



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

**SEPTEMBER 10, 2021 – 1:00 PM**

**DUE TO COVID-19, THE SEPTEMBER 10, 2021 SANTA CRUZ METRO  
PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE MEETING WILL BE  
CONDUCTED AS A TELECONFERENCE PURSUANT TO THE PROVISIONS OF THE  
GOVERNOR'S EXECUTIVE ORDERS N-25-20 AND N-29-20, WHICH SUSPEND CERTAIN  
REQUIREMENTS OF THE RALPH M. BROWN ACT**

### **MEMBERS OF THE PUBLIC MAY NOT ATTEND THIS MEETING IN PERSON**

Directors, staff and the public may participate remotely via the Zoom website [at this link](#) and entering passcode (752452) or by calling 1-669-900-9128 Meeting ID 878 5452 9314

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

The Personnel/Human Resources Standing Committee Meeting Agenda Packet can be found online at [www.SCMTD.com](http://www.SCMTD.com).

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

### **COMMITTEE ROSTER**

Director Donna Lind, 2021 Board Chair	City of Scotts Valley
Director Bruce McPherson, 2021 Board Vice Chair	County of Santa Cruz
Director Jimmy Dutra	City of Watsonville
Director Kristen Petersen	City of Capitola
Director Mike Rotkin, Immediate Past Board Chair	County of Santa Cruz
Alex Clifford	METRO CEO/General Manager
Julie Sherman	METRO General Counsel

**MEETING TIME: 1:00 PM**

**NOTE: THE COMMITTEE CHAIR MAY TAKE ITEMS OUT OF ORDER**

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

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

Dawn Crummié, Human Resources Director
- 6 ADJOURNMENT**

**Accessibility for Individuals with Disabilities**

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

**Public Comment**

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



**DATE:** September 10, 2021  
**TO:** Personnel/Human Resources Standing Committee  
**FROM:** Dawn Crummié, Human Resources Director  
**SUBJECT: REVIEW REQUEST FOR AUTHORIZATION AND FUNDING OF A REVENUE ACCOUNT PROGRAM MANAGER**

**I. RECOMMENDED ACTION**

**That the Personnel/Human Resources Standing Committee review the request for authorization of a Revenue Account Program Manager in the Finance Department and recommend approval to the full Board of Directors**

**II. SUMMARY**

- Santa Cruz Metropolitan Transit District (METRO) is in need of a full-time dedicated Revenue Account Program Manager professional.
- METRO contracted with Koff & Associates (hereinafter “K&A”) to conduct a total classification and compensation study in July 2021.
- Due to the workload of our Customer Service and Finance Departments, staff is asking to create a Revenue Account Program Manager position to manage, coordinate, evaluate, develop, implement fare media programs, revenue services, and ticket and pass sales program.
- For reporting structure purposes, the Revenue Account Program Manager position will be reporting to the Finance Department.
- METRO staff and Service Employees International Union Local 521 (SEIU) representatives met and discussed the needs of the organization. It was agreed that the previous SEIU represented position of Revenue Account Coordinator be unfunded and removed from SEIU representation and that a Revenue Account Program Manager position be created and unrepresented as a management position.
- Staff is recommending Board of Directors (Board) approval to create the Revenue Account Program Manager position.

**III. DISCUSSION/BACKGROUND**

In June 2021, the Revenue Account Coordinator resigned from METRO employment. At that time, METRO contracted with K&A to evaluate the needs of the agency. A total analysis and compensation study was performed.

During the study, K&A reviewed prior classification descriptions and related documentation. From 1989 to 2016, the position was called Ticket & Pass Program Specialist. At that time, this position reported to the Fixed Route Superintendent. After the incumbent retired and the department was restructured, this position was filled with contractors reporting to the Paratransit Superintendent and Finance Manager. In 2017, METRO hired a new employee to fill the Ticket and Pass Program Specialist position. In 2019, a full salary and compensation study was performed, reclassifying this position to a Revenue Account Coordinator.

Human Resources, Finance and Customer Service staff have worked with K&A staff to create a new Revenue Account Program Manager position description and corresponding wage scale.

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

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

These are the same seven agencies used in previous studies for management positions.

