



Employee Compensation Guidelines for Transit Providers in Rural and Small Urban Areas

DETAILS

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TCRP REPORT 127

**Employee Compensation
Guidelines for Transit Providers
in Rural and Small Urban Areas**

KFH Group, Inc.
Bethesda, MD

Subject Areas

Planning and Administration • Public Transit

Research sponsored by the Federal Transit Administration in cooperation with the Transit Development Corporation

TRANSPORTATION RESEARCH BOARD

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TRANSIT COOPERATIVE RESEARCH PROGRAM

The nation's growth and the need to meet mobility, environmental, and energy objectives place demands on public transit systems. Current systems, some of which are old and in need of upgrading, must expand service area, increase service frequency, and improve efficiency to serve these demands. Research is necessary to solve operating problems, to adapt appropriate new technologies from other industries, and to introduce innovations into the transit industry. The Transit Cooperative Research Program (TCRP) serves as one of the principal means by which the transit industry can develop innovative near-term solutions to meet demands placed on it.

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The TCRP provides a forum where transit agencies can cooperatively address common operational problems. The TCRP results support and complement other ongoing transit research and training programs.

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Sue Knapp, President of the KFH Group, was the Principal Investigator for the project and primary author of the Guidebook. Elisabeth (Lib) Fetting, Jason Quan, and Samantha Erickson assisted with the research and the survey effort. Dorothy Hersey contributed to the chapter on attracting and retaining employees, and Lib Fetting contributed to the chapter on making compensation decisions. Samantha Erickson provided support throughout the project, including an in-depth analysis of the national wage data. Finally, Jason Quan's extraordinary computer skills were used to help build the Interactive Tool.

We would also like to sincerely thank the many rural and small urban transit systems that participated in the research project for sharing their data and insights with the research team.



FOREWORD

By Dianne S. Schwager

Staff Officer

Transportation Research Board

TCRP Report 127: Employee Compensation Guidelines for Transit Providers in Rural and Small Urban Areas will be of interest to local transit providers and their governing boards. While the Guidebook largely addresses compensation, it also assists transit providers to recruit, hire and retain qualified employees. The Guidebook is accompanied by an interactive computer tool (located on the TRB website at http://trb.org/news/blurb_detail.asp?id=9282) that provides an easy way to explore salary and benefit characteristics of transit systems in rural and small urban areas.

The primary purpose of the project was to collect and analyze current compensation data and develop guidelines for employee compensation so that rural and small urban transit managers have a meaningful resource to use when making wage and benefit decisions. The secondary project purpose was to provide transit managers with information that can be used to attract and retain employees in the unique environment and with the challenges faced by rural and small urban transit managers.

The Guidebook and interactive computer tool were developed based on quantitative and qualitative information gathered from various sources, including a literature review and previous research, a survey of transit operators, and one-on-one interviews. The primary source of data for the computer tool was a survey of rural and small urban operators across the country. The project team developed and revised the survey instrument and tested it in one state before conducting a nationwide survey. A copy of the survey is included as Appendix A.

The interactive computer tool that accompanies this Guidebook allows transit managers to quickly and easily obtain meaningful compensation and benefit data from comparable transit systems. By entering the basic characteristics of a transit system, service area, and operating environment, transit managers will query the database to compute and report salary and benefit characteristics of comparable systems. Section 3 of the report and the TRB website include details on how to use the tool.



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Introduction

Objective of the Guidebook

Welcome. This guidebook provides guidelines and tools to help providers of transit in rural and small urban areas make employee compensation decisions. These decisions are critical to the economic health of your organization and can provide the key to good customer service.

Because labor costs make up the highest portion of your transit expenses, hiring and retaining employees are critical issues both in providing quality service and in managing your budget. As a public transit operator, you are challenged to provide high-quality transit services that are responsive to the needs of your customers and the community as a whole. These challenges can only be met if you have highly qualified and well-compensated employees; however, transit managers in rural and small urban areas often report being understaffed, particularly for drivers. Many such managers report that recruitment, retention, and turnover are among their most pressing concerns (1).

To make good, informed decisions about employee compensation, the Guidebook and tools are intended to assist you in understanding the following:

1. **What Compensation Levels Are Appropriate**—by providing compensation levels with defined job classifications (benchmarks) that you can use to assess compensation levels at your system relative to your peers.
2. **How to Attract and Retain High-Quality Employees**—by suggesting ways to recruit, hire, and retain desirable employees.

You may face many of the same employment issues that challenge other employers today. In many areas of the country, unemployment rates are relatively low and the workforce is increasingly mobile (making the pool of perspective employees lower). If you are like many of your counterparts, you may not have the flexibility to raise pay levels or benefits so as to compete with other employers in your area.

The effect that compensation levels have on your budget and your ability to hire and retain employees involves complex relationships—these are not necessarily intuitive. It is commonly recognized that higher compensation levels allow transit systems to attract employees and reduce turnover; it may well be that higher compensation levels may result in lower labor costs overall. For example, providing higher compensation can reduce turnover and attract employees at lower risk for accidents. This may actually be more cost-effective, particularly for jobs where the cost of training and orienting new employees is high. Further, transit systems with more effective compensation policies may be better able to reduce or control overtime wages. (These relationships are explored more in Section 3 of this Guidebook.)

The rest of Section 1 of the Guidebook provides a working definition of compensation, followed by a review of issues that you may encounter when making compensation decisions.

Guidebook

Section 1 –
Introduction

Section 2 – Wage and
Benefit Data

Section 3 – Guide
to Compensation
Decisions

Section 4 –
Recruiting, Hiring,
and Retaining Staff

Research indicates that hiring new employees can cost from 25% to 200% of their annual salary (to hire, train, and allow for time to learn the job, etc.). Costs that are more difficult to estimate include customer service disruption, loss of morale, overtime, and burnout among remaining employees.

We also provide background on the research conducted in developing the Guidebook and accompanying interactive computer tool. Finally, we describe the interactive computer tool that accompanies the Guidebook and how it can be used to explore salary and benefit characteristics of comparable transit systems in rural and small urban areas.

Definition of Compensation

Reducing overtime can also save money – most systems pay for overtime at time and a half. Reducing overtime can save 50% on those hours.

How much employees are compensated for their work involves more than just their salary and/or wages. Recent literature suggests that employees frequently place a higher value on other parts of their compensation and that often the benefits associated with the job are as important, or more important, than their actual wages. When considering how attractive your transit system is as an employer, examine your total compensation package, including (but not limited to) the following:

1. Wages/Salaries –
 - Base wages for full-time or part-time employees
 - Whether employees are paid for overtime or given compensatory time
2. Benefits – employee/employer contribution
 - Paid Leave
 - Vacation
 - Sick
 - Personal days
 - Medical/Life Insurances
 - Health insurance
 - Dental insurance
 - Disability insurance
 - Life insurance
 - Other
 - Pension/401(k)
 - Education/tuition reimbursement
 - Wellness program

All aspects of a compensation package can affect a transit system's ability to attract, hire, and retain good employees. Keep in mind that different elements of the compensation package may motivate management employees more than front-line employees such as drivers and dispatchers. Other, non-monetary aspects that will affect your ability to recruit and retain employees are discussed in Section 4.

Compensation Issues Unique to Rural and Small Urban Transit

A transit system is only as good as its people.

Rural and small urban transit systems, by necessity, operate differently than larger urban systems. As distinct from their counterparts in large urban areas, which often have an entire department dedicated to managing human resources, rural and small urban transit systems have unique, non-standardized needs when making compensation decisions.

Looking at the characteristics of the systems responding to the survey for this project provides some insights into the types of transit systems operating in rural and small urban areas of the United States. Based on the inventory of transit systems developed for this project, it appears there are about 1,850 – 1,900 rural and small urban public transit operators, including almost 1,500 rural operators and 400 small urban operators. Given that no definitive database on rural

and small urban operators exists, the best that can be assumed is that the characteristics of the systems responding to the survey roughly represent transit systems operating in rural and small urban areas of the country. Some characteristics of rural and small urban systems that can affect compensation are described in the following subsections.

