

AGENDA ITEM 3 A  
Information Item

**MEMORANDUM**

**DATE:** October 26, 2022

**TO:** El Dorado County Transit Authority  
Transit Advisory Committee

**FROM:** Matthew Mauk, Executive Director

**SUBJECT:** Total Compensation Study Final Report and Implementation of Revised Personnel Allocation and Salary Schedule

**REQUESTED ACTION:**

**BY MOTION,**

**No Action Required. Information Item Only.**

**BACKGROUND**

In an ongoing effort to recognize employees for the level and scope of work they perform and to ensure employees are paid fairly and competitively, the El Dorado County Transit Authority (El Dorado Transit/EDCTA) periodically contracts with a qualified consultant firm to conduct a comprehensive compensation study. Compensation studies are an effective means to objectively analyze and compare wages and the cost of benefits within the job market relative to the agency's current pay ranges and benefit offerings. Following a competitive solicitation, El Dorado Transit retained Koff & Associates (K&A) consulting firm in December 2021 to develop an updated compensation and benefit study for the agency. The agency's previous compensation and classification study was completed in 2017, also by K&A.

On September 1, 2022, the El Dorado Transit Board of Directors received K&A's Total Compensation Study Final Report, July 22, 2022 (Report), which included wage and benefit comparisons of seventeen (17) benchmark job classifications based on data from ten (10) comparator transit agencies. The Report summarized the consultant's findings and recommendations as follows:

- The EDCTA's base salaries, overall, in comparison to the market median are 19.1% below the market.
- The EDCTA's total compensation, overall, in comparison to the market median is 8.2% below the market.
- The EDCTA's benefits package puts the EDCTA in a more competitive position compared to the market, and, therefore, salary decisions should be based on total compensation versus base salary market results.
- K&A considers a classification falling within 5% of the median to be competitive.

The full Total Compensation Study Final Report, July 22, 2022, is available for review at <https://eldoradotransit.com/document-library/>

## **DISCUSSION**

The market base and total compensation findings for each existing job classification surveyed in the Report are listed below, using the median base salaries and median total compensation results, arranged in descending alphabetical order. The percentile represents the difference between the agency's top monthly base salary/total compensation for each classification and the median base salary/total compensation of the comparator agencies at the time.

<b>Classification</b>	<b>Base Top Monthly Salary % above or below Median</b>	<b>Total Compensation % above or below Median</b>
Administrative Coordinator	-26.0%	-13.0%
Custodian	-23.9%	-4.6%
Equipment Technician II	-25.5%	-5.4%
Finance Manager	-13.4%	-18.5%
Fiscal Technician II	-7.8%	-7.5%
Human Resources Manager	-16.3%	-8.4%
Maintenance and Facilities Supervisor	-30.3%	-17.9%
Maintenance Technician	-22.8%	-21.0%
Office Assistant II	-22.0%	-10.3%
Operations Manager	-12.7%	-6.6%
Planning and Marketing Manager	Insufficient Data Available	Insufficient Data Available
Safety Coordinator	-28.4%	-26.5%
Transit Dispatcher	-2.6%	2.2%
Transit Operations Supervisor	-11.5%	-5.8%
Transit Operator	-8.3%	-8.0%

The Report stated that overall, classifications were 19.1% below the market median for base salaries. However, that figure changes to 8.2% below the market median for total compensation indicating that El Dorado Transit gains a significant competitive advantage when taking the value of its benefit package into consideration. The key factors for this are the agency's

contribution to health and dental insurance and its use of a single highest year formula for its retirement system. The Study did not propose changes to benefit levels.

At the regular El Dorado Transit Board of Director's meeting on October 6, 2022, staff supported the Report's recommendation to revise the salary structure/schedule and endorsed the option of implementation in phases to align compensation rates for each job classification more closely to the market median. With the requested action, staff proposed the first of a planned two (2) phases of salary increases to be effective at the start of the next full pay period on October 8, 2022. A second phase of salary schedule adjustments is anticipated for the next fiscal year beginning July 1, 2023, assuming budget availability. The recommended action outlined below largely maintains the internal alignment of the existing salary structure, while significantly advancing the goal of achieving a competitive compensation structure within current fiscal constraints.

Recognizing the recent effects of inflation on employees, staff recommended moving current incumbents into the salary step within the proposed compensation structure that is at least 5% above their hourly compensation at the time. Staff further recommended extending the salary range to include all seven (7) steps for Transit Operators and Transit Dispatchers designated as Extra Help, to match the salary range available to regular employees in the same positions. Extra Help employees are vital to ensure coverage of open work shifts, minimizing service disruptions, and reducing the need for overtime.

Based on staff's recommendation, the Board approved Resolution No. 22-29 resulting in the following actions:

- Adoption of the revised Salary Structure (Exhibit A).
- Adoption of the revised Salary Schedule by Job Classification for FY 2022/23 (Attachment B). Note: The action established a salary range for a new Dispatch Supervisor position approved earlier in the meeting. The salary bands for the Executive Director and Transit Operator job classifications are listed for reference but were agreed by separate action.
- Approval to move current incumbents (excluding those in the Executive Director and Transit Operator classifications) into the salary step within the new Salary Schedule that is at least five percent (5%) higher, effective October 8, 2022.
- Approval to extend the salary range for the Extra Help Transit Operator and Extra Help Transit Dispatcher job classifications to include seven (7) steps.

