.79%



Total Matches:	7
----------------	---

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

Appendix B: Benefits Summary Tables

Attachment A

Santa Cruz Metropolitan Transit District
Management Total Compensation Report

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

Agency	Budgeted	Actual	Step Plan	Step Plan Depends on classification	Range Management	COLAs	Salary Movement
Santa Cruz Metro Transit District	313	309	6	No	N/A	None	Step increases dependent on eligibility on salary range and satisfactory performance
Alameda Contra Costa Transit District	2,243	DNA	Represented 7	Yes	Unrepresented/At-Will Salary Range	Represented - 3.25% - 7/1/2019 Unrepresented/At-Will- negotiated 3.25% - 7/1/2019	At-Will Executive: Negotiated compensation Represented & Unrepresented/At-Will: Not performance based Based on length of service only
Central Contra Costa County Transit Authority	275	DNA	N/A	N/A	Mid-Point	Unknown	The Executive Director or his or her designee shall develop an annual
City of Santa Cruz	873.78	DNA	10	Yes	N/A	Executive, 7/1/2018 – 2% Mid-Management, 8/25/18 - 2%	Meritorious job performance
County of Santa Cruz	2,437.65 ³	DNA	7	Yes	N/A	Executive Mgmt.: Unknown Mid-Management - 9/2018- 2.75%; 9/2019-2.75%, 9/2020 2.75% General – 9/2019- 2.75%	Step Advancement: predicated on merit and length of service.
Monterey Salinas Transit District	276	275	N/A	N/A	Mid-Point	Unknown	Based on performance Incentive Pay Program – 1-time lump sum payment based on performance goals

³ Based on FY 17/18 Budget document FY 18/19 not available

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

Agency	Budgeted	Actual	Step Plan	Step Plan Depends on classification	Range Management	COLAs	Salary Movement
Riverside Transit Agency	DNA	485	N/A	N/A	Mid-Point	Unknown	Performance based
San Joaquin Regional Transit District	200	195	N/A	N/A	Market-Point	Non-Represented - Unknown	Performance based
Santa Clara Valley Transportation Authority	2,391	DNA	N/A	N/A	All Others - Mid-Point Executive – Broad Range with flexibility	8/1/2018 - 3%	Performance based

Attachment A

Table B-2: Retirement Contribution Practices

Agency	Retirement Admin.	Retirement Benefit & Formula			Social Security
Santa Cruz Metro Transit District	CalPERS	Miscellaneous	9.211%	Classic: 2.50% @ 55, One-year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare
Alameda Contra Costa Transit District	AC Transit Employees' Retirement	Miscellaneous	13.88% ⁴	Tier 1: 2% @ 55, Five-year FAC Tier 2: 2.25% @ 60, Three-year FAC PEPRA: 2.5% @ 65, Five-year FAC	Medicare/FICA
Central Contra Costa County Transit Authority	CalPERS	Miscellaneous	8.114%	Classic: 2.00% @ 60, Three-year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare
City of Santa Cruz <i>Mid-Management Executive</i>	CalPERS	Miscellaneous	9.179%	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
		Employee Pick-up	4.0% 5.0%	All Tiers All Tiers	
County of Santa Cruz	CalPERS	Miscellaneous	8.188%	Tier 1: 2.00% @ 55, Single Year FAC Tier 2: 2.00% @ 60, Three Year FAC Tier 3: 2.00% @ 62, Three Year FAC	Medicare/FICA
Monterey Salinas Transit District	CalPERS	Miscellaneous	8.540%	Classic: 2.00% @ 55, One-Year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare
Riverside Transit Agency	CalPERS	Miscellaneous	8.338%	Classic: 2.00% @ 55, Three-year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare
San Joaquin Regional Transit District	SJRTD	401a/457	10.00% ⁵	N/A	Medicare/FICA
Santa Clara Valley Transportation Authority <i>All Employee Groups</i>	CalPERS	Miscellaneous	9.331%	Classic: 2.00% @ 55, One-Year FAC PEPRA: 2.00% @ 62, Three-year FAC	Medicare/FICA
		Employee Pick-up	1.0%	Classic	

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

⁴ 17/18 normal cost rate; 18/19 rate not finalized per agency within 1% difference

⁵ Effective 1/2017 all active non-represented employees not vested as of 1/2017 and employees hired 1/2012 and after, moved to new 401a defined benefit plan with 10% employer contribution; active employees vested prior to 01/2017 receive contribution to 457. CPS HR calculated the 10% contribution to 401a which is in-line with use of PEPRA rates for CalPERS agencies.