Service Area Characteristics

There are wide variations in the size and character of the areas served by transit systems responding to the survey. The highest percentage operate in a single county (37%), but many operate multi-county (27%), in a single municipality (21%), or in a multi-town area (14%). About half of the respondents have an urbanized area within their primary service area, but, for those that do not, the distance to the nearest urbanized area varies greatly. Consequently, some of the respondents may be dealing with the influence of proximity to a more urban workforce while others are not. Another measure of the urban nature of the areas served by the systems can be seen in the source of transit funding they receive; over 80% of the respondents received \$5311 grants (for non-urbanized areas) and 22% received \$5307 grants (for small urban areas).

Service areas vary greatly in terms of size and proximity to an urban area.

Transit System Organizational Characteristics

Transit systems in rural and small urban areas tend to be more varied—operating within a wider range of organizational models. There are many variations in the types of organizations/agencies operating transit in rural and small urban environs. The highest percentage of respondents operate within multi-purpose private-nonprofit human services agencies (25%). Systems operating out of a multi-purpose agency may present a different set of compensation issues because the employees of the agency are not focused on a single mission (e.g., compensation for transit employees may be weighed against decisions concerning home health workers and city/county maintenance workers). County and city governments account for 17% and 21% of the respondents, respectively, while 15% of the respondents are transit authorities, and 14% are single-purpose private-nonprofit agencies that only provide transportation. The issues faced and the process of making compensation decisions within a government unit will differ from a relatively independent transit authority or private-nonprofit agency.

Services are operated by various **types of organizations** from independent transit authorities to government units to private-nonprofit agencies.

Transit Service Characteristics

Most transit systems responding to the survey operate a mix of services ranging from true fixed routes to paratransit/demand-responsive and everything in between. This range of services has implications for the size and type of vehicles needed, the need for drivers to have a Commercial Drivers License (CDL), and the need for specific operational skills. Transit systems vary greatly in the size of their operation—from a system that operates one vehicle and provides only 10 trips without any CDL vehicles to systems with fleets of hundreds of vehicles requiring CDL drivers and providing millions of trips annually.

Systems provide many **types of service**: fixed routes, deviated fixed routes, paratransit, and subscription.

Employee Characteristics

Most transit systems responding to the survey have both full- and part-time employees. For those that use part-time employees, the percentage of part-time employees varies from 3% to 100%. Only 15% use volunteers—all of those in conjunction with paid employees. The turnover rate (defined as the number of employees who left during a year divided by the average monthly employment for the year) averages 11%, but varies widely—from 0% to 65% (with a standard deviation of 13%). Only 20% of the respondents have employee unions at their systems; generally, these are the small urban systems operated by transit authorities or local government.

Most systems use both part- and full-time employees.

There is no “typical transit operator” in the rural and small urban arena.

Typical Transit Operator

There is no typical rural or small urban transit operator. The individual characteristics make each rural or small urban transit system unique; this makes developing compensation strategies for a particular type of organization a challenge. You might ask yourself, is my agency more like other transit authorities? Or, more like other systems with over a hundred employees? Section 2 will help you make those judgments.

Consequently, your employees are less likely to fit into standard molds with regard to job functions and your staffing levels may be very different than those at larger/urbanized operators. If you’re like many rural and small urban managers, you simply may not have the resources to implement the type of compensation solutions that may have been developed, as well as extensively studied and documented, at large urban systems. Compared with transit management in larger transit systems, you are likely to have to perform many roles—operations, planning, marketing, risk management, maintenance direction, and sometimes even dispatching or driving. Your system may rely on you, the manager, to perform a wide variety of functions, with little or no specialized staff to help. You may be the Human Resources Department.

On the other hand, many rural and small urban managers are more likely to innovate and look for new ways to accomplish unique tasks. This means that some of the more innovative strategies for managing compensation packages will be attractive to you.

Guidebook Development

The primary purpose of the project was to collect and analyze compensation data—addressed in Section 2.

The primary purpose of the project was to collect and analyze compensation data and develop guidelines for employee compensation so that rural and small urban transit managers have a meaningful resource to use when making wage and benefit decisions. The audiences for this Guidebook include local transit agencies, their boards, and local elected officials. The project panel also recognized that transit agencies may be able to use the compensation data to influence contract rates under various human services programs (e.g., Medicaid).

The secondary project purpose was to provide transit managers with information for use in attracting and retaining employees in the unique environment of rural and small urban transit systems.

The Guidebook and computer tool were developed based on quantitative and qualitative information gathered from various sources, such as a review of literature and previous research, a survey of transit operators, and one-on-one interviews. The research team focused on (1) obtaining information and data from a geographically diverse sample and (2) including the needs and perspectives of rural and small urban transit systems.

Literature and Previous Research

The research team conducted a literature review to assess reports, documents, papers, and other published materials relevant to employee recruitment and retention strategies. This was supplemented with “best practices” identified during stakeholder interviews. Research on employee recruitment and retention strategies continued during the survey effort and follow-up calls were made to solicit additional information from survey respondents with best practices in these areas. The primary literature sources for the research team were TCRP publications. The Bibliography lists the key publications reviewed.

Panel and Stakeholder Inputs

The TCRP project panel held two meetings with the research team that were invaluable to the research process. In addition, the team contacted rural and small urban operators via telephone

to review how they currently make compensation decisions and explore how the Guidelines would be useful to them. Collectively, the panel and other stakeholders expressed a desire to make meaningful peer comparisons on wages and benefits based on factors such as type of organization, size of system, size of service area, and geographic area. These potential users of the Guidebook wanted it to include a range of salaries for various key rural and small urban transit agency positions in particular states and regions. The stakeholders also were interested in exploring how wages, benefits, and training affect employee retention. Finally, the stakeholders were interested in collecting information on the use of overtime wages among their peers.

Job Benchmarking

As preparation for the data collection effort and as an important part of the research for the Guidebook, the research team developed consistent job descriptions for typical positions at rural and small urban transit systems. “Benchmarking” refers to matching an organization’s jobs to an external job of similar content. Benchmarking is used to help set compensation levels for organizations and to ensure that you are comparing compensation levels for employees with equal responsibilities, training, and skill levels (2). Some organizations hire consultants to perform benchmarking studies; others develop pay structures internally. The benchmarked job descriptions are provided in Section 3 of the Guidebook.

A description of jobs by category (and wages for each) are presented in Section 3.

Review of National Compensation Data

National data on wages were reviewed, primarily from the Bureau of Labor Statistics (BLS) Compensation Survey and the APTA Wage database. These data are described in Section 2 to help explain regional and state wage variations from the survey data. The research also explored if there is a relationship between the cost of living in a particular state/region and the prevailing wage rates. Unfortunately, few data are available on cost of living specific to rural and small urban areas. Further, cost-of-living data were found only for specific metropolitan areas, not for states as a whole. Thus, rather than building cost-of-living factors into the computer tool, Section 2 of the Guidebook directs users to online cost-of-living tools to allow users to make comparisons specific to their local areas.

Survey

The primary source of data for the computer tool was the project survey of rural and small urban operators across the country. The research team developed and revised the survey with input from the TCRP Panel. A copy of the survey is included in Appendix A. The survey and survey process were tested in one state before being distributed to all rural and small urban operators nationwide.

Distribution

Given that, as part of the research project, the team developed a list of email addresses for most of the 1,871 rural and small urban operators to be surveyed, the survey invitation primarily was distributed via email. The remaining 184 operators were sent a survey via U.S. mail.¹ Transit operators had two options for completing and returning the survey: (1) complete the web-based survey and submit the survey online or (2) complete a paper copy of the survey and mail or fax it back.

¹ The research team developed a database of rural and small urban public transit operators that included agency name, a contact person, address, phone number, and email address (email addresses were identified for over 90% of the operators—all but 163 rural operators and all but 21 small urban operators).

Promotion

Efforts to encourage operators to complete the survey included notifying national organizations such as the Community Transportation Association of America (CTAA), Multi-State Technical Assistance Program (MTAP)/American Association of State Highways and Transportation Officials (AASHTO), and Rural Transit Assistance Program (RTAP) about the survey effort and sending each State DOT an announcement that described the project and the survey. Many State Program Managers sent emails to their grantees encouraging them to participate. The project team made presentations at conferences on the project, and distributed blank surveys that generated additional survey responses.