K&A was not able to find a sufficient number of comparable matches. Thus, internal alignment with other classifications was considered, either in the same class series or those classifications that have similar scope of work, level of responsibility, reporting relationship structure, supervision exercised and received, and related job factors.

Going forward, staff determined that METRO is in need of a Revenue Account Program Manager who can be responsible for managing and directing fare programs and revenue services. The shift from a non-management position to a management position was determined based on the level of new responsibilities given to the position. The new job description delineates a program management classification responsible for managing and directing fare programs and revenue services, including evaluating existing revenue structure, processes, and systems and recommending and implementing improvements, creating and/or updating policies and procedures, and implementing new fare and revenue collection systems. Our current Revenue Account Coordinator position description allows the incumbent to only work by taking the direction and scope as given.

If approved, an open recruitment will be performed to fill the Revenue Account Program Manager position.

Staff requests the Personnel/HR Standing Committee review and recommend to the full Board the addition of a Revenue Account Program Manager in the current Management Compensation Policy.

#### **IV. STRATEGIC PLAN PRIORITIES ALIGNMENT**

This report ties to the following strategic priorities:

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

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

Funding for this position is in the FY22 & FY23 Customer Service Operating Budget.

The adoption of the recommendations contained in this report will require the transfer of funds from the vacant Revenue Account Coordinator position under the Customer Service Department Operating Budget to the Finance Department Operating Budget.

The budget increase in FY22 and FY23 would be \$24K and \$29K, respectively.

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

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

#### **VII. ATTACHMENTS**

**Attachment A:** Revenue Account Program Manager Job Description

**Attachment B:** Revenue Account Program Manager Wage Scale

Prepared by: Dawn Crummié, Human Resources Director

**VIII. APPROVALS**

Dawn Crummié, HR Director



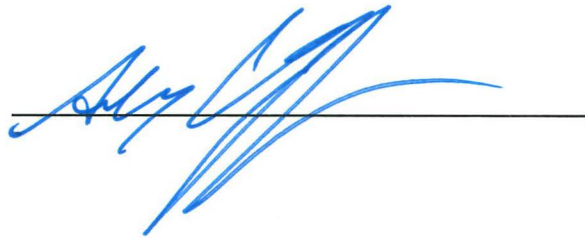
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Approved as to fiscal impact:  
Chuck Farmer, Chief Financial Officer



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Alex Clifford, CEO/General Manager



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# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

Class Code: **OA121**  
FLSA Status: *Exempt*

### Revenue Account Program Manager

#### Bargaining Unit: Management

#### **DEFINITION:**

Under general direction of Chief Financial Officer and/or Deputy Finance Director, the Revenue Account Program Manager plans, develops, organizes, manages, evaluates, and implements fares programs and revenue services; manages fare media and systems projects; performs accounting, financial analysis, and bookkeeping to support Santa Cruz METRO financial function, processes, and Ticket and Pass Sales Program; and performs other related work as required.

#### **DISTINGUISHING CHARACTERISTICS:**

This is a program management classification responsible for managing and directing fare programs and revenue services including evaluating existing revenue structure, processes, and systems and recommending and implementing improvements, creating and/or updating policies and procedures, and implementing new fare and revenue collection systems. The position manages a complex and multi-disciplinary program that involves contact inside and outside of the agency and the ability to manage multiple stakeholder interests and requires a high level of technical expertise and acumen in support of management and/or Board priorities, strategic initiatives, and directives. The work involves a high-level of problem-solving requiring analysis of unique issues or increasingly complex problems without precedent and/or structure and formulating, presenting, and implementing strategies and recommendations for resolution. Work assignments are typically given as broad, conceptual ideas and directives and the incumbent is accountable for overall results and responsible for developing guidelines, action plans, and methods to provide deliverables and services on time and within budget.

This position reports to the Chief Financial Officer and/or Deputy Finance Director; and may receive direction from the Customer Service Manager.

