

1                                   **JEFFERSON TRANSIT AUTHORITY**  
2   **RESOLUTION 17-27**  
3                                   **Salary Matrix for Non-Represented Personnel**

4                                   **A RESOLUTION** of the Board of Directors of the Jefferson County Public  
5                                   Transportation Benefit Area, hereinafter called the "Authority", adopting the new  
6                                   Salary Matrix for non-represented personnel  
7

8   **WHEREAS**, Resolution 05-19 adopted a salary matrix for all non-represented personnel  
9   on February 21, 2006; and


10 **WHEREAS**, JTA hired Cabot Dow to perform a salary survey; and

11 **WHEREAS**, Cabot Dow has provided JTA with a salary survey report and proposed a  
12 new JTA non-represented personnel salary matrix;

13 **NOW, THEREFORE, BE IT RESOLVED**, that the salary matrix included in the salary  
14 survey report attached to this Resolution be adopted as the salary matrix for all non-  
15 represented personnel.

16  
17 **CERTIFICATION**  
18

19 The undersigned duly qualified Clerk of the Board, acting on behalf of the Jefferson  
20 County Public Transportation Benefit Area, certifies that the foregoing is a true and correct  
21 copy of a resolution adopted at a legally convened meeting of the Jefferson Transit  
22 Authority Board held on December 19, 2017.


  
Chair

  
Vice Chair

  
Member

  
Member

  
Member

Attest:  
  
Clerk of the Board



Jefferson Transit  
Port Townsend, Washington  
2017 Salary Study

Cabot Dow Associates  
October 2017

**Final Report**

***Summary***

Jefferson Transit retained Cabot Dow Associates to perform a salary study of 14 non-represented staff positions. Cabot Dow Associates (CDA) worked with Jefferson Transit to create a market sample of nine agencies that include transit agencies in Washington state of similar size and structure as Jefferson Transit, and local public sector agencies that represent the local market.

The Study found that Jefferson Transit's salary ranges were, on average, 9.8% lower than the market at the salary range minimums, 1.6% below the market at the salary range maximums, and 7.4% below the market at the salary range midpoint.

***Background***

Jefferson Transit began revenue service in eastern Jefferson County in May, 1981 and along the Pacific Coast in January, 1995. Jefferson Transit provides a variety of public transportation services that include fixed-route, route deviated, vanpool, ride-matching, with both regional and intercity bus connections. Jefferson Transit served an estimated population of just over 31,000 in 2016.

The 2017 Salary Study was commissioned in order to review its compensation policies and practices for 14 non-represented administrative and managerial positions. The study included a review of the Agency's current job descriptions for non-represented positions, personnel policies, selection of an appropriate market sample for comparison, and a recommendation for revised salary ranges.

***Market Selection***

The market selection of agencies is made up of five transit agencies and four local public sector agencies. CDA used several metrics to determine the appropriate market selection for the study,

including population served and revenues. CDA selected those agencies that fell within a range of 50% below to 50% above Jefferson Transit in each of these metrics. Characteristics of the selected transit agencies are shown in Attachment 1.

The four local public sector agencies were chosen based on proximity within the Jefferson Transit job market and similarity in organization mission and size. The market selection included the following agencies:

<b>AGENCY</b>	<b>LOCATION</b>
Clallam Transit	Port Angeles, WA
Grant Transit	Moses Lake, WA
Mason Transit	Shelton, WA
Twin Transit	Centralia/Chehalis, WA
Valley Transit	Walla Walla, WA
City of Port Townsend	Port Townsend, WA
Jefferson County	Port Townsend, WA
Port of Port Townsend	Port Townsend, WA
Port Townsend School District	Port Townsend, WA

***Position Comparisons***

CDA made every effort to provide the best match for each Agency position. Several positions were unique to the Agency and were not able to be matched sufficiently with at least four or more matches. These positions included the Customer Service Clerk Lead, Grants and Procurement Coordinator, IT Specialist and Service & Training Supervisor. CDA has provided guidance as to recommended salary ranges for these positions based on internal equity principles.