Attachment A

Santa Cruz Metropolitan Transit District
Management Total Compensation Report

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: Represented: \$100/month Unrepresented/At-Will & Executive: \$150/month Roth IRA, No agency Contribution	No policy	\$2,500 annually
Central Contra Costa County Transit Authority	457, No agency contribution	No policy	DNA
City of Santa Cruz	457, No agency contribution	Based on years of service: Executive; Mid-Management - 10 years; 2.5% increase of base pay Mid-Management - 15 years; 2.0% increase of base pay	Tuition Reimbursement: \$500 per fiscal year
County of Santa Cruz	457, No agency contribution	Executive – 25 years; 3.0% increase to base pay Mid-Mgmt. - 20 years; 3.0% increase to base pay General – 25 years; 3.0% increase to base pay	\$175/year Elected Officials not eligible
Monterey Salinas Transit District	457 and 401(a), No agency contribution	One-time lump sum payment 1.00% of base salary 5 yr.; 10 yr. and 15 yr. anniversary 20+ yrs. 1% each subsequent anniversary date.	\$3,000 annually
Riverside Transit Agency	457, No agency contribution 401A, Agency contribution of \$25/month	No policy	\$5,000 annually
San Joaquin Regional Transit District	401a, Agency contribution of 10% in-lieu of retirement	No policy	\$2,500 annually
Santa Clara Valley Transportation Authority	All employees: 457, No agency contribution	No Policy	\$2,000 Tuition Reimbursement

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

Agency	Deferred Compensation (monthly or % of base pay)	Longevity	Education/Certification Reimbursement
<i>All employees</i>	AFSCME & Unrepresented: 401(a), No agency contribution		\$3,500 Professional Development Reimbursement (on matching basis)

Attachment A

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/month	All - transit pass Fixed Route and Paratransit Services - Bus pass for staff and dependents	Discretionary allowance by GM - \$162.50/month	Negotiable allowance by GM up to \$15,000 for expenses and \$5,000 for temporary housing.	No policy
Alameda Contra Costa Transit District	N/A Reimburse for mileage when employee uses personal vehicle	Bus pass for employees and eligible dependents to all service areas	Not provided Provide agency phones	Not to exceed \$10,000 for new hires in the following management groups: Executives (Chiefs and Executive Directors) ▪ Department Directors ▪ Assistant Directors	No policy
Central Contra Costa County Transit Authority	DNA	No policy	DNA	Discretionary	DNA
City of Santa Cruz ⁶	Executive: \$107/mo.	No policy	Executive: \$70/month	Discretionary	Not eligible
County of Santa Cruz	Executive: Auto allowance abolished in lieu a salary placement equal to \$14.80/day for in county travel. Reimbursed for out-of-county travel.	General – Bus pass for employees	No policy	Maximum of \$10,000 based on actual cost	General: \$1.00-\$1.35/hr. All Others: \$0.50/hr.-\$0.85/hr.

⁶ City of Santa Cruz: Optional Management Benefit – for recognition of unscheduled and special assignments; receive \$1,300/annually with less than 10 yrs. of service; \$1,500/annually with more than 10 yrs. of service. May receive benefit in direct compensation, deposited to deferred compensation plan or purchase of additional vacation leave in lieu of compensation.

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

Agency	Vehicle* (Other than mileage reimbursement)	Transportation	Phone	Relocation	Bilingual
Monterey Salinas Transit District	<i>Executive: \$400/mo.</i>	Yes	<i>Executive: \$40/mo.</i>	Discretionary-per contract	Dependent on position
Riverside Transit Agency	\$250/month for Director Level	Yes	\$100/month	No policy	No policy
San Joaquin Regional Transit District	N/A for matched classifications	Yes	<i>CFO: \$120/month</i>	No policy	No policy
Santa Clara Valley Transportation Authority	No policy	Retirees and eligible dependents are eligible for transit passes	No policy	No policy	SEIU \$170/month AFSCME \$190/month All Unrepresented \$170/month