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

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

- Plans, manages, evaluates, and implements fare programs and revenue services across the agency.
- Leads the development and standardization of procedures and methods to improve and continuously monitor the efficiency, security, and effectiveness of fare revenue operations and service delivery methods and procedures in order to maximize funding and efficiencies and minimize costs and threats of fraud or theft; evaluates and monitors operations, revenue streams and fare structure, collection processes, and fare media and platforms; conducts studies and analyses, identifies opportunities for improvement, evaluates alternatives, develops recommendations, and implements changes; makes decisions affecting METRO's fare pricing, cash collection, and system changes.
- Recommends and implements program goals and objectives, policies, procedures, work standards, and internal controls.
- Plans, manages, and implements fare media and systems projects including design, testing, installation, and maintenance; defines project requirements, methods, and end objectives in



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

consultation with vendors and end users; develops and manages project budgets; develops concept documents, internal controls, and process documentation; coordinates project activities with vendors, contractors, consultants, and other Santa Cruz METRO departments.

- Serves as system administrator for assigned systems, including generating reports and setting up, updating, and maintaining access rights to users and user groups.
- Analyzes and identifies variances and problems in fare and revenue collecting equipment; coordinates maintenance and upgrade of equipment; maintains and stocks change and ticketing machines.
- Performs accounting, financial analysis, and general support functions for Santa Cruz METRO's Ticket and Pass Sales Program including balancing and reconciling Ticket Vending Machine (TVM) sales, counting and depositing TVM revenue, ordering change to refill machines, and providing TVM revenue information to the Finance Department, lost credit reports to the Customer Service Department, and reporting all technical issues to the Fleet Department.
- Coordinates directly with the Customer Service Director on developing and implementing revenue and ticketing systems, equipment, and procedures and providing training to customer service staff.
- Develops assigned budgets including providing analysis of types of sales and trends in sales and customer preferences.
- Delivers Santa Cruz METRO tickets and passes to ticket agents and vendors; reconciles ticket stock and collects payments for tickets and passes sold.
- Processes, tracks, and reconciles ticket and pass requests received via online sales, mail order, and discounted pass requests (bulk purchases).
- Prepares and makes bank deposits for collected revenues, provides weekly summary deposit recaps of all ticket and pass sales to the Finance Department, assists in audits, resolves technical and reporting issues, and ensures security and compliance with established financial controls including ensuring cash is handled in dual custody and protection and security of fare media.
- Coordinates weekly cash pickups and communicates with the vendor in case of process disruptions, changes in pickup schedule or location, and discrepancies in the value of the weekly pickups amounts and bank deposits.
- Provides periodic updates to senior staff and Board of Directors on revenue service outcomes and changes to processes and systems.
- Maintains various records and information related to ticket and pass sales including sales reports, deposit slips, receipts, invoices, and other documents; compiles data and prepares reports on sales revenue, cash receipts, and other program activities; analyzes and streamlines multiple revenue streams and fares; develops new or ad hoc reports as requested by management.
- Performs various office support duties including answering phones and providing information to employees and the public, maintaining inventories and ordering supplies, and typing memoranda, letters, reports, contracts, purchase orders, statistical data, specifications, and other documents as directed.
- Interprets laws, regulations, and policies to determine relevancy to fare program and revenue services; affirms program compliance or recommends measures to ensure compliance with laws and regulations.
- Prepares a variety of administrative, financial, and technical reports, as well business correspondence and presentations; presents reports and to internal and external stakeholders and the Board of Directors.
- Serves as a resource by providing consultation and guidance to staff and management with respect to fare programs and revenue services delivery or operational effectiveness issues.





# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Stays informed of existing and emerging fare and revenue collection strategies, systems, and equipment.
- Operates standard office equipment and utilizes standard business computer software in performing job tasks.
- Drives a Santa Cruz METRO vehicle to perform assignments.
- Performs as a hands on “working” manager.
- Performs related work as required.

#### **EMPLOYMENT STANDARDS:**

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

- Principles and practices of program management including planning, development, implementation, and evaluation.
- Principles, practices, and techniques related to multi-stream revenue collection, counting, reconciling, processing, and reporting.
- Financial analysis and management principles including cash management and cash flow related to revenue streams.
- Knowledge of Generally Accepted Accounting Principles (GAAP) used by state and local governments;
- Principles and practices of general accounting, bookkeeping, and auditing, including Generally Accepted Accounting Principles (GAAP) used by state and local government agencies.
- Fare media and systems, equipment, hardware, and software applications used in revenue collections; automated fare systems; and/or alternative card payment systems and applications.
- Principles and techniques for evaluating revenue streams and fare structures.
- Fraud and theft control techniques, measures, and internal audit requirements.
- Principles and practices of project management, including identifying system needs and issues, researching and evaluating technology and the most effective courses of action, and implementing solutions.
- Principles and practices of vendor relationship management.
- Applicable Federal, State, and local laws and regulations and Santa Cruz METRO policies and procedures affecting fare programs and revenue services.
- Recordkeeping principles and procedures.
- Telephone techniques and etiquette.
- Correct English usage, grammar, spelling, punctuation, and vocabulary.
- Modern office practices, methods, and computer equipment and applications related to the work.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors/consultants, and Santa Cruz METRO staff.