### **FISCAL IMPACT**

Projected impacts to payroll expenses include increased wages, payroll taxes, employer contributions for retirement, and workers compensation premiums. The total cost increase of the actions is projected to be \$112,744 for the remainder of the current Fiscal Year 2022/23. The action did not require an increase to the adopted Operating Budget.

**EL DORADO COUNTY TRANSIT AUTHORITY  
RESOLUTION NO. 22-29**

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
EL DORADO COUNTY TRANSIT AUTHORITY APPROVING A REVISED SALARY  
STRUCTURE AND SALARY SCHEDULE, IMPLEMENTING SALARY ADJUSTMENTS  
FOR THE UNREPRESENTED AND MANAGEMENT PERSONNEL**

**WHEREAS**, Article 3.1 of the El Dorado County Transit Authority Personnel Policies and Procedures Manual (Manual) provides that a salary schedule shall be established by Resolution of the Board of Directors (Board) of El Dorado County Transit Authority (Authority); and

**WHEREAS**, the Manual further states “The monthly salary rates are also listed for the purpose of convenience in quotation of monthly salaries and computations for purposes of paying employees shall be on the basis of hourly rates”; and

**WHEREAS**, the Authority retained Koff & Associates to prepare a comprehensive compensation and benefit study that analyzes and compares market based wages and the value of employee benefits relative to the Authority’s current pay ranges and benefit offerings; and

**WHEREAS**, the Board reviewed the study in open session at the September 1, 2022 meeting of the Authority; and

**WHEREAS**, it is appropriate to make certain adjustments in the salary structure and schedule for the unrepresented and management personnel of the Authority.

**NOW, THEREFORE BE IT RESOLVED AS FOLLOWS:**

1. The salary structure attached as Exhibit A is hereby approved and shall be effective the first full pay period following the adoption of this resolution.

2. The salary schedule by classification attached hereto as Exhibit B for the unrepresented and management employees of the Authority is hereby approved and will be effective the first full pay period following adoption of this resolution. The schedule by classification for the Transit Operators is separately addressed in the Memorandum of Understanding between the Authority and the Transit Operators Bargaining Unit.

3. Incumbents (excluding the Executive Director and Transit Operator positions) shall be moved into the recommended salary schedule at a step closest to, but not less than five percent (5%) higher than their current compensation level, effective the first full pay period following adoption of this resolution.

4. The Authority will extend the salary range for the Extra Help Transit Operator and Extra Help Transit Dispatcher job classifications to include seven (7) steps.

5. The Board reserves the right to suspend, modify or freeze all or any part of this resolution, the salary schedule, or anticipated advances or step increases on the salary schedule in

**EXHIBIT A**

the event of economic hardship or a financial shortfall in the El Dorado County Transit Authority budget.

**PASSED AND ADOPTED BY THE GOVERNING BOARD OF THE EL DORADO COUNTY TRANSIT AUTHORITY** at a regular meeting of said Board held on the 6<sup>th</sup> day of October 2022, by the following vote of said Board.

AYES:

NOES:

ABSTAIN:

ABSENT:

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John Hidahl, Chairperson

APPROVED AS TO FORM:

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Megan Wilcher, Secretary to the Board