Overall, comparable positions in other agencies tended to have higher education and experience requirements than Jefferson Transit’s positions. Management positions for non-transit agencies were often difficult to match based on differences in organization level and scope of responsibility between the Agency and the market. For some positions, such as the Mobility Coordinator and West End Coordinator, CDA used position matches in market agencies that had similar responsibility, skills, and areas of focus.

***Salary Comparisons***

CDA compared salaries at the entry level and high end of the market sample salary ranges. To standardize the comparison, CDA compared a 5-year employee wage in each of the market sample agencies. Most agencies use some type of regular merited step increase system that can span anywhere from 5 to 20 years in length. Step 6, the midpoint of Jefferson Transit’s salary schedule, was used as a proxy for a 5-year employee for the purpose of comparing like employees between different agencies. Currently, annual step increases are not regularly part of Jefferson Transit’s compensation plan.

The following positions were above the market sample median in terms of a 5-year employee wage:

<b>POSITION</b>	<b>% ABOVE MARKET</b>
Accounting Specialist	12.1%
Executive Assistant/Clerk of the Board	1.8%
Mobility Coordinator	17.2%
West End Coordinator	3.9%

The following positions were below the market sample median in terms of a 5-year employee wage:

<b>POSITION</b>	<b>% ABOVE MARKET</b>
Customer Service Clerk	-26.5%
Finance/HR Manager	-19.8%
Fleet and Facilities Maintenance Manager	-17%
General Manager	-10.8%
HR/Payroll Benefits Administrator	-11.5%
Operations Manager	-13.8%

Attachment 2 provides a detailed comparison of each surveyed position.

***Proposed Salary Schedule Revision***

The proposed salary schedule revision incorporates Jefferson Transit’s existing salary schedule structure comprised of eleven steps with a 3% difference between each step.<sup>1</sup> The midpoint of the salary range was matched with the market survey result for each position, with the exception of the following positions:

1. *Executive Assistant/Clerk of the Board* – this position was within 5% of the market range; therefore, no change was made to the existing salary range.
2. *Grants and Procurement Coordinator and Mobility Coordinator* – there were insufficient market matches for these positions; therefore, they were placed (or “slotted in”) at the same salary range as the HR/Payroll Benefits Administrator, where these positions are currently classified. This “banded” approach seems consistent with the level of responsibility and experience required for these positions.
3. *Operations Manager* – this position was slotted in with the Fleet and Facilities Manager position. While the survey suggested a slightly lower salary range, industry practices tend to compensate these two positions at the same range.

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<sup>1</sup> The existing salary schedule contained inconsistencies in the percentage differences between several steps; differences between steps have been standardized in the revised salary schedule.

4. *Service and Training Supervisor* – there were insufficient market matches for this position. While this position is currently classified at the same salary range as the Operations Manager, the market ranges for this type of position average 20 - 30% below the Operations Manager range. This position was placed at a salary range 20% below the Operations Manager.
5. *Customer Service Clerk – Lead* – there were insufficient market matches for this position. Market practices suggest that this type of position should be 10-15% above the lower level Customer Service Clerk. This range has been placed at 15% above the Customer Service Clerk position.

#### **Hourly Part-time vs. Full-time Positions**

The West End Coordinator and Accounting Specialist positions have two salary ranges on the revised schedule. The salaried range reflects the survey results for the Accounting Specialist classification. This range represents an employee who would be working full-time with benefits.

Presently, Jefferson Transit utilizes part-time, non-benefitted employees to fill these positions. The hourly range on the salary schedule keeps the existing hourly range, which is approximately 12% above the proposed salaried range, to compensate for the fact that these hourly part-time employees do not receive benefits.