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

- Develop and implement goals, objectives, practices, policies, procedures, and work standards.
- Effectively manage and administer fare program and revenue services operations and activities.
- Adapt to changes in priorities or resources that impact pre-established timelines and courses of action.
- Maintain awareness of the functioning and status of multiple work groups or program areas simultaneously.
- Navigate the organization and its competing priorities for effective program management.



# Attachment A

## HUMAN RESOURCES DEPARTMENT

### Santa Cruz METRO

- Organize, coordinate, and implement revenue services operations and activities.
- Research, evaluate, and recommend new service delivery methods, procedures, and techniques related to fare and revenue collection programs.
- Perform accounting, financial analysis, and field work with substantial independence, judgment and decision-making, and discretion.
- Build financial models, analyze assumptions and trends, and develop and present recommendations and conclusions.
- Understand the relationship between account records and documents for recording, reconciliation, and reporting purposes.
- Plan and manage fare media and systems development, enhancement, and maintenance projects.
- Principles of public speaking.
- Maintain records and control systems with accuracy and attention to detail.
- Prepare clear, concise, and complete reports and other written material.
- Perform accurate mathematical calculations and financial analyses.
- Maintain a calm demeanor in stressful situations.
- Understand, interpret, and apply all pertinent laws, regulations, codes, and ordinances and Santa Cruz METRO policies and procedures relevant to work performed.
- Independently organize work, set priorities, meet critical deadlines, and follow-up on assignments.
- Effectively use computer systems, software applications, and modern business equipment relevant to work performed.
- Communicate clearly and effectively in both oral and written form in one-on-one and group settings.
- Establish and maintain effective working relationships within the department and with other departments, agencies, contractors, consultants, vendors, and the public.

#### **MINIMUM QUALIFICATIONS:**

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

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

Four-year degree in accounting, finance, economics, or a closely related field from an accredited college or university and four (4) years of professional experience in revenue collection, financial analysis, and/or accounting experience. Experience in a public agency is desirable.

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

A valid California Driver's License will be required at the time of appointment and throughout employment.

#### **SPECIAL REQUIREMENTS:**

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

#### **PHYSICAL AND MENTAL DEMANDS:**

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



**Attachment A**  
**HUMAN RESOURCES DEPARTMENT**  
**Santa Cruz METRO**

**Physical Demands**

While performing the duties of this job, the employee is often required to reach with hands and arms; walk and sit; use finger dexterity, and talk and hear. Work often requires the repetitive use of both hands to grasp and feel objects and use a keyboard. The employee is regularly required to stoop at the waist, kneel, crouch, and stand. Occasional lifting up to 25 pounds unaided may be required. Specific visual abilities required for this job include close vision, distance vision, the ability to see colors and shades, and the ability to perceive depth.

**Mental Demands**

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

**Safety:**

Any required Personal Protective Equipment (PPE) will be provided.

**Work Environment:**

The employee works in a standard office environment where the noise level is usually moderate. May work out in the field when needed.

**OTHER CONDITIONS OF EMPLOYMENT:**

- Must pass a requisite background check.
- May occasionally work extended hours or hours outside of the regular schedule.