Responses

Figure 1-1 shows a distribution of the locations of the 360 survey respondents (a 19% to 20% response rate). We obtained data from a good cross section of operators with agencies in 45 states responding. Generally, states with no responses were smaller states with statewide operators/grantees (e.g., Delaware, Connecticut, and Rhode Island). No responses were received from Massachusetts or Hawaii. The transit systems that responded to the survey operate various transit services in various circumstances and all regions of the country. The map also indicates that data were received from a good cross section of agencies representing the nine divisions used in the BLS National Compensation Survey.

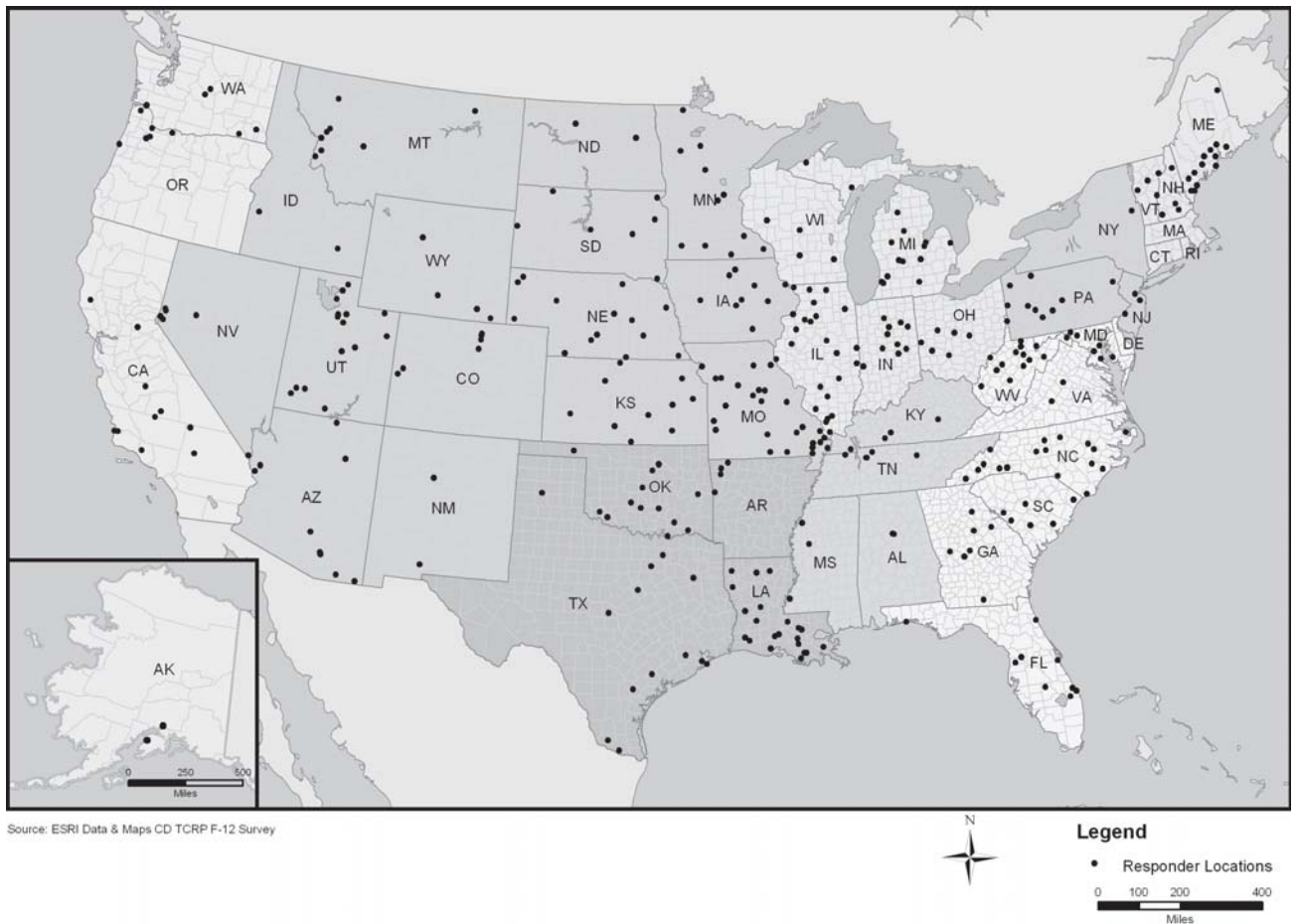


Figure 1-1. Locations of responders to TCRP F-12 employee compensation study.

Guidebook Organization

The Guidebook has the following sections:

- Section 2, Wage and Benefit Data, includes wages and salary levels from the project survey and selected national databases.
- Section 3, Guide to Compensation Decisions, includes procedures for setting and adjusting employee compensation levels, standardized job categories and selected wage data for each, and discussion of the interactive computer tool that can be used to conduct a peer analysis for your system.
- Section 4, Recruiting, Hiring, and Retaining Staff, includes a review of current and best practices from the survey, industry interviews, literature search, and follow-up calls with selected operators.

The Guidebook is organized to present compensation guidance in various ways. Any particular strategy for improving compensation practices may be described in multiple places—this repetition is intentional. Sections 2 through Section 4 complement one another and are intended to reiterate the link between your compensation practices and your ability to hire and retain high-quality employees.

Finally, an interactive computer tool supports this Guidebook. The tool, available on the TRB website at http://trb.org/news/blurb_detail.asp?id=9282, provides an easy way to explore salary and benefit characteristics of transit systems in rural and small urban areas, and is based on the survey data. By entering the basic characteristics of your transit system, service area, and operating environment, you will be able to query the database to compute and report salary and benefit characteristics of comparable systems. Section 3 and the TRB website include details on how to use the tool.



SECTION 2

Wage and Benefit Data

This section presents specific compensation data collected in the survey research and selected supporting industry data on regional differences. This section also includes an analysis of the compensation data in relation to various system, service, and service area characteristics.

Survey Data

As described in Section 1, the research team collected compensation data from 360 rural and small urban transit systems across the country. Data were collected on wage levels by job category. Data also were collected on which benefits are offered, which types of employees are offered the benefits, and whether or not the offered benefits are subsidized by the employer. The TCRP project panel decided not to collect information on the *cost* of providing employee benefits because of how difficult it would be for respondents to report this information. Further, it was decided that we did not need to collect information on legally required benefits (e.g., payroll taxes such as FICA/Medicare), only on optional benefits.

The data were used to establish peer groups that will allow you to compare compensation levels at your system with groups of peers (see Section 3). Peer groups were developed by considering how certain variables appear to affect compensation levels, namely

- Transit organizational characteristics;
- Transit service characteristics;
- Service area characteristics (i.e., region of the country and proximity to urban areas); and
- Employee characteristics.

Detailed analysis of the survey data is presented below. Table 2-1 summarizes the descriptive data collected on the transit agencies, including

- **Service Area Characteristics**
 - Urban-rural (e.g., urbanized area in service area and proximity to nearest urban area);
 - Service area size (i.e., single municipality, multi-town, single county, multi-county, or Indian tribal reservation);
 - APTA and BLS regions; and
 - Unemployment rate.
- **Transit Organizational Characteristics**
 - Organization type (i.e., transit authority, county or city government, and private non-profit); and
 - Public transit service delivery method (i.e., direct operation, contract, combination, and brokerage).

- **Transit Service Characteristics**
 - Type of transit services (e.g., fixed-route/deviated fixed-route, paratransit, and subscription);
 - Number of revenue passenger vehicles;
 - Percentage of vehicles requiring a CDL; and
 - Number of annual one-way passenger trips.
- **Funding Characteristics**
 - Annual operating budget,
 - Federal grant funding sources, and
 - Local funding sources.
- **Staff Characteristics**
 - Number of employees (full-time, part-time, volunteers);
 - Percentage of staff who are part-time;
 - Use of volunteers;
 - Employee turnover;
 - Staff shortage; and
 - Union.
- **Wages and Benefits**
 - Overtime wages (whether provided, at what rate, percentage of overtime wages to total wages);
 - Benefits offered to employees;
 - Benefits transit system contributes to;
 - Which employees receive benefits; and
 - Comparability of wages and benefits with those of local labor market.