**El Dorado County Transit Authority**  
**APPROVED SALARY SCHEDULE FOR FISCAL YEAR 2022/23**

<b>JOB CLASSIFICATION</b>	<b>STEP</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
ADMINISTRATIVE COORDINATOR - UR	Hourly	23.59	24.76	26.00	27.30	28.67	30.10	31.61
	Monthly	4,088.08	4,292.49	4,507.11	4,732.47	4,969.09	5,217.54	5,478.42
CUSTODIAN - UR	Hourly	15.50	16.27	17.09	17.94	18.84	19.78	20.77
	Monthly	2,686.67	2,821.00	2,962.05	3,110.15	3,265.66	3,428.94	3,600.39
DISPATCH SUPERVISOR - UR	Hourly	20.85	21.89	22.98	24.13	25.34	26.61	27.94
	Monthly	3,613.27	3,793.93	3,983.63	4,182.81	4,391.95	4,611.55	4,842.13
EQUIPMENT TECHNICIAN I - UR	Hourly	21.90	23.00	24.15	25.35	26.62	27.95	29.35
	Monthly	3,796.19	3,986.00	4,185.30	4,394.56	4,614.29	4,845.01	5,087.26
EQUIPMENT TECHNICIAN II - UR	Hourly	24.17	25.38	26.65	27.99	29.38	30.85	32.40
	Monthly	4,190.28	4,399.80	4,619.79	4,850.78	5,093.32	5,347.98	5,615.38
EXECUTIVE DIRECTOR - CONTRACT	Hourly	55.48	58.25	61.17	64.23	67.44	70.81	74.35
	Monthly	9,616.53	10,097.36	10,602.28	11,132.51	11,689.25	12,273.73	12,887.51
FINANCE MANAGER - UR / C / M	Hourly	40.60	42.63	44.77	47.00	49.35	51.82	54.41
	Monthly	7,037.92	7,389.82	7,759.31	8,147.28	8,554.64	8,982.37	9,431.49
FISCAL TECHNICIAN I - UR	Hourly	18.89	19.83	20.82	21.86	22.96	24.10	25.31
	Monthly	3,273.44	3,437.12	3,608.97	3,789.42	3,978.89	4,177.83	4,386.73
FISCAL TECHNICIAN II - UR	Hourly	21.90	23.00	24.15	25.35	26.62	27.95	29.35
	Monthly	3,796.19	3,986.00	4,185.30	4,394.56	4,614.29	4,845.01	5,087.26
HUMAN RESOURCES MANAGER - UR / C / M	Hourly	38.65	40.58	42.61	44.74	46.98	49.32	51.79
	Monthly	6,698.80	7,033.74	7,385.42	7,754.70	8,142.43	8,549.55	8,977.03
MAINTENANCE AND FACILITIES SUPERVISOR - UR	Hourly	28.74	30.17	31.68	33.27	34.93	36.68	38.51
	Monthly	4,980.93	5,229.98	5,491.48	5,766.05	6,054.35	6,357.07	6,674.92
MAINTENANCE TECHNICIAN - UR	Hourly	19.84	20.83	21.88	22.97	24.12	25.32	26.59
	Monthly	3,439.16	3,611.12	3,791.68	3,981.26	4,180.32	4,389.34	4,608.80
OFFICE ASSISTANT I - UR	Hourly	15.50	16.27	17.09	17.94	18.84	19.78	20.77
	Monthly	2,686.67	2,821.00	2,962.05	3,110.15	3,265.66	3,428.94	3,600.39
OFFICE ASSISTANT II - UR	Hourly	17.11	17.96	18.86	19.81	20.80	21.84	22.93
	Monthly	2,965.58	3,113.86	3,269.55	3,433.03	3,604.68	3,784.91	3,974.16
OPERATIONS MANAGER - UR / C / M	Hourly	42.66	44.79	47.03	49.38	51.85	54.44	57.17
	Monthly	7,394.22	7,763.93	8,152.13	8,559.73	8,987.72	9,437.10	9,908.96
PLANNING & MARKETING MANAGER - UR / C / M	Hourly	34.16	35.87	37.66	39.54	41.52	43.60	45.78
	Monthly	5,920.76	6,216.80	6,527.64	6,854.02	7,196.72	7,556.56	7,934.39
SAFETY COORDINATOR - UR	Hourly	29.45	30.93	32.47	34.10	35.80	37.59	39.47
	Monthly	5,105.45	5,360.73	5,628.76	5,910.20	6,205.71	6,516.00	6,841.80
TRANSIT DISPATCHER - UR	Hourly	17.98	18.87	19.82	20.81	21.85	22.94	24.09
	Monthly	3,115.71	3,271.50	3,435.07	3,606.82	3,787.17	3,976.52	4,175.35
EXTRA HELP TRANSIT DISPATCHER - UR	Hourly	17.98	18.87	19.82	20.81	21.85	22.94	24.09
	Monthly	3,115.71	3,271.50	3,435.07	3,606.82	3,787.17	3,976.52	4,175.35
TRANSIT OPERATOR - FULL TIME - R	Hourly	19.55	20.53	21.56	22.63	23.77	24.95	26.20
	Monthly	3,388.67	3,558.19	3,736.20	3,923.05	4,119.27	4,325.36	4,541.68
TRANSIT OPERATOR - PART TIME - R	Hourly	19.55	20.53	21.56	22.63	23.77	24.95	26.20
	Monthly	3,388.67	3,558.19	3,736.20	3,923.05	4,119.27	4,325.36	4,541.68

**El Dorado County Transit Authority**  
**APPROVED SALARY SCHEDULE FOR FISCAL YEAR 2022/23**

JOB CLASSIFICATION	STEP	1	2	3	4	5	6	7
EXTRA HELP TRANSIT OPERATOR - UR	<b>Hourly</b>	19.55	20.53	21.56	22.63	23.77	24.95	26.20
	<b>Monthly</b>	3,388.67	3,558.19	3,736.20	3,923.05	4,119.27	4,325.36	4,541.68
TRANSIT OPERATIONS SUPERVISOR - UR	<b>Hourly</b>	26.68	28.02	29.42	30.89	32.43	34.06	35.76
	<b>Monthly</b>	4,625.29	4,856.55	5,099.38	5,354.35	5,622.07	5,903.17	6,198.33

UR = Unrepresented  
R = Represented  
C = Confidential  
M = Management

Unrepresented and Management; Resolution 22-29 Proposed October 6, 2022- Effective October 8, 2022  
Represented; Board Ratified July 14, 2022; Effective July 2, 2022