*Adopted:	TBD
*BOD Approved:	TBD
*Revised:	00-00-00
*Job Family:	Professional- Finance

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MANAGEMENT													
HOURLY RATES SCHEDULE													
	Step 1	Step 1 LL	Step 2	Step 2 LL	Step 3	Step 3 LL	Step 4	Step 4 LL	Step 5	Step 5 LL	Step 6	Step 6 LL	
Effective 06/24/21 (FY22) / Adopted by the Board as of June 25, 2021													
CEO/General Manager	107.95	113.35	113.35	119.02	124.69	119.02	124.97	130.92	124.97	131.22	137.47	137.78	144.34
Chief Operating Officer	70.67	74.20	74.20	77.91	81.62	77.91	81.81	85.71	81.81	85.90	89.99	90.20	94.50
Maintenance Manager	55.23	57.99	57.99	60.89	63.79	60.89	63.93	66.97	63.93	67.13	70.33	70.49	73.85
Chief Financial Officer (CFO)	70.67	74.20	74.20	77.91	81.62	77.91	81.81	85.71	81.81	85.90	89.99	90.20	94.50
Planning and Development Director	60.24	63.25	63.25	66.41	69.57	66.41	69.73	73.05	69.73	73.22	76.71	76.88	80.54
Human Resources Director	66.28	69.59	69.59	73.07	76.55	73.07	76.72	80.37	76.72	80.56	84.40	84.59	88.62
Information Technology and Intelligent Transportation Systems Director	66.28	69.59	69.59	73.07	76.55	73.07	76.72	80.37	76.72	80.56	84.40	84.59	88.62
Marketing, Communications and Customer Service Director	48.47	50.89	50.89	53.43	55.97	53.43	56.10	58.77	56.10	58.91	61.72	61.86	64.81
Purchasing and Special Projects Director	48.47	50.89	50.89	53.43	55.97	53.43	56.10	58.77	56.10	58.91	61.72	61.86	64.81
Senior Database Administrator	52.83	55.47	55.47	58.24	61.01	58.24	61.15	64.06	61.15	64.21	67.27	67.42	70.63
Finance Deputy Director	52.99	55.64	55.64	58.42	61.20	58.42	61.34	64.26	61.34	64.41	67.48	67.63	70.85
Human Resources Deputy Director	49.73	52.22	52.22	54.71	57.44	54.83	57.57	60.31	57.57	60.45	63.33	63.47	66.49
Operations Manager - Fixed Route Division	43.42	45.59	45.59	47.87	50.15	47.87	50.26	52.65	50.26	52.77	55.28	55.41	58.05
Operations Manager - Paratransit Division	43.42	45.59	45.59	47.87	50.15	47.87	50.26	52.65	50.26	52.77	55.28	55.41	58.05
Assistant Maintenance Manager	41.43	43.50	43.50	45.57	47.86	45.68	47.96	50.24	47.96	50.36	52.76	52.88	55.40
Facilities Maintenance Manager	46.95	49.30	49.30	51.65	54.24	51.77	54.36	56.95	54.36	57.08	59.80	59.93	62.78
Database Administrator	45.94	48.24	48.24	50.65	53.06	50.65	53.18	55.71	53.18	55.84	58.50	58.63	61.42
Safety, Security and Risk Management Director	52.02	54.62	54.62	57.35	60.08	57.35	60.22	63.09	60.22	63.23	66.24	66.39	69.55
Assistant Operations Manager	32.57	34.20	34.20	35.91	37.62	35.91	37.71	39.51	37.71	39.60	41.49	41.58	43.56
Project Manager	32.57	34.20	34.20	35.91	37.62	35.91	37.71	39.51	37.71	39.60	41.49	41.58	43.56
Purchasing Manager	41.43	43.50	43.50	45.57	47.86	45.68	47.96	50.24	47.96	50.36	52.76	52.88	55.40
*Customer Service Manager	33.70	35.39	35.39	37.08	38.93	37.16	39.02	40.88	39.02	40.97	42.92	43.02	45.07
**Revenue Account Program Manager	32.57	34.20	34.20	35.91	37.62	35.91	37.71	39.51	37.71	39.60	41.49	41.58	43.56
Executive Assistant	31.69	33.27	33.27	34.85	36.59	34.93	36.68	38.43	36.68	38.51	40.34	40.44	42.37
L = 10 Years Longevity (5%); LL = 15 Years Longevity (5%+5%)													
*****													
Longevity Pay is based only on length of service.													
* Position added and adopted by the Board on 11-20-2020													
* New position proposed to be added and adopted by the Board on 09-24-2021													