Compensation data (wages and benefits) were analyzed to explore which of the system and service characteristics explain differences in wages or benefits among the systems.

Table 2-1. Summary of survey responses.

Number of Respondents: 360	Number of States: 45	
SERVICE AREA CHARACTERISTICS		
Which term best describes the public transit service area?		
Single municipal service area	76	21%
Multi-town service area	49	14%
Single county service area	134	37%
Multi-county service area	98	27%
Indian tribal reservation service area	3	1%
Is there an urbanized area within your primary service area?		
No	179	50%
Yes	181	50%
If No, estimate how close is the nearest urbanized area to where the majority of your employees are based?		
5 - 20 miles	20	13%
21 - 50 miles	69	45%
51 - 100 miles	43	28%
> 100 miles	20	13%
ORGANIZATIONAL/AGENCY CHARACTERISTICS		
Which of the following best describes your organization/agency?		
Transit Authority	50	15%
Department of City or County government	122	37%
Private nonprofit agency - transportation only	46	14%
Private nonprofit agency - multi-purpose	82	25%
All other responses	30	9%

(continued on next page)

Table 2-1. (Continued).

Number of Respondents: 360		Number of States: 45	
What term best describes the method of public transit service delivery utilized by your organization/agency?			
Direct operation ONLY	245	72%	
Contract operation ONLY	25	7%	
Combination	65	19%	
Brokerage	6	2%	
TRANSIT SERVICE CHARACTERISTICS			
What type(s) of public transit services are provided by your agency or organization?			
Fixed-route/deviated fixed-route only	51	15%	
Paratransit/dial-a-ride/subscription only	131	38%	
Fixed-route/paratransit/subscription mix	163	47%	
Number of Revenue Passenger Service Vehicles (321 respondents)	24		Average
Percentage of Vehicles Requiring a CDL (321 respondents)	55%		Average
Number of Annual One-Way Transit Passenger Trips (269 respondents)	264,600		Average
FUNDING CHARACTERISTICS			
What was your agency/organization's annual operating budget for public transportation in the most recent fiscal year?			
Less than \$100,000	52	16%	
\$100,001-\$500,000	88	27%	
\$500,001-\$1,000,000	56	17%	
\$1,000,000-\$1,500,000	38	12%	
Greater than \$1,500,000	88	27%	
Which Federal grant funding does your organization or agency receive?			
Section 5311 (rural public program) Only	235	73%	
Section 5307 (small urban program) Only	43	13%	
Sections 5307 and S.5311	28	9%	
All other answers	17	5%	
What local funding sources do you use to support public transportation?			
Local general funds	211	69%	
Specific local source	65	21%	
Contract revenue - Public or Nonprofit Agency	162	53%	
Contract revenue - Private Agency	55	18%	
Other (please specify)	99	32%	
STAFF CHARACTERISTICS			
Number of systems with			
Full-Time Employees	280	92%	
Part-Time Employees	277	91%	
Volunteers	46	15%	
Percentage of Staff that are Part-Time (301 respondents)	44%		Average
Number of Systems that Use Volunteers (all in conjunction with paid employees)	46		15%
Number of Employees			
0 Employees	57	16%	
1-9 Employees	69	19%	
10-24 Employees	106	29%	
25-49 Employees	68	19%	
50+ Employees	60	17%	
What is the employee turnover rate? (283 respondents)	11%		Average
Does your organization/agency currently have a shortage of staff?			
No	163	57%	
Yes	121	43%	
If shortages, which positions (121 respondents)			
Drivers Only	101	83%	
Drivers Plus other Staff	13	11%	
Other Staff Only	7	6%	

Table 2-1. (Continued).

Number of Respondents: 360		Number of States: 45	
COMPENSATION - WAGES			
Do you provide overtime pay for your employees?			
No	52	18%	
Yes	235	82%	
Estimate the percentage of overtime wages to total wages.	6.2%	Average	
COMPENSATION - BENEFITS			
Please tell us about the benefits your organization or agency offers for employees			
Health Insurance - employee	247	88%	
Health Insurance - family members	176	63%	
Disability Insurance	147	52%	
Life Insurance	204	73%	
Retirement Plan	219	78%	
Vacation	266	95%	
Sick Leave	250	89%	
Compensatory Time for Overtime Hours	136	48%	
Educational Opportunities	115	41%	
Wellness Program	75	27%	
<i>Total</i>	<i>281</i>	<i>100%</i>	
Are these benefits available for?			
All employees	51	18%	
Full-time employees only	181	65%	
Part-time employees	46	17%	

System and Service Types in Relation to Compensation Levels

To understand how your system compares with the systems surveyed, it is important to understand how similar your system is to other systems in the database of survey responses. The research project explored whether any or all of the factors described above can be used to explain differences in compensation – both wage levels and benefits. These data are explored in the following sections. More detail on the survey wage and benefit data, including ranges and standard deviations² for salary levels, can be found in the appendixes:

- Appendix B – disaggregated by **service area** descriptors
- Appendix C – disaggregated by **system size** descriptors
- Appendix D – disaggregated by **organizational** descriptors
- Appendix E – disaggregated by **transit service** descriptors
- Appendix F – disaggregated by selected **employee** characteristics

Detailed information was collected on benefits provided by the systems surveyed, including which benefits are offered and which are subsidized by the transit operator. These detailed results are included in the appendixes. However, to explore the relationship between benefits and system/service characteristics, the research team assessed the overall level of benefits provided by each respondent – categorizing them as follows:

- Poor/fair (generally providing few if any benefits and no transit system subsidy);
- Moderate (generally providing some benefits, but few transit system subsidies); and

² The **standard deviation** is a statistic that tells you how tightly all the various examples cluster around the mean in a set of data. When the data are tightly bunched, the standard deviation is small. When the standard deviation is relatively large, the data are spread apart. One standard deviation away from the mean in either direction (plus or minus) accounts for somewhere around 68 percent of the data in a particular group. Two standard deviations away from the mean account for roughly 95 percent of the data.

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- Good/excellent (generally providing a wide range of benefits with the transit system participating in the cost).

This benefit rating scheme was used in the following analysis.

Service Area Proximity to Urban Areas in Relation to Compensation

The researchers postulated that there would be a clear link between how close a system is to an urban area and wage and benefit levels. In fact, the research indicates that systems serving an urbanized area as part of their primary service area have higher wages. Although benefit levels are only slightly better at systems serving an urban area, small urban systems receiving S.5307 funds offer significantly better benefits than systems serving non-urbanized areas and receiving S.5311 funds.

Wages

Wages are highly correlated with whether a transit system serves an urbanized area as part of its core service area. As indicated in Table 2-2, transit systems serving urbanized areas consistently pay higher salaries for most jobs. Another measure of the urban/rural nature of a system's service area can be seen in the type of federal funding it receives. Table 2-3 includes wage rates for systems receiving S.5311 (non-urban) versus S.5307 (small urban) funding. These data also indicate that systems serving non-urbanized areas have lower wage rates than systems serving small urban areas. These sets of data reflect the influence that urban area proximity has on wage rates and the higher overall wage rates in urban areas (probably linked to higher cost of living and greater competition for the labor pool). For those transit systems that do not serve an urbanized area regularly, the distance to the nearest urban area is not a major factor. For those systems that do not have an urbanized area in their primary service area, there does not appear to be a correlation between wage levels and distance to the nearest urban area.

Table 2-2. Survey wage data by rural-urban area served.