#### **Other Recommendations**

CDA recommends that Jefferson Transit conduct regular compensation reviews every three to five years in order to stay abreast of the market and ensure that the Agency's compensation package reflects changes in the labor market and in the Agency's activities and services. The reviews should involve independent resources in order to avoid conflicts of interest.

CDA also recommends that Jefferson Transit, with the guidance of its policymakers, establish a compensation policy regarding selection of comparable agencies, market matching principles, and expectations regarding employee advancement from step to step through the salary range.

#### **Validation**

This Report was prepared by Cabot Dow Associates, Inc. and is intended to be fully responsive to Jefferson Transit's contract for professional services and reflects the consultant's independent professional methodology, tables, judgments and findings.

#### **Attachments:**

1. Market Selection – Transit Agency Characteristics
2. Salary Comparison Tables
3. Comparison of Current, Market, and Proposed Salary Ranges
4. Proposed Salary Schedule Revision

2017 Jefferson Transit Salary Study

Attachment 1: Market Selection - Transit Agency Characteristics

<b>Agency</b>	<b>Rural?</b>	<b>2016 Est. Pop Served</b>	<b>2015 Passenger Fares</b>	<b>2015 Sales Tax Revenues</b>	<b>2015 Total Revenues</b>
<i>Jefferson Transit</i>	Y	<b>31,090</b>	<b>\$205,945</b>	<b>\$4,042,958</b>	<b>\$6,641,536</b>
<i>50% below</i>		<b>15,545</b>	<b>\$102,973</b>	<b>\$2,021,479</b>	<b>\$3,320,768.00</b>
<i>50% above</i>		<b>46,635</b>	<b>\$308,918</b>	<b>\$6,064,437</b>	<b>\$9,962,304</b>
Grant Transit	Y	94,610	\$269,638	\$4,035,704	\$4,670,748
Mason County Trans Authority	Y	62,320	\$456,933	\$3,835,605	\$8,247,151
Valley Transit	N	51,933	\$204,025	\$4,792,209	\$5,540,066
Twin Transit	Y	24,280	\$131,154	\$1,546,008	\$2,815,464
Clallam	Y	73,410	\$1,083,392	\$6,799,400	\$8,961,348

Sources: WA State OFM; WA State Auditor

2017 Jefferson Transit Salary Study  
 Attachment 2: Position Salary Comparisons

<b>Accounting Specialist</b>		<b>Formal Salary Range</b>		<b>5-Yr</b>
<b>Comparable</b>	<b>Title</b>	<b>Low</b>	<b>High</b>	<b>EE</b>
<i>Jefferson Transit</i>	<i>Accounting Specialist</i>	21.59	29.58	25.51
Clallam Transit	Accounting Specialist	21.22	28.54	24.61
Grant Transit	<i>Contract services</i>			
Mason Transit	Accounting Assistant	17.57	21.36	19.40
Twin Transit	<i>Contract services</i>			
Valley Transit	A/P & P/R Specialist	19.97	23.81	22.88
City of Port Townsend	Finance Tech II	19.92	22.63	22.63
Jefferson County	Accounts Auditing Specialist	18.07	23.25	20.44
Port of Port Townsend	n/a			
Port Townsend School District	Accounting Specialist	22.45	24.59	24.59
<b>MEDIAN</b>		<b>19.95</b>	<b>23.53</b>	<b>22.76</b>
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>		<b>8.2%</b>	<b>25.7%</b>	<b>12.1%</b>