MANAGEMENT  
MONTHLY SALARY SCHEDULE

Title	Step 1	Step 1 LL	Step 2	Step 2 LL	Step 2 LL	Step 3	Step 3 LL	Step 4	Step 4 LL	Step 5	Step 5 LL	Step 6	Step 6 LL	Step 6 LL
CEO/General Manager	18,711	19,647	20,583	21,613	20,630	21,662	22,693	21,662	22,745	22,745	23,828	23,882	25,019	26,270
Chief Operating Officer	12,250	12,861	13,473	14,148	13,504	14,180	14,856	14,180	14,889	14,889	15,598	15,635	16,380	17,198
Maintenance Manager	9,573	10,052	10,530	11,057	10,554	11,081	11,608	11,081	11,636	11,636	12,191	12,218	12,801	13,439
Chief Financial Officer (CFO)	12,250	12,861	13,473	14,148	13,504	14,180	14,856	14,180	14,889	14,889	15,598	15,635	16,380	17,198
Planning and Development Director	10,442	10,963	11,485	12,059	11,511	12,087	12,662	12,087	12,692	12,692	13,296	13,326	13,960	14,657
Human Resources Director	11,489	12,062	12,636	13,269	12,666	13,298	13,931	13,298	13,964	13,964	14,629	14,662	15,361	16,129
Information Technology and Intelligent Transportation Systems Director	11,489	12,062	12,636	13,269	12,666	13,298	13,931	13,298	13,964	13,964	14,629	14,662	15,361	16,129
Marketing, Communications and Customer Service Director	8,402	8,821	9,240	9,702	9,261	9,724	10,187	9,724	10,211	10,211	10,698	10,722	11,234	11,794
Purchasing and Special Projects Director	8,402	8,821	9,240	9,702	9,261	9,724	10,187	9,724	10,211	10,211	10,698	10,722	11,234	11,794
Senior Database Administrator	9,157	9,615	10,072	10,575	10,095	10,599	11,104	10,599	11,130	11,130	11,660	11,686	12,243	12,854
Finance Deputy Director	9,185	9,644	10,104	10,608	10,126	10,632	11,138	10,632	11,164	11,164	11,697	11,723	12,281	12,894
Human Resources Deputy Director	8,620	9,052	9,483	9,956	9,504	9,979	10,454	9,979	10,478	10,478	10,977	11,002	11,525	12,100
Operations Manager - Fixed Route Division	7,526	7,902	8,278	8,693	8,298	8,712	9,126	8,712	9,147	9,147	9,582	9,604	10,062	10,565
Operations Manager - Paratransit Division	7,526	7,902	8,278	8,693	8,298	8,712	9,126	8,712	9,147	9,147	9,582	9,604	10,062	10,565
Assistant Maintenance Manager	7,181	7,540	7,899	8,296	7,918	8,313	8,708	8,313	8,729	8,729	9,145	9,166	9,603	10,081
Facilities Maintenance Manager	8,138	8,545	8,953	9,402	8,974	9,422	9,871	9,422	9,894	9,894	10,365	10,388	10,882	11,428
Database Administrator	7,963	8,362	8,760	9,197	8,779	9,218	9,656	9,218	9,679	9,679	10,140	10,163	10,646	11,178
Safety, Security and Risk Management Director	9,017	9,468	9,918	10,414	9,941	10,438	10,936	10,438	10,960	10,960	11,482	11,508	12,055	12,659
Assistant Operations Manager	5,646	5,928	6,211	6,521	6,224	6,536	6,848	6,536	6,864	6,864	7,192	7,207	7,550	7,928
Project Manager	5,646	5,928	6,211	6,521	6,224	6,536	6,848	6,536	6,864	6,864	7,192	7,207	7,550	7,928
Purchasing Manager	7,181	7,540	7,899	8,296	7,918	8,313	8,708	8,313	8,729	8,729	9,145	9,166	9,603	10,081
*Customer Service Manager	5,841	6,134	6,427	6,748	6,441	6,764	7,086	6,764	7,102	7,102	7,440	7,457	7,812	8,202
**Revenue Account Program Manager	5,646	5,928	6,211	6,521	6,224	6,536	6,848	6,536	6,864	6,864	7,192	7,207	7,550	7,928
Executive Assistant	5,493	5,767	6,041	6,342	6,055	6,358	6,661	6,358	6,675	6,675	6,992	7,010	7,344	7,710

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**Longevity Pay is based only on length of service.**