Job Category	No Urban Area Served	Service Area Includes Urban Area
Administration (Annual)		
Transit Director	\$42,121	\$54,815
Administrative Assistant	\$25,468	\$30,549
Transit Planner	\$27,892	\$39,822
Finance Clerk	\$26,716	\$32,743
Marketing Specialist	\$29,150	\$39,374
Computer Operator	\$21,573	\$43,199
Safety and Training Manager	\$30,260	\$35,324
Rideshare Coordinator	\$31,962	\$28,479
Trainer	\$26,072	\$31,698
Operations (Hourly)		
Administrative Support	\$9.83	\$12.09
Operations Supervisor	\$15.26	\$19.32
Street Supervisor	\$14.60	\$16.91
Scheduler/Call taker	\$10.86	\$11.96
Dispatcher	\$10.56	\$12.55
Maintenance Manager	\$15.07	\$20.48
Maintenance Clerk	\$11.45	\$13.96
Mechanic	\$14.22	\$16.85
Mechanic Assistant	\$10.21	\$12.49
Utility Worker	\$10.05	\$12.19
Driver - CDL	\$10.17	\$12.05
Driver - Non-CDL	\$8.58	\$9.46

Table 2-3. Survey wage data by federal funding source.

Job Category	Federal Funding		
	S.5311 Non-Urban Only	S.5307 Small Urban Only	Both S.5311 and S.5307
Administration (Annual)			
Transit Director	\$43,175	\$58,242	\$62,278
Administrative Assistant	\$25,848	\$33,225	\$35,256
Transit Planner	\$28,366	\$45,020	\$42,082
Finance Clerk	\$28,494	\$33,405	\$32,335
Marketing Specialist	\$29,057	\$41,133	\$40,383
Computer Operator	\$26,667	\$39,980	\$43,956
Safety and Training Manager	\$28,864	\$36,438	\$37,922
Rideshare Coordinator	\$27,207	\$36,356	\$19,452
Trainer	\$25,876	\$33,249	\$40,187
Operations (Hourly)			
Administrative Support	\$9.91	\$12.32	\$11.72
Operations Supervisor	\$15.81	\$20.28	\$20.27
Street Supervisor	\$14.57	\$18.13	\$16.96
Scheduler/Call taker	\$10.65	\$11.70	\$12.01
Dispatcher	\$10.50	\$14.68	\$13.20
Maintenance Manager	\$16.67	\$21.16	\$18.66
Maintenance Clerk	\$10.32	\$14.78	\$15.31
Mechanic	\$14.69	\$16.86	\$17.14
Mechanic Assistant	\$10.26	\$12.74	\$11.37
Utility Worker	\$10.22	\$12.29	\$12.93
Driver - CDL	\$10.27	\$13.35	\$12.88
Driver - Non-CDL	\$8.65	\$12.61	\$10.81

Table 2-4. Overall benefit level by rural-urban area served.

Benefit Level	Urban/Rural	
	No Urban Area Served	Service Area Includes Urban Area
Poor/Fair	29%	34%
Moderate	21%	15%
Good/Excellent	50%	51%

Benefits

Unlike wages, differences in the level of benefits provided to employees of transit systems that operate in urban areas and those that do not serve an urban area are not significant (Table 2-4). As shown in Table 2-5 however, benefit levels at transit systems funded under the S.5307 (small urban) program are significantly higher than at transit systems funded under the S.5311 (non-urban) program. This phenomenon probably is attributable to the fact that systems funded

Table 2-5. Overall benefit level by federal funding source.

Benefit Level	Federal Funding		
	S.5311 Non-Urban Only	S.5307 Small Urban Only	Both S.5311 and S.5307
Poor/Fair	27%	25%	11%
Moderate	22%	5%	18%
Good/Excellent	51%	70%	71%

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under S.5307 are more likely to be unionized and/or operated by governmental units, both having better benefits.

Service Area Size in Relation to Compensation

Wages

Table 2-6 presents wage rates by service area characteristics. There seems to be an inverse correlation between the size of the area served and wage rates—systems serving larger areas have lower

Table 2-6. Survey wage data by service area (Average 2006-2007).

Job Category	Service Area			
	Single Municipal Service Area	Multi-Town Service Area	Single County Service Area	Multi-County Service Area
Administration (Annual)				
Transit Director	\$52,119	\$49,305	\$45,987	\$48,537
Administrative Assistant	\$29,669	\$29,943	\$27,791	\$27,631
Transit Planner	\$43,055	\$25,981	\$35,297	\$41,331
Finance Clerk	\$29,858	\$34,682	\$29,269	\$29,394
Marketing Specialist	\$37,400	\$46,216	\$32,480	\$35,292
Computer Operator	\$50,000	\$20,000	\$38,221	\$39,476
Safety and Training Manager	\$33,308	\$34,439	\$37,233	\$32,636
Rideshare Coordinator	\$24,211	\$45,548	\$26,780	\$24,579
Trainer	\$35,922	\$29,120	\$31,092	\$26,381
Operations (Hourly)				
Administrative Support	\$12.10	\$12.23	\$10.63	\$10.60
Operations Supervisor	\$17.85	\$20.73	\$16.74	\$17.24
Street Supervisor	\$17.74	\$20.55	\$15.39	\$14.27
Scheduler/Call taker	\$13.18	\$9.30	\$11.91	\$11.06
Dispatcher	\$13.01	\$12.83	\$11.12	\$10.91
Maintenance Manager	\$20.44	\$22.49	\$17.62	\$16.29
Maintenance Clerk	\$15.29	\$16.15	\$11.35	\$11.64
Mechanic	\$16.54	\$17.99	\$15.84	\$13.93
Mechanic Assistant	\$13.51	\$10.55	\$10.74	\$11.36
Utility Worker	\$12.12	\$12.19	\$11.52	\$9.39
Driver - CDL	\$12.02	\$12.70	\$10.65	\$10.35
Driver - Non-CDL	\$9.79	\$8.46	\$8.86	\$8.89

Table 2-7. Service area characteristics.

Urban/Rural Classification	Service Area							
	Single Municipal Service Area		Multi-Town Service Area		Single County Service Area		Multi-County Service Area	
	No.	%	No.	%	No.	%	No.	%
Urban/Rural								
No Urban Area Served	27	36%	21	43%	73	54%	57	58%
Service Area includes Urban Area	49	64%	28	57%	61	46%	41	42%
Federal Funding Sources								
S.5311 Non-Urban Only	36	55%	25	60%	99	88%	73	87%
S.5307 Small Urban Only	23	35%	14	33%	3	3%	3	4%
Both S.5311 and S.5307	7	11%	3	7%	10	9%	8	10%

wage rates. This is probably related more to the fact that systems serving single municipalities and multi-towns tend to be small urban systems, influenced by the urban labor market, whereas county-based systems tend to operate in more rural setting (Table 2-7). Among survey respondents, over 73% of the systems not serving an urban area are county-based. This pattern also can be seen when looking at federal funding sources. For the survey respondents that receive only S.5311 funds, almost 74% serve counties, while only 26% serve towns/municipalities. For systems receiving S.5307 funds, over 85% serve towns/municipalities, and only 15% are county-based.

Benefits

As with wages, transit systems serving counties or groups of counties provide lower overall benefits to employees than transit systems serving smaller geographic areas (Table 2-8). Again, this probably reflects the higher benefits provided by small urban operators, because small urban providers service smaller geographical areas than do their rural counterparts.

Transit System Location in Relation to Compensation—Regional Differences

One of the most important compensation obstacles you face as the manager of a transit system is whether you can offer salaries/wages that are at or above “market rates” for your area. The region of the country that you operate in has a significant effect on whether your wages are competitive with other employers in your area. Although the market rates for transit employees will be specific to your local community, comparison with national, regional, and state-specific data is also informative.

Regional Differences in Wages

To explain regional and state differences in wages, in addition to the survey data, the research team reviewed various national datasets on wages. These included an in-depth review of the BLS national data on wage levels (by job, region, and sector) and the APTA data on driver and mechanic wages.

This subsection reports on national transit worker data from the BLS, data from APTA on operator and maintenance worker wages, and a comparison of wage rates by region from the survey data.

Bureau of Labor Statistics. The BLS maintains and provides access to a comprehensive array of labor-related information. Information concerning industry-specific wages, earnings, and benefits can be found through the BLS website (www.bls.gov).³ The research team attempted

Table 2-8. Overall benefit level by service area.