Attachment A

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 (Medical: 90% of HMO plan)	\$3,129.29	\$347.71	\$249.96	\$27.78	\$39.60	\$0.00
Central Contra Costa County Transit Authority (Medical: 95% of Kaiser plan)	\$1,678.02	\$1,888.76	\$42.84	\$0.00	\$28.46	\$0.00
City of Santa Cruz (Medical: 86%-87% highest cost family plan)	<i>Mid-Mgmt.: \$2,010.31 Executive: \$1,980.31</i>	<i>Mid-Mgmt.: \$301.14 Executive: \$331.14</i>	\$126.70	DNA	\$18.74	DNA
County of Santa Cruz (Medical: 95%/90%/90%* Anthem HMO Traditional)	\$2,004.00	\$410.16	**	\$48.00	**	\$17.84
Monterey Salinas Transit District (Medical: 92%/87%/87% all plans)	\$1,937.20	\$289.47	**	\$117.10	**	\$17.42
Riverside Transit Agency (Medical: 100% Employee lowest HMO premium/\$432/month Dependents)	\$1,217.00	\$2,302.91	\$18.16	\$139.49	**	\$13.94
San Joaquin Regional Transit District (Medical: 90% highest cost family plan)	\$1,824.88	\$202.76	\$107.04	\$17.66	\$23.90	\$2.66
Santa Clara Valley Transportation Authority (100% of Kaiser Bay Area Family rate)	\$2,027.64 ⁷	\$1,539.14	\$70.34	\$0	\$8.75	\$0

*If a contribution formula is indicated as %/%/% represents the percentage the order of the levels of coverage are – Employee/Employee +1/Employee +2 or more

**Indicates either the medical premium for family coverage of the benchmark plan exceeds the amount of the agency's total health (medical, dental & vision) contribution or the agency does not provide a contribution for dental and/or vision coverage.

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

⁷ Santa Clara Valley Transportation Authority: Agency contributes \$300 per year to Health Flexible Savings Account

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

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	N/A	Employer Paid
County of Santa Cruz	Employer Paid	Employer Paid <i>Excludes General Unit</i>	Employer Paid	Employer Paid
Monterey Salinas Transit District ⁸	Employee Paid	Not offered	Yes	Employer Paid
Riverside Transit Agency	Employer Paid	Employer Paid	Employee Paid/Voluntary	Employer Paid
San Joaquin Regional Transit District	Employer Paid	Employer Paid	Employer Paid	Employer Paid
Santa Clara Valley Transportation Authority	Employer Paid	Executive - Employer Paid	Executive – Employer Paid	Employer Paid

⁸ All benefits offered through Section 125 plan, which maximum benefit only provides partial contribution to medical coverage

Attachment A

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 PEPRA Dental and Vision: Employee and eligible dependents, after 10 years' service and age 50 for Classic; or age 62 for PEPRA, and until age 65 of Retiree
Alameda Contra Costa Transit District	<i>Represented</i> - Retirees age 55-64; agency contribution - \$691/month; age 65+ agency contribution \$335/month <i>Unrepresented</i> – 55-64 Agency provides retiree dental and vision; 10+ years of service paid retiree medical for lowest medical plan; less than 10 years of service retiree coverage paid at 50% then 10% for each additional year up to 10; dependents may be insured with employee contribution of \$100/month per dependent. Dependents may enroll in vision & dental plans with no agency contribution. Age 65+ employee only \$40/month; retiree and spouse \$80/month.
Central Contra Costa County Transit Authority	Retiree Health Insurance is paid for by employer or PERs-
City of Santa Cruz	City contributes \$133/month for all employees Mid-Management & Executive with 5 yrs. service additional \$89/month
County of Santa Cruz	Retiree + 1 dependent; Based on years of service; Maximum 20 years and age 55+: Executive, Mid-Management & General: \$133-\$557/month Elected & Appointed Dept. Heads & Assisted Dept. Heads: \$133-\$587/month
Monterey Salinas Transit District	Agency contributes minimum amount allowable for the employer portion of cost under retiree elected health plan.
Riverside Transit Agency	Age 50 with 10 or more years of service; contribution up to lowest CalPERS HMO, maximum of \$785/month, employee only retiree medical coverage applicable to Riverside County. No contribution towards medical dependent coverage.
San Joaquin Reginal Transit District	For retirements after 8/1/2010 after age 55 and 25 years of service, the retiree and spouse receive the same medical, dental and vision benefits as current active employees. The retiree pays a fixed dollar amount of the premiums, equal to the same percentage used to calculate the retiree's pension benefit times the active contribution percentage of the premium amount at retirement. The retiree's contribution remains fixed.
Santa Clara Valley Transportation Authority	Agency contributes up to the Kaiser Bay area single rate for retirees in California and Kaiser our-of-state single rate for retirees living outside of California. Surviving spouses receive the same benefit.