<b>Customer Service Clerk</b>		<b>Formal Salary Range</b>		<b>5-Yr</b>
<b>Comparable</b>	<b>Title</b>	<b>Low</b>	<b>High</b>	<b>EE</b>
<i>Jefferson Transit</i>	<i>Customer Service Clerk</i>	10.40	13.99	12.07
Clallam Transit	Customer Service Representative	11.69	15.68	15.68
Grant Transit	CSR/Receptionist	11.73	20.63	19.63
Mason Transit	Customer Service Representative	16.16	16.16	16.16
Twin Transit	Customer Service Representative	13.46	18.41	16.68
Valley Transit	Customer Service Representative	15.12	18.34	17.42
City of Port Townsend	Library Assistant	13.80	15.04	14.12
Jefferson County	Secretary/Receptionist	13.43	17.29	15.20
Port of Port Townsend	n/a			
Port Townsend School District	Business Office Clerk	19.92	21.56	21.56
<b>MEDIAN</b>		<b>13.63</b>	<b>17.82</b>	<b>16.42</b>
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>		<b>-23.7%</b>	<b>-21.5%</b>	<b>-26.5%</b>

<b>Customer Service Clerk - Lead</b>		<b>Formal Salary Range</b>		<b>5-Yr</b>
<b>Comparable</b>	<b>Title</b>	<b>Low</b>	<b>High</b>	<b>EE</b>
<i>Jefferson Transit</i>	<i>Customer Service Clerk - Lead</i>	15.61	20.97	18.09
Clallam Transit	n/a			
Grant Transit	n/a			
Mason Transit	n/a			
Twin Transit	n/a			
Valley Transit	n/a			
City of Port Townsend	n/a			
Jefferson County	Administrative Clerk II (Senior)	15.57	20.03	17.61
Port of Port Townsend	Customer Service Rep	23.29	23.29	23.29
Port Townsend School District	n/a			
<b>MEDIAN</b>				
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>		<i>Insufficient matches</i>		

2017 Jefferson Transit Salary Study  
 Attachment 2: Position Salary Comparisons

Executive Asst/Clerk of the Board Comparable	Title	Formal Salary Range		5-Yr
		Low	High	EE
Jefferson Transit	Executive Asst/Clerk of the Board	3,742	5,064	4,403
Clallam Transit	Executive Asst/Office Manager	4,709	6,333	5,461
Grant Transit	Administrative Assistant	2,033	4,228	4,027
Mason Transit	Executive Assistant	3,886	4,724	4,291
Twin Transit	Executive Assistant	3,052	4,102	3,717
Valley Transit	n/a			
City of Port Townsend	Executive Asst/Deputy City Clerk	4,312	5,009	4,486
Jefferson County	Deputy Clerk of the Board	3,415	5,150	4,358
Port of Port Townsend	Executive Assistant	5,067	5,067	5,067
Port Townsend School District	Admin Sec to the Superintendent	3,891	4,262	4,262
<b>MEDIAN</b>		<b>3,889</b>	<b>4,867</b>	<b>4,324</b>
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>		<b>-3.8%</b>	<b>4.1%</b>	<b>1.8%</b>

Finance and HR Manager Comparable	Title	Formal Salary Range		5-Yr
		Low	High	EE
Jefferson Transit	Finance and HR Manager	4,526	6,123	5,324
Clallam Transit	Finance Manager	5,461	7,344	6,333
Grant Transit	HR Manager	5,581	7,093	6,757
Mason Transit	Administrative Services Manager	6,031	7,331	6,339
Twin Transit	Contract services			
Valley Transit	Deputy General Manager	5,821	7,623	6,914
City of Port Townsend	Human Resources Manager	6,330	7,121	6,528
Jefferson County	Clerk of the Board/HR Mgr	5,262	7,072	6,100
Port of Port Townsend	Director of Finance & Administration	8,691	8,691	8,691
Port Townsend School District	Director of Finance/Operations	6,486	8,019	7,741
<b>MEDIAN</b>		<b>5,926</b>	<b>7,337</b>	<b>6,642</b>
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>		<b>-23.6%</b>	<b>-16.6%</b>	<b>-19.8%</b>