Benefit Level	Service Area			
	Single Municipal Service Area	Multi-Town Service Area	Single County Service Area	Multi-County Service Area
Poor/Fair	33%	29%	33%	30%
Moderate	5%	12%	26%	19%
Good/Excellent	62%	59%	41%	51%

³ Information concerning industry-specific wages, earnings, and benefits can be found through the BLS website by choosing “Bus Drivers, Transit, and Intercity.” Once the major category has been chosen, an industry profile is provided. The profile includes wage information for employment in the following bus industry segments: local government, urban transit systems, charter bus industry, interurban and rural bus transportation, and other ground transportation. Information on other job titles within the sub-industry can be accessed by choosing Interurban and Rural Bus Transportation, which then provides information on a number of non-driver positions that can be found in the rural bus industry. For the broader category of Bus Drivers, Transit, and Intercity, a brief job description as well as national estimates for the occupation, an industry profile, state profiles, and metropolitan profiles are included.

to compare wages at urban and rural organizations, but found that BLS data are only reported by state and metropolitan areas. Thus, the data presented below compare wage rates for common transit jobs by state and BLS region.

Table 2-9 provides 2006 medium hourly salary rates for Intercity/Transit Drivers and Mechanics by BLS region⁴ while Table 2-10 includes median wage rates for various transit-related jobs for each state. These data are based on information collected through the BLS National Compensation Survey, which produces information on wage rates by occupation for a number of cities, regions, and nationally. Appendix G provides the BLS job definitions considered in this research and includes, by job category, a series of tables presenting the mean and median wages by state.

Table 2-9. Median hourly salaries for drivers and mechanics by BLS region.

MEDIAN HOURLY WAGES (\$) FOR INTERCITY AND TRANSIT DRIVERS		MEDIAN SALARY (\$) FOR BUS AND TRUCK MECHANICS	
Pacific*	16.87	Pacific	20.80
Middle Atlantic*	16.32	Middle Atlantic*	20.00
East North Central*	15.42	New England	18.66
New England	14.19	East North Central*	18.40
Mountain	12.67	Mountain	18.02
West South Central*	12.36	South Atlantic	17.89
South Atlantic*	12.20	West North Central*	17.09
West North Central*	11.67	West South Central*	15.71
East South Central	10.62	East South Central*	15.59

* No data from Delaware, Washington, D.C., Illinois, Louisiana, Missouri, or Oregon. Primary Metropolitan Statistical Area (PMSA) and Consolidated Metropolitan Statistical Area (CMSA) data not included.

* PMSA and CMSA data not included

The nine BLS Census divisions are made up by the following states:

New England: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont

Middle Atlantic: New Jersey, New York, and Pennsylvania. Also includes the New York-Northern New Jersey-Long Island CMSA (which consists of parts of New York, New Jersey, Connecticut, and Pennsylvania) and the Philadelphia-Wilmington-Atlantic City PMSA (which consists of parts of Pennsylvania, New Jersey, Delaware, and Maryland).

East North Central: Illinois, Indiana, Michigan, Ohio, and Wisconsin. Also includes the Cincinnati-Hamilton PMSA (which consists of parts of Ohio, Kentucky, and Indiana).

West North Central: Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota. Also includes the St. Louis MSA (which consists of parts of Missouri and Illinois) and the Minneapolis-St. Paul MSA (which includes parts of Minnesota and Wisconsin).

South Atlantic: Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia.

East South Central: Alabama, Kentucky, Mississippi, and Tennessee. Also includes the Louisville MSA (which consists of parts of Kentucky and Indiana) and the Memphis MSA (which consists of parts of Tennessee, Arkansas, and Mississippi).

West South Central: Arkansas, Louisiana, Oklahoma, and Texas.

Mountain: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming.

Pacific: Alaska, California, Hawaii, Oregon, and Washington.

Source: Bureau of Labor Statistics, National Compensation Survey, 2006.

⁴ BLS data are aggregated for nine BLS regions called Regional Census Divisions. Regional data include mean hourly and weekly earnings, are published by job type and level, and are broken down by private industry and state and local government.

Table 2-10. Median hourly wages for selected job categories.

State	Intercity and Transit Drivers	School Bus Drivers	Dispatcher (not Police, Fire, or Ambulance)	Bus and Truck Mechanic (Diesel Engine Specialists)	First-Line Managers of Office and Administrative Support Workers	First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators
Alabama	7.76	6.42	14.17	15.56	18.02	18.02
Alaska	13.98	14.22	18.82	23.57	21.64	21.64
Arizona	12.70	10.88	14.73	17.19	20.38	20.38
Arkansas	10.19	8.76	14.83	15.65	16.64	16.64
California	16.88	14.36	16.34	20.46	22.78	22.78
Colorado	14.10	13.47	15.90	19.49	21.71	21.71
Connecticut	12.92	12.89	16.41	21.13	22.97	22.97
Delaware	na	12.27	15.09	20.20	22.14	22.14
D.C.	na	na	16.21	20.99	27.12	27.12
Florida	11.45	11.45	13.95	17.28	19.81	19.81
Georgia	13.46	7.05	15.93	18.25	19.80	19.80
Hawaii	16.31	14.41	14.37	20.59	19.97	19.97
Idaho	10.96	11.50	14.70	16.26	17.50	17.50
Illinois	na	12.37	16.88	19.84	21.57	21.57
Indiana	12.52	12.53	15.23	17.45	19.56	19.56
Iowa	10.69	12.54	15.04	16.18	19.94	19.94
Kansas	10.57	10.84	15.06	16.47	18.08	18.08
Kentucky	15.04	12.67	14.67	15.74	17.77	17.77
Louisiana	na	6.90	13.91	15.46	15.76	15.76
Maine	14.48	12.64	15.05	15.85	17.75	17.75
Maryland	16.50	12.72	15.57	20.3	21.93	21.93
Massachusetts	14.10	14.35	17.48	20.95	23.74	23.74
Michigan	14.06	14.69	16.94	19.24	21.54	21.54
Minnesota	15.43	13.77	17.69	18.94	21.17	21.17
Mississippi	8.71	6.68	12.83	14.43	18.17	18.17
Missouri	na	11.46	14.28	17.53	20.82	20.82
Montana	12.16	11.81	13.82	16.11	16.68	16.68
Nebraska	12.31	11.63	15.77	18.75	19.48	19.48
Nevada	13.41	14.28	13.95	20.41	19.11	19.11
New Hampshire	15.16	11.79	15.42	18.88	20.54	20.54
New Jersey	14.86	13.07	17.91	21.13	23.43	23.43
New Mexico	11.73	9.28	14.46	15.97	17.31	17.31
New York	21.08	14.70	14.56	21.48	23.48	23.48
North Carolina	12.04	10.75	14.84	17.11	19.23	19.23
North Dakota	10.41	13.13	16.34	16.67	18.09	18.09
Ohio	18.43	13.22	15.82	17.38	20.13	20.13
Oklahoma	11.57	7.80	13.90	15.58	17.25	17.25
Oregon	na	12.55	15.42	18.94	20.64	20.64
Pennsylvania	13.02	10.85	15.19	17.40	21.41	21.41
Rhode Island	15.49	12.57	14.26	20.02	21.98	21.98
South Carolina	8.79	8.08	14.12	15.66	18.58	18.58
South Dakota	10.60	11.22	12.28	15.11	18.83	18.83
Tennessee	10.98	7.27	15.76	16.64	18.51	18.51
Texas	15.33	9.49	15.06	16.14	20.07	20.07
Utah	14.83	13.43	15.27	18.86	18.21	18.21
Vermont	12.99	12.80	16.14	16.51	21.58	21.58
Virginia	12.52	11.57	15.21	17.61	22.26	22.26
Washington	19.66	15.46	18.28	20.46	23.59	23.59
West Virginia	10.64	10.14	12.75	13.61	16.32	16.32
Wisconsin	16.68	11.52	16.09	18.11	20.51	20.51
Wyoming	11.45	10.15	16.19	19.84	17.31	17.31

Source: BLS National Compensation Survey, Bureau of Labor Statistics, May 2006.

Table 2-11. APTA top hourly wage rate summary – May 2007.