Attachment A

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 <i>Represented</i> <i>Unrepresented</i>	80	480	120	480	160	480	200	480	240 @ 25	480	No cash-out Annually may cash out up to 50% of PTO balances; remaining PTO balance after cash out 80 hrs.
<i>At-Will</i> <i>Unrepresented Executive</i>	144 ⁹	240	216	240	256	240	296	240	336 @25	240	
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 ¹⁰	80	160	120	240	160 @ 11	320	160	320	160 @ 15	320	No cash out
County of Santa Cruz Vacation – <i>Executive</i> Annual Leave – <i>General Unit</i>	128 176	320 440	168 @ 6 216	420 540	208 @ 11 256	520 640	248 @ 15 296 @ 15	620 740	248 @ 15 296 @ 15	620 740	No cash-out
Monterey Salinas Transit District ¹¹	112	1,040	152	1,040	192	1,040	272	1,040	272@15	1,040	Can cash out 24 hrs. or more provided they have used a minimum of 5 days in the previous year.

⁹ 1+yrs. up to 5 yrs. 175 hrs

¹⁰ City of Santa Cruz: At 11 years of service, employees accrue 8 hours each year to maximum of 160.

¹¹ Monterey-Salinas Transit District: provides Personal Leave which covers both vacation and sick leave.

Attachment A

*Santa Cruz Metropolitan Transit District
Management 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	
Riverside Transit Agency	80	240	120	240	160	240	200	240	240 @ 20	240	No cash-out
San Joaquin Regional Transit District	80	160	120	240	160	320	200	400	240 @ 25	480	No cash-out
Santa Clara Valley Transportation Authority ¹²											All Employee Groups: A minimum of 40 hours with a remaining balance of at least 80 hours after cash-out.
<i>SEIU</i>	120	360	168	504	184	552	200	600	216 @ 20	648	
<i>AFSCME</i>	136	136	184	504	200	648	216	696	232 @ 20	744	
<i>Executive Management and Non-Represented Management Staff</i>	248	744	248	744	248	744	248	744	248 @ 1	744	

¹² Santa Clara Valley Transportation Authority: AFSCME, Executive & Unrepresented Management employee groups accrue Scheduled Time Off (STO) which may or may not include sick, management leave etc.

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 ¹³	Administrative Leave: 3.5 days (28 hours), increasing to 80 hours in 2019
Alameda Contra Costa Transit District	Year 1 - 64 Year 2+ - 96	140/hrs.	Represented: Annual Cash-Out Excess of 140 hrs. paid at 100% Retirement Cash-Out: 100% of unused balance Unrepresented: Annual Cash-Out Excess of 140 hrs. paid at 50% Retirement Cash-Out: 100% of unused balance Sick Leave Rollover to 457 account: Sick Leave = Cash Out 10 days 2 days 25 days 5 days 50 days 20 days At-Will - Unrepresented & Executive: N/A	All: Holiday: 9 Floating: 3	All: Personal Leave: No policy Management Leave: 5 days/CY, FLSA exempt
At-Will - Unrepresented & Executive	N/A ¹⁴	N/A			

¹³ 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

¹⁴ Alameda Contra Costa Transit District provides Paid Time Off (PTO)