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

\* New position proposed to be added and adopted by the Board on 09-24-2021

MANAGEMENT  
YEARLY SALARY SCHEDULE

Title	Step 1	Step 1.LL	Step 2	Step 2.LL	Step 3	Step 3.LL	Step 4	Step 4.LL	Step 5	Step 5.LL	Step 6	Step 6.LL	Step 6.LL
CEO/General Manager	224,536	235,768	247,000	259,355	247,562	259,938	272,314	284,689	272,938	285,314	297,689	310,065	315,245
Chief Operating Officer	146,994	154,336	161,678	169,770	162,053	170,165	178,277	186,389	178,672	186,784	194,896	203,008	206,378
Maintenance Manager	114,878	120,619	126,360	132,601	126,651	132,892	139,133	145,374	139,630	145,871	152,112	158,353	161,262
Chief Financial Officer (CFO)	146,994	154,336	161,678	169,770	162,053	170,165	178,277	186,389	178,672	186,784	194,896	203,008	206,378
Planning and Development Director	125,299	131,560	137,821	144,706	138,133	145,018	151,903	158,788	152,298	159,213	166,128	173,043	175,885
Human Resources Director	137,862	144,747	151,632	159,224	151,986	159,578	167,170	174,762	167,565	175,157	182,749	190,341	193,544
Information Technology & Intelligent Transportation Systems Director	137,862	144,747	151,632	159,224	151,986	159,578	167,170	174,762	167,565	175,157	182,749	190,341	193,544
Marketing, Communications and Customer Service Director	100,818	105,851	110,885	116,418	111,134	116,668	122,202	127,736	122,533	128,067	133,601	139,135	141,523
Purchasing and Special Projects Director	100,818	105,851	110,885	116,418	111,134	116,668	122,202	127,736	122,533	128,067	133,601	139,135	141,523
Senior Database Administrator	109,886	115,378	120,869	126,901	121,139	127,192	133,245	139,298	133,557	139,610	145,663	151,716	154,253
Finance Deputy Director	110,219	115,731	121,243	127,296	121,514	127,567	133,620	139,673	133,973	140,026	146,079	152,132	154,731
Human Resources Deputy Director	103,438	108,618	113,797	119,475	114,046	119,746	125,445	131,144	125,736	131,435	137,134	142,833	145,205
Operations Manager - Fixed Route Division	90,314	94,827	99,341	104,312	99,570	104,541	109,512	114,483	109,762	114,733	119,704	124,675	126,776
Operations Manager - Paratransit Division	90,314	94,827	99,341	104,312	99,570	104,541	109,512	114,483	109,762	114,733	119,704	124,675	126,776
Assistant Maintenance Manager	86,174	90,480	94,786	99,549	95,014	99,757	104,499	109,741	104,749	109,990	115,232	120,474	120,973
Facilities Maintenance Manager	97,656	102,544	107,432	112,819	107,682	113,069	118,456	123,843	118,726	124,113	129,500	134,887	137,134
Database Administrator	95,555	100,339	105,123	110,365	105,352	110,614	115,877	121,140	116,147	121,680	127,213	132,746	134,139
Safety, Security and Risk Management Director	108,202	113,610	119,018	124,966	119,288	125,258	131,227	137,197	131,518	138,091	144,664	151,237	151,902
Assistant Operations Manager	67,746	71,136	74,526	78,250	74,693	78,437	82,181	86,299	82,368	86,486	90,604	95,139	95,139
Project Manager	67,746	71,136	74,526	78,250	74,693	78,437	82,181	86,299	82,368	86,486	90,604	95,139	95,139
Purchasing Manager	86,174	90,480	94,786	99,549	95,014	99,757	104,499	109,741	104,749	109,990	115,232	120,474	120,973
*Customer Service Manager	70,096	73,611	77,126	80,974	77,293	81,162	85,030	89,274	85,218	89,462	93,746	98,426	98,426
**Revenue Account Program Manager	67,746	71,136	74,526	78,250	74,693	78,437	82,181	86,299	82,368	86,486	90,604	95,139	95,139
Executive Assistant	65,915	69,202	72,488	76,107	72,654	76,294	79,934	83,907	80,101	84,115	88,130	92,145	92,518

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**Longevity Pay is based only on length of service.**  
 \* Position added and adopted by the Board on 11-20-2020  
 \*\* New position proposed to be added and adopted by the Board on 09-24-2021

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