Bus Operators							
Full-Time Rates							
Geographical Area	Population						Average
	2 Million and over	500,000 to 1,999,999	250,000 to 499,999	100,000 to 249,999	50,000 to 99,999	Under 50,000	
Great Lakes	18.93	18.94	17.28	17.92	15.15	13.63	16.98
Middle Atlantic	21.70	19.07	16.67	17.51	15.71	12.95	17.27
New England	26.55	19.88	18.68	19.54	15.60		20.05
North Central		18.56	16.29	14.30	16.99	17.09	16.65
Pacific	21.40	23.54	19.51	19.92	19.77	17.75	20.32
Southeast	17.27	17.60	14.90	14.84	13.19		15.56
Southwest	17.63	16.29	14.22	14.72	18.05		16.18
<i>Average</i>	<i>17.64</i>	<i>14.88</i>	<i>14.69</i>	<i>16.96</i>	<i>16.35</i>	<i>15.36</i>	<i>15.98</i>
Part-Time Rates							
Geographical Area	Population						Average
	2 Million and over	500,000 to 1,999,999	250,000 to 499,999	100,000 to 249,999	50,000 to 99,999	Under 50,000	
Great Lakes	20.81	16.59	15.94	14.25	13.14	13.63	15.73
Middle Atlantic	22.41	12.81	16.42	17.64	13.71	12.95	15.99
New England	26.55	11.07	18.36	20.08			19.02
North Central		19.44	12.71	12.26	17.82	13.57	15.16
Pacific	19.47	18.78	17.24	18.98			18.62
Southeast	12.09	14.90	14.93	8.70	12.00	8.00	11.77
Southwest	14.38	14.53	12.68	14.01	14.44		14.01
<i>Average</i>	<i>16.53</i>	<i>15.45</i>	<i>15.47</i>	<i>15.13</i>	<i>14.22</i>	<i>12.04</i>	<i>14.81</i>

Table 2-11. (Continued).

Bus Maintenance Employees							
Full-Time Rates							
Geographical Area	Population						Average
	2 Million and over	500,000 to 1,999,999	250,000 to 499,999	100,000 to 249,999	50,000 to 99,999	Under 50,000	
Great Lakes	21.05	21.87	19.13	19.25	18.63	16.86	19.47
Middle Atlantic	25.08	19.82	18.12	18.48	17.28	29.40	21.36
New England	28.09	20.66	20.72	21.91	21.94		22.66
North Central		20.49	17.83	18.74	23.04	22.59	20.54
Pacific	25.87	26.36	22.92	25.10	23.83	21.80	24.31
Southeast	18.61	18.19	17.95	16.44	16.74	15.50	17.24
Southwest	21.47	19.38	17.67	19.50	21.65		19.93
<i>Average</i>	<i>20.02</i>	<i>16.31</i>	<i>16.79</i>	<i>19.92</i>	<i>20.44</i>	<i>21.23</i>	<i>19.12</i>

Great Lakes	Middle Atlantic	New England	North Central	Pacific	Southeast	Southwest/ Mountain	Non- Continental
Illinois	Delaware	Connecticut	Iowa	California	Florida	Arizona	Alaska
Indiana	Maryland	Massachusetts	Kansas	Oregon	Georgia	Colorado	Hawaii
Michigan	New Jersey	Maine	Minnesota	Washington	North Carolina	Idaho	Puerto Rico
Ohio	New York	New Hampshire	Missouri		South Carolina	Montana	
Wisconsin	Pennsylvania	Rhode Island	North Dakota		Virginia	New Mexico	
Urban areas of Duluth- Superior, Minneapolis, St. Louis and Kentucky suburbs of Cincinnati	DC Virginia suburbs of DC	Vermont	Nebraska South Dakota		Alabama	Nevada	
					Arkansas	Oklahoma	
					Kentucky	Texas	
					Louisiana	Utah	
					Mississippi	Wyoming	
					Tennessee		
					West Virginia		

Source: American Public Transit Association (APTA), *Top Hourly Wage Rate Summary: First Quarter 2007*, May 2007.

APTA Wage Data. APTA collects information on the top hourly wages of the two labor categories representing the highest wages (drivers and maintenance workers). Table 2-11 summarizes by region the top hourly wages (May 2007).

Survey Data on Wages by Region. Table 2-12 presents survey data on the wages by the same regions used by the BLS. Similarly, Table 2-13 presents wage data from the survey presented by APTA regions. As shown, while the Pacific region is the highest, the Middle Atlantic and New England are also higher than other regions.

Benefits

Tables 2-14 and 2-15 present overall benefit levels from the survey disaggregated by BLS and APTA regions. As shown, no pattern can be seen in benefit levels among the regions.

Cost-of-Living Comparison

One factor contributing to lower wage rates in rural and small urban areas is that the cost of living in these areas is lower than in larger urban areas. Unfortunately, cost-of-living data among labor markets are not readily available in any consistent and reliable form. Few data are available on the relative cost of living in rural and urban areas; cost-of-living data are available only for specific metropolitan areas (although some state comparisons do exist). Specific studies (generally confined to one state) have shown that the cost of living in rural areas can be 6% to 13% lower than in urban areas. Generally, it will cost more to live in rural areas with resorts or significant tourist activity.

Some online tools can be used to make cost-of-living comparisons among various urbanized areas. www.salary.com allows users to choose a job category, a state, and a metropolitan area. Once this information is entered, the minimum, mean, and maximum salaries are displayed, along with benefits. This site is used primarily by jobseekers and employers. Cost-of-living calculators provided by www.money.cnn.com and www.cityrating.com allow users to type in one

Table 2-12. Survey wage data by BLS region (Average 2006-2007).

Job Category	Region								
	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Central	West South Central	Mountain	Pacific
Administration (Annual)									
Transit Director	\$58,621	\$69,698	\$44,390	\$36,684	\$50,960	\$52,185	\$44,384	\$48,572	\$76,507
Administrative Assistant	\$29,638	\$25,209	\$26,644	\$27,190	\$29,354	\$27,632	\$26,981	\$28,788	\$36,978
Transit Planner	\$34,261	\$48,950	\$36,640	\$26,500	\$52,949	\$46,350	\$24,331	\$22,708	\$47,183
Finance Clerk	\$31,913	\$34,875	\$30,872	\$26,838	\$28,412	\$29,073	\$24,084	\$27,747	\$40,908
Marketing Specialist	\$28,300	\$36,824	\$45,326	\$20,800	\$46,871	\$38,453	\$31,990	NA	\$43,530
Computer Operator	NA	\$31,490	NA	NA	\$35,916	NA	NA	\$48,500	\$41,888
Safety and Training Manager	\$39,860	\$44,485	\$33,831	\$36,811	\$34,411	\$24,403	\$22,678	\$41,513	\$37,394
Rideshare Coordinator	\$29,120	\$27,040	\$55,736	\$26,520	\$29,120	\$28,565	\$19,452	\$23,545	NA
Trainer	NA	\$30,750	\$27,040	\$31,200	\$31,977	NA	\$27,434	\$35,402	\$31,546
Operations (Hourly)									
Administrative Support	\$11.89	\$12.53	\$10.72	\$8.26	\$11.05	\$10.79	\$10.52	\$11.74	\$13.49
Operations Supervisor	\$17.93	\$22.92	\$17.60	\$15.27	\$17.95	\$16.26	\$15.04	\$19.19	\$21.34
Street Supervisor	\$18.14	\$14.75	\$17.46	\$13.85	\$16.16	\$16.36	\$16.11	\$17.24	\$18.50
Scheduler/Call taker	\$11.40	\$15.12	\$10.06	\$8.94	\$11.52	NA	\$10.35	\$13.04	\$15.32
Dispatcher	\$12.80	\$14.21	\$10.54	\$10.95	\$12.16	\$9.59	\$10.32	\$12.31	\$14.10
Maintenance Manager	\$22.29	\$22.61	\$17.38	\$13.74	\$17.86	\$17.71	\$15.56	\$21.43	\$23.82
Maintenance Clerk	\$17.12	\$9.99	\$11.94	NA	\$16.33	\$8.86	\$11.04	NA	\$13.63
Mechanic	\$16.80	\$17.48	\$14.77	\$15.55	\$14.99	\$13.71	\$14.08	\$17.72	\$20.79
Mechanic Assistant	\$12.42	\$11.15	\$9.85	NA	\$13.42	\$7.95	\$10.98	\$13.90	\$13.49
Utility Worker	\$13.46	\$10.69	\$14.90	\$11.83	\$10.42	\$11.34	\$9.93	\$12.24	\$11.13
Driver - CDL	\$12.40	\$13.51	\$11.31	\$9.75	\$11.67	\$9.58	\$9.59	\$11.93	\$13.19
Driver - Non-CDL	\$9.72	\$10.85	\$8.62	\$8.56	\$9.18	\$8.98	\$8.29	\$9.29	\$13.27

Table 2-13. Survey wage data by APTA region (Average 2006-2007).