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

Agency	Sick Leave Annual Accrual (Hours)	Sick Leave Maximum Accrual (Hours)	Sick Leave Cash-Out	Holiday	Administrative/Personal Leave
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 <i>Mid-Mgmt. & Executive</i>	96	Unlimited	Sick Leave Incentive Program: Annually, employee may choose to have sick leave accrued hours in excess of 400 hours converted: to receive cash pay-off at the rate of 33% of base pay or convert sick leave to vacation leave at the rate of 33% or bank excess hours to be used in future if needed or cash out at separation. Leave in excess of 400 banked hours upon separation paid at 33% of base pay.	Holiday: 10 Floating: 3	Management Vacation: 80 hours/year Cash out of 20 hours/year 3 days of sick leave to be used as Personal Business Leave
County of Santa Cruz <i>General Unit excluded from Sick Leave & Administrative Leave</i>	48	1,440	Resignation, layoff, or death: Based on years of service & max. of 450 hrs.: 1-5 years-10%; 6-10 yrs.-50% ; 11+ yrs. 75% Retirement: Based on years of service & max. of 600 hrs.: less than 10 years-10%; 10+ yrs.-100%	Holiday: 13 Floating: 0	40 hours for first year and 2+ years - 80 hours
Monterey-Salinas Transit District	N/A ¹⁵	N/A	N/A	Holiday: 12 Floating: 1	FLSA Exempt employees accrue 64 hours of management leave.
Riverside Transit Agency	96	1,040	Retirement: Converted to service credit Twice Annual Cash-Out: Maximum of 1,040 hrs.	Holiday: 8 Floating: 5	No policy
San Joaquin Regional Transit District	96	2,080	Cash-Out upon termination Cash-Out upon retirement	Holiday: 9 Floating: 3	No policy
Santa Clara Valley Transportation Authority					

¹⁵ Monterey-Salinas Transit District: provides Annual Leave which covers both vacation and sick leave.

Attachment A

Santa Cruz Metropolitan Transit District
Management Total Compensation Report

Agency	Sick Leave Annual Accrual (Hours)	Sick Leave Maximum Accrual (Hours)	Sick Leave Cash-Out	Holiday	Administrative/Personal Leave
<i>SEIU</i>	96	Unlimited	No Annual Cash-out Retirement or death: 50% first 480 hours; remaining balance paid off at rate of 12.5%. Option to convert 8 hours for one month of retiree medical single coverage. Other Separation: 10 years of service paid 480 hours at rate of 25% of equivalent cash value; balances beyond 60 days paid off at rate of 12.5%.	Holiday: 12 Floating: 0	No policy
<i>AFSCME</i>	80	Unlimited	Annual Cash-Out 10 years of service, cash-out balances in excess of 320 hours at the rate of 2% for each full year of service, not to exceed 50%. Cash out must be for a minimum of 40 hours. Retirement/Other Separation: Upon retirement, death, or resignation in good standing: With 10 years of service, paid off at the rate of 2% for each year of service (not to exceed 50%), multiplied by the monetary value of such sick leave.	Holiday: 11 Floating: 0	No policy
<i>Executive Management and Unrepresented</i>	64	Unlimited	Executive: No policies Unrepresented: Annual Cash-Out: With 10 years of service, may cash-out balances in excess of 320 hours at the rate of 2% for each full year of service, not to exceed 50%. Cash out must be for a minimum of 40 hours. Retirement/Other Separation: With 10 years of service, paid off at the rate of 2% for each year of service (not to exceed 50%), multiplied by the monetary value of such sick leave.	Holiday: 11 Floating: 0	No policy

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

Attachment A

Santa Cruz Metropolitan Transit District
Management Total Compensation Report

Table B-10: Total Hours of Paid Time Off Annually

All amounts are annual accruals

Agency	Max Sick Leave Accrual Hours	Max Vacation Leave Accrual Hours	Administrative Leave Hours	Personal Leave Hours*	Holiday Hours	Floating Holiday-Hours	Total Hours of Paid Time Off Annually-Hours
Santa Cruz Metro Transit District	96	192	28	0	56	88	460
Alameda Contra Costa Transit District							<i>Unrepresented</i>
<i>Unrepresented</i>	96	240					<i>Represented:</i>
<i>Represented</i>			40	0	72	24	472
<i>At-Will</i>	0	336					<i>At-Will</i>
<i>Unrepresented/Executive</i>							<i>Unrepresented/Executive:</i>
							472
City of Santa Cruz	96	160	80	0	80	24	440
County of Santa Cruz							
<i>Executive</i>	48	248	80	0	104	0	480
<i>General Unit</i>	0	296	0	0	104	0	400
Central Contra Costa County Transit Authority	120	240	0	0	96	0	456
Monterey Salinas Transit District	0	272	64	0	96	8	440
Riverside Transit Agency	96	240	0	0	64	40	440
San Joaquin Regional Transit District	96	240	0	0	72	24	432
Santa Clara Valley Transportation Authority							
<i>SEIU</i>	96	216	0	0	96	0	408
<i>AFSCME</i>	80	232	0	0	88	0	400
<i>Executive Management and Non-Represented Management Staff</i>	64	248	0	0	88	0	400
Labor Market Median							432