Fleet and Facilities Maintenance Mgr Comparable	Title	Formal Salary Range		5-Yr
		Low	High	EE
Jefferson Transit	Fleet and Facilities Maintenance Mgr	4,473	6,051	5,262
Clallam Transit	Maintenance Manager	6,333	8,517	7,344
Grant Transit	Fleet Maintenance Manager	5,581	7,093	6,757
Mason Transit	Maintenance Manager	6,031	7,331	6,339
Twin Transit	Maintenance Manager	4,307	5,690	5,155
Valley Transit	Maintenance Manager	4,923	6,446	5,845
City of Port Townsend	PW Operations Mgr - Parks, Facilities	5,714	6,813	5,989
Jefferson County	Fleet Services Manager	4,895	6,578	5,675
Port of Port Townsend	Maintenance Manager	6,855	6,855	6,855
Port Townsend School District	Director, Facilities & Maintenance	5,651	6,987	6,744
<b>MEDIAN</b>		<b>5,651</b>	<b>6,855</b>	<b>6,339</b>
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>		<b>-20.9%</b>	<b>-11.7%</b>	<b>-17.0%</b>



2017 Jefferson Transit Salary Study  
 Attachment 2: Position Salary Comparisons

<b>General Manager</b>		<b>Formal Salary Range</b>		<b>5-Yr</b>
<b>Comparable</b>	<b>Title</b>	<b>Low</b>	<b>High</b>	<b>EE</b>
<i>Jefferson Transit</i>	<i>General Manager</i>	5,497	7,437	6,467
Clallam Transit	General Manager	7,500	9,583	8,542
Grant Transit	General Manager			
Mason Transit	General Manager	6,948	8,445	7,303
Twin Transit	General Manager	5,833	7,285	6,600
Valley Transit	General Manager	6,321	8,317	7,689
City of Port Townsend	Public Works Director	8,965	9,968	9,215
Jefferson County	Central Services Director	6,537	8,785	7,578
Port of Port Townsend	Executive Director	11,033	11,033	11,033
Port Townsend School District	Superintendent	10,792	10,792	10,792
<b>MEDIAN</b>		<b>7,224</b>	<b>9,184</b>	<b>8,115</b>
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>		<b>-23.9%</b>	<b>-19.0%</b>	<b>-20.3%</b>

<b>Grants and Procurement Coordinator</b>		<b>Formal Salary Range</b>		<b>5-Yr</b>
<b>Comparable</b>	<b>Title</b>	<b>Low</b>	<b>High</b>	<b>EE</b>
<i>Jefferson Transit</i>	<i>Grants and Procurement Coordinator</i>	3,742	5,064	4,403
Clallam Transit	Procurement Specialist	4,060	5,461	4,709
Grant Transit	n/a			
Mason Transit	Development Manager	4,314	5,244	4,534
Twin Transit	Contract services			
Valley Transit	n/a			
City of Port Townsend	Purchasing/Contracts Specialist	4,574	5,197	5,197
Jefferson County	n/a			
Port of Port Townsend	n/a			
Port Townsend School District	n/a			
<b>MEDIAN</b>				
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>		<i>Insufficient matches</i>		

<b>HR/Payroll Benefits Administrator</b>		<b>Formal Salary Range</b>		<b>5-Yr</b>
<b>Comparable</b>	<b>Title</b>	<b>Low</b>	<b>High</b>	<b>EE</b>
<i>Jefferson Transit</i>	<i>HR/Payroll Benefits Administrator</i>	3,742	5,064	4,403
Clallam Transit	Human Resources Administrator	4,482	6,027	5,197
Grant Transit	n/a			
Mason Transit	n/a			
Twin Transit	Contract services			
Valley Transit	Human Resources Specialist	4,261	4,893	4,703
City of Port Townsend	Payroll and Benefits Administrator	4,312	5,009	4,486
Jefferson County	Payroll Services Manager	4,553	6,119	5,279
Port of Port Townsend	AP/PR Accountant	4,827	4,827	4,827
Port Townsend School District	n/a			
<b>MEDIAN</b>		<b>4,482</b>	<b>5,009</b>	<b>4,827</b>
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>		<b>-16.5%</b>	<b>1.1%</b>	<b>-8.8%</b>