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

	Labor Market Average	442.49
	% Above/Below Median	27.03%
	% Above/Below Average	25.29%

**Percentages reflect SCMTD's increase in both Personal and Administrative leave to 80 hours each in 2019. In 2018, Personal Leave was 40 hours and Administrative Leave 28 hours resulting in SCMTD leading the market median by 13.60*

Attachment A

*Santa Cruz Metropolitan Transit District
Management Total Compensation Report*

Appendix C: Salary Survey

Attachment A

Santa Cruz Metropolitan Transit District Management 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].

Attachment A

Santa Cruz Metropolitan Transit District Management 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.

Attachment A

Santa Cruz Metropolitan Transit District Management 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"/>

Attachment A

Santa Cruz Metropolitan Transit District Management 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

Attachment A

Santa Cruz Metropolitan Transit District Management 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	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>Minimum Qualifications/Required Certifications:</p> <p>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

Attachment A

Santa Cruz Metropolitan Transit District Management 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	<table border="1"> <thead> <tr> <th>No Comp/Unfunded?</th> <th>Min Monthly Salary</th> <th>Max Monthly Salary</th> <th>Employee Group/Union</th> <th>Employment Status</th> </tr> </thead> <tbody> <tr> <td> <input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits </td> <td></td> <td></td> <td></td> <td> <input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will </td> </tr> </tbody> </table>	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
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

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

<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>

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

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:					

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

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?	<table border="1"> <thead> <tr> <th>Min Monthly Salary</th> <th>Max Monthly Salary</th> <th>Employee Group/Union</th> <th>Employment Status</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td> <input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will </td> </tr> </tbody> </table>	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status				<input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will
Min Monthly Salary	Max Monthly Salary	Employee Group/Union	Employment Status							
			<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

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

<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>			

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

	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	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

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

<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>

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

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?					

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

Notes:	
---------------	--

#	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:					

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

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

#	Survey Class Title	Class Description										
15)	Planning & Development Director	<p>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.</p> <p>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.</p>										
	Your Organization Class Title	<table border="1"> <thead> <tr> <th>No Comp/Unfunded?</th> <th>Min Monthly Salary</th> <th>Max Monthly Salary</th> <th>Employee Group/Union</th> <th>Employment Status</th> </tr> </thead> <tbody> <tr> <td> <input type="checkbox"/> NCC <input type="checkbox"/> Unfunded <input type="checkbox"/> Contract/No Benefits </td> <td></td> <td></td> <td></td> <td> <input type="checkbox"/> At-Will <input type="checkbox"/> Not At-Will </td> </tr> </tbody> </table>	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
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	<p>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.</p>

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

<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>

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

Your Organization Class Title	No Comp/ Unfunded?	Min <u>Monthly</u> Salary	Max <u>Monthly</u> 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:					

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

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:			

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

Deferred Compensation Practices	[UNIT 1 TITLE]	[UNIT 2 TITLE]	[UNIT 3 TITLE]
Does the agency provide a Deferred Compensation plan? 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"/> 457 <input type="checkbox"/> 401(a) <input type="checkbox"/> None <input type="checkbox"/> Other	<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 salary</u>) and general policy?			
Notes			

Longevity Pay Practices	[UNIT 1 TITLE]	[UNIT 2 TITLE]	[UNIT 3 TITLE]
Does the employer have a longevity pay practice? 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
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 <u>annually, in dollars</u> , 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**

Attachment A

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

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			
Cafeteria Plan Practices	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]
Does the agency have a cafeteria plan provision? If no, move to the non-cafeteria plan table below. Skip to non-cafeteria.	<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: (not benefits amounts)			
What benefit items is this payment intended to cover? (i.e., medical, dental, etc.)	<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			
Employer	<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
Employee			
Vision			
Employer	<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
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.			

Attachment A

Santa Cruz Metropolitan Transit District Management 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 (s):	<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 (s):	<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

Santa Cruz Metropolitan Transit District Management Total Compensation Report

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

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 regular 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:			