2017 Jefferson Transit Salary Study  
Attachment 2: Position Salary Comparisons

IT Specialist	Comparable	Title	Formal Salary Range		5-Yr
			Low	High	EE
Jefferson Transit		IT Specialist	35.70	35.70	35.70
Clallam Transit		IT Specialist	25.86	34.77	29.99
Grant Transit		n/a			
Mason Transit		n/a			
Twin Transit		Contract services			
Valley Transit		n/a			
City of Port Townsend		Information Services Assistant	28.31	32.30	32.20
Jefferson County		Network Technician III	23.00	29.44	26.02
Port of Port Townsend		n/a			
Chimacum School District		IT Manager	30.24	32.40	32.40
<b>MEDIAN</b>			<b>27.09</b>	<b>32.35</b>	<b>31.10</b>
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>			<b>31.8%</b>	<b>10.4%</b>	<b>14.8%</b>

Mobility Coordinator	Comparable	Title	Formal Salary Range		5-Yr
			Low	High	EE
Jefferson Transit		Mobility Coordinator	3,742	5,064	4,403
Clallam Transit		Operations Office Manager	4,266	5,737	4,947
Grant Transit		Administrative Services Manager	4,812	5,826	5,576
Mason Transit		Operations Coordinator	3,886	4,724	4,291
Twin Transit		n/a			
Valley Transit		n/a			
City of Port Townsend		n/a			
Jefferson County		n/a			
Port of Port Townsend		n/a			
Port Townsend School District		n/a			
<b>MEDIAN</b>					
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>				<i>Insufficient matches</i>	

Operations Manager	Comparable	Title	Formal Salary Range		5-Yr
			Low	High	EE
Jefferson Transit		Operations Manager	4,595	6,216	5,405
Clallam Transit		Operations & Planning Manager	6,333	8,517	7,344
Grant Transit		Operations Manager	5,484	6,971	6,640
Mason Transit		Operations Manager	6,031	7,331	6,339
Twin Transit		Operations Manager	4,307	5,690	5,155
Valley Transit		Operations Manager	4,923	6,446	5,845
City of Port Townsend		PW Operations Mgr - Streets	6,044	6,649	6,195
Jefferson County		Road Maintenance Superintendent	4,895	6,578	5,675
Port of Port Townsend		Business Manager	6,667	6,667	6,667
Port Townsend School District		n/a			
<b>MEDIAN</b>			<b>5,758</b>	<b>6,658</b>	<b>6,267</b>
<b>JEFFERSON % ABOVE/(BELOW) MEDIAN</b>			<b>-20.2%</b>	<b>-6.6%</b>	<b>-13.8%</b>

2017 Jefferson Transit Salary Study  
 Attachment 2: Position Salary Comparisons

Service & Training Supervisor Comparable	Title	Formal Salary Range		5-Yr
		Low	High	EE
Jefferson Transit	Service & Training Supervisor	4,595	6,216	5,405
Clallam Transit	n/a			
Grant Transit	Safety/Training Supervisor	5,484	6,971	6,640
Mason Transit	Safety & Training Supervisor	4,082	4,962	4,507
Twin Transit	n/a			
Valley Transit	n/a			
City of Port Townsend	n/a			
Jefferson County	n/a			
Port of Port Townsend	n/a			
Port Townsend School District	n/a			

**MEDIAN**

**JEFFERSON % ABOVE/(BELOW) MEDIAN**

*Insufficient matches*

West End Coordinator Comparable	Title	Formal Salary Range		5-Yr
		Low	High	EE
Jefferson Transit	West End Coordinator	21.59	29.58	25.51
Clallam Transit	n/a			
Grant Transit	Dispatch Supervisor			
Mason Transit	Lead Dispatcher/Scheduler	23.55	23.55	23.55
Twin Transit	Operations Assistant	17.61	23.67	21.44
Valley Transit	Road Supervisor	22.36	26.48	25.55
City of Port Townsend	n/a			
Jefferson County	Area Road Supervisor	25.71	32.91	28.38
Port of Port Townsend	n/a			
Port Townsend School District	n/a			

**MEDIAN**

**JEFFERSON % ABOVE/(BELOW) MEDIAN**

**22.96    25.08    24.55**  
**-5.9%    18.0%    3.9%**

**AVERAGE JEFFERSON % ABOVE/(BELOW) MEDIAN**

Formal Salary Range		5-Yr
Low	High	EE
-9.8%	-1.6%	-7.4%

2017 Jefferson Transit Salary Study  
 Attachment 3: Current, Market, and Proposed Salary Ranges - Non-Represented Employees

Policy: Salary midpoint set at 5-year employee comparable salary range.  
 Highlighted proposed salary ranges indicate ranges have been slotted based on internal equity.

Position	Current Low	Current High	Current 5-Year Employee	Market Low	Market High	5-Year Employee	Proposed Low	Proposed High	Proposed Salary Range Mid-point	Difference - Low	Difference - High	Difference - Salary Range Midpoint
<i>Salaried Positions</i>												
Executive Asst/Clerk of the Board	\$ 44,903	\$ 60,765	\$ 52,839	\$ 46,665	\$ 58,398	\$ 51,889	\$ 45,372	\$ 61,251	\$ 52,836	1%	1%	0%
Finance and HR Manager	\$ 54,309	\$ 73,477	\$ 63,893	\$ 71,111	\$ 88,050	\$ 79,705	\$ 68,445	\$ 92,399	\$ 79,704	26%	26%	25%
Fleet and Facilities Maintenance Mgr	\$ 53,673	\$ 72,617	\$ 63,145	\$ 67,814	\$ 82,264	\$ 76,067	\$ 65,322	\$ 88,184	\$ 76,068	22%	21%	20%
General Manager	\$ 65,958	\$ 89,238	\$ 77,604	\$ 86,689	\$ 110,212	\$ 97,384	\$ 83,624	\$ 112,890	\$ 97,380	27%	27%	25%
Grants and Procurement Coordinator	\$ 44,903	\$ 60,765	\$ 52,836	n/a	n/a	n/a	\$ 49,741	\$ 67,150	\$ 57,924	11%	11%	10%
HR/Payroll Benefits Administrator	\$ 44,903	\$ 60,765	\$ 52,836	\$ 53,781	\$ 60,113	\$ 57,924	\$ 49,741	\$ 67,150	\$ 57,924	11%	11%	10%
Mobility Coordinator	\$ 44,903	\$ 60,765	\$ 52,836	n/a	n/a	n/a	\$ 49,741	\$ 67,150	\$ 57,924	11%	11%	10%
Operations Manager	\$ 55,134	\$ 74,593	\$ 64,863	\$ 69,093	\$ 79,892	\$ 75,205	\$ 65,322	\$ 88,184	\$ 76,068	18%	18%	17%
Service & Training Supervisor	\$ 55,134	\$ 74,593	\$ 64,863	n/a	n/a	n/a	\$ 55,697	\$ 75,191	\$ 64,860	1%	1%	0%
<i>Hourly Positions</i>												
Accounting Specialist	\$ 21.59	\$ 29.58	\$ 25.51	\$ 19.95	\$ 23.53	\$ 22.76	\$ 21.91	\$ 29.57	\$ 25.51	1%	0%	0%
Customer Service Clerk	\$ 10.40	\$ 13.99	\$ 12.07	\$ 13.63	\$ 17.82	\$ 16.42	\$ 14.10	\$ 19.04	\$ 16.42	36%	36%	36%
Customer Service Clerk - Lead	\$ 15.61	\$ 20.97	\$ 18.09	n/a	n/a	n/a	\$ 16.22	\$ 21.89	\$ 18.88	4%	4%	4%
IT Specialist	\$ 35.70	\$ 35.70	\$ 35.70	\$ 27.09	\$ 32.35	\$ 31.10	\$ 26.71	\$ 36.05	\$ 31.10	-25%	1%	-13%
West End Coordinator	\$ 21.59	\$ 29.58	\$ 25.51	\$ 22.96	\$ 25.08	\$ 24.55	\$ 21.91	\$ 29.57	\$ 25.51	1%	0%	0%
Average										10%	12%	10%

Notes

The term "5-year employee" denotes the midpoint of the Jefferson Transit salary range, assuming a step increase occurs annually. While annual step increase are currently not the Agency's practice, this was used as a proxy for determining an appropriate matching point with other agencies' salary ranges.

2017 Jefferson Transit Salary Study

Attachment D: Proposed Salary Schedule Revision - Non-Represented Employees

Grade	Step											Position
	1	2	3	4	5	6	7	8	9	10	11	
<b>Salary</b>												
7	\$ 83,624	\$ 86,210	\$ 88,876	\$ 91,625	\$ 94,459	\$ 97,380	\$ 100,301	\$ 103,310	\$ 106,410	\$ 109,602	\$ 112,890	General Manager
6	\$ 68,445	\$ 70,561	\$ 72,744	\$ 74,993	\$ 77,313	\$ 79,704	\$ 82,095	\$ 84,558	\$ 87,095	\$ 89,708	\$ 92,399	Finance/HR Director
5	\$ 65,322	\$ 67,342	\$ 69,425	\$ 71,572	\$ 73,786	\$ 76,068	\$ 78,350	\$ 80,701	\$ 83,122	\$ 85,615	\$ 88,184	Fleet/Facilities Manager; Operations Manager
4	\$ 55,697	\$ 57,420	\$ 59,196	\$ 61,027	\$ 62,914	\$ 64,860	\$ 66,806	\$ 68,810	\$ 70,874	\$ 73,001	\$ 75,191	Safety & Training Supervisor
3	\$ 49,741	\$ 51,280	\$ 52,866	\$ 54,501	\$ 56,186	\$ 57,924	\$ 59,662	\$ 61,452	\$ 63,295	\$ 65,194	\$ 67,150	HR/Payroll Ben Admin; Mobility Coord; Grants & Procurement
2	\$ 45,372	\$ 46,775	\$ 48,222	\$ 49,713	\$ 51,251	\$ 52,836	\$ 54,421	\$ 56,054	\$ 57,735	\$ 59,467	\$ 61,251	Executive Assistant
1	\$ 40,653	\$ 41,910	\$ 43,207	\$ 44,543	\$ 45,921	\$ 47,341	\$ 48,761	\$ 50,224	\$ 51,731	\$ 53,282	\$ 54,881	Accounting Specialist; West End Coordinator (FT)
<b>Hourly</b>												
4	\$ 26.71	\$ 27.53	\$ 28.38	\$ 29.26	\$ 30.17	\$ 31.10	\$ 32.03	\$ 32.99	\$ 33.98	\$ 35.00	\$ 36.05	IT Specialist
3	\$ 21.91	\$ 22.58	\$ 23.28	\$ 24.00	\$ 24.74	\$ 25.51	\$ 26.28	\$ 27.06	\$ 27.88	\$ 28.71	\$ 29.57	Accounting Specialist; West End Coordinator (PT)
2	\$ 16.22	\$ 16.72	\$ 17.23	\$ 17.77	\$ 18.32	\$ 18.88	\$ 19.45	\$ 20.03	\$ 20.63	\$ 21.25	\$ 21.89	Customer Service Clerk - Lead (15% above)
1	\$ 14.10	\$ 14.54	\$ 14.99	\$ 15.45	\$ 15.93	\$ 16.42	\$ 16.91	\$ 17.42	\$ 17.94	\$ 18.48	\$ 19.04	Customer Service Clerk