Job Category	APTA Region						
	New England	Middle Atlantic	Great Lakes	North Central	Southeast	Southwest/Mountain	Pacific
Administration (Annual)							
Transit Director	\$58,621	\$67,450	\$44,390	\$36,684	\$48,562	\$46,683	\$79,884
Administrative Assistant	\$29,638	\$28,210	\$26,644	\$27,190	\$28,043	\$27,919	\$38,288
Transit Planner	\$34,261	\$48,950	\$36,640	\$26,500	\$35,298	\$28,573	\$47,183
Finance Clerk	\$31,914	\$33,030	\$30,872	\$26,838	\$28,841	\$23,495	\$41,559
Marketing Specialist	\$28,300	\$41,118	\$45,326	\$20,800	\$35,543	NA	\$43,530
Computer Operator	NA	\$31,490	NA	NA	\$35,916	\$48,500	\$41,888
Safety and Training Manager	\$39,860	\$44,485	\$33,831	\$36,811	\$26,635	\$33,725	\$37,341
Rideshare Coordinator	\$29,120	\$27,040	\$55,736	\$26,520	\$28,842	\$22,180	NA
Trainer	NA	\$38,500	\$27,040	\$31,200	\$21,181	\$31,681	\$31,546
Operations (Hourly)							
Administrative Support	\$11.89	\$13.16	\$10.72	\$8.26	\$10.40	\$11.16	\$13.49
Operations Supervisor	\$17.93	\$23.34	\$17.60	\$15.27	\$16.05	\$17.53	\$21.34
Street Supervisor	\$18.14	\$16.35	\$17.46	\$13.85	\$15.73	\$16.69	\$18.50
Scheduler/Call taker	\$11.40	\$14.18	\$10.06	\$8.94	\$10.43	\$12.47	\$14.30
Dispatcher	\$12.80	\$14.28	\$10.57	\$10.95	\$11.62	\$11.19	\$14.11
Maintenance Manager	\$22.29	\$22.72	\$17.38	\$13.74	\$17.04	\$17.96	\$26.02
Maintenance Clerk	\$17.12	\$15.57	\$11.94	NA	\$12.36	\$11.53	\$13.63
Mechanic	\$16.80	\$18.10	\$14.77	\$14.55	\$14.21	\$15.69	\$20.79
Mechanic Assistant	\$12.42	\$11.15	\$9.85	NA	\$11.12	\$12.82	\$13.49
Utility Worker	\$13.46	\$10.91	\$14.90	\$11.83	\$10.15	\$11.57	\$11.13
Driver - CDL	\$12.40	\$13.66	\$11.31	\$9.76	\$10.78	\$10.74	\$13.10
Driver - Non-CDL	\$9.72	\$11.82	\$8.62	\$8.56	\$8.70	\$9.02	\$14.54

Table 2-14. Overall benefit level by BLS region.

Benefit Level	BLS Region								
	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Central	West South Central	Mountain	Pacific
Poor/Fair	21%	14%	33%	29%	24%	30%	29%	51%	41%
Moderate	12%	22%	17%	25%	21%	10%	22%	2%	14%
Good/Excellent	67%	64%	50%	46%	55%	60%	49%	47%	45%

Table 2-15. Overall benefit level by APTA region.

Benefit Level	APTA Region						
	New England	Middle Atlantic	Great Lakes	North Central	Southeast	Southwest/Mountain	Pacific
Poor/Fair	21%	15%	33%	29%	30%	39%	45%
Moderate	12%	25%	17%	25%	18%	11%	10%
Good/Excellent	67%	60%	50%	46%	52%	50%	45%

salary amount and two different metropolitan areas. The CNN website also breaks down the cost of groceries, housing, utilities, transportation, and healthcare.

System Size in Relation to Compensation

The size of a transit system appears to be linked to employee compensation. In general, the larger the system, the higher the wage rate and overall benefit levels. Several measures of system size were considered:

22 Employee Compensation Guidelines for Transit Providers in Rural and Small Urban Areas

- Number of employees,
- Operating costs, and
- Number of vehicles.

The measure of system size that appears to be most highly correlated with wage rates is the number of employees.

Wages

As shown in Table 2-16, organizations with more employees have higher wage rates. This trend is also evident in Table 2-17 which presents wage data related to operating costs. That larger systems have higher wage rates probably is explained by the facts that the larger systems tend to have

- Fewer part-time staff,
- A higher percentage of vehicles requiring CDL drivers,
- An urban area in their service area,
- A transit authority,
- A union, and
- Few, if any, volunteers.

On the other hand, larger systems have higher turnover rates (although the relationship between turnover rates and wages is not strong).

Benefits

As a mirror to wage trends, systems with more employees and higher operating costs provide a higher level of employee benefits (see Table 2-18 and Table 2-19, respectively).

Table 2-16. Survey wage data by total employees (Average 2006-2007).

Job Category	Total Employees				
	1-9 Employees	10-24 Employees	25-49 Employees	50-99 Employees	100+ Employees
Administration (Annual)					
Transit Director	\$34,067	\$41,846	\$53,373	\$64,861	\$74,179
Administrative Assistant	\$20,748	\$25,608	\$29,088	\$31,154	\$35,967
Transit Planner	\$17,769	\$22,880	\$38,072	\$41,838	\$50,723
Finance Clerk	\$24,514	\$27,065	\$29,880	\$34,333	\$32,401
Marketing Specialist	NA	\$31,990	\$35,520	\$37,971	\$38,628
Computer Operator	NA	\$22,360	\$34,440	\$42,188	\$43,042
Safety and Training Manager	\$17,069	\$27,280	\$31,822	\$37,464	\$40,363
Rideshare Coordinator	\$22,880	\$19,452	\$30,940	\$34,026	\$25,722
Trainer	\$29,120	\$21,611	\$32,160	\$30,437	\$34,975
Operations (Hourly)					
Administrative Support	\$9.64	\$9.31	\$11.78	\$11.95	\$13.60
Operations Supervisor	\$13.17	\$15.26	\$17.80	\$20.55	\$22.52
Street Supervisor	\$19.64	\$12.63	\$16.52	\$16.69	\$16.69
Scheduler/Call taker	\$11.90	\$9.56	\$11.90	\$12.12	\$15.54
Dispatcher	\$9.76	\$10.52	\$12.29	\$13.20	\$13.58
Maintenance Manager	\$7.50	\$14.01	\$17.49	\$22.09	\$21.46
Maintenance Clerk	\$6.68	\$14.99	\$14.16	\$14.77	\$11.41
Mechanic	\$16.04	\$15.01	\$14.76	\$17.08	\$17.23
Mechanic Assistant	\$7.35	\$11.30	\$11.17	\$11.70	\$13.92
Utility Worker	NA	\$10.44	\$10.54	\$12.79	\$11.80
Driver - CDL	\$9.33	\$10.33	\$11.67	\$12.79	\$13.25
Driver - Non-CDL	\$8.44	\$8.55	\$9.47	\$10.45	\$10.33

Table 2-17. Survey wage data by total operating costs (Average 2006-2007).

Job Category	Operating Costs								
	Less than \$50,000	\$50,000 to \$100,000	\$100,000 to \$250,000	\$250,000 to \$500,000	\$500,000 to \$750,000	\$750,000 to \$1M	\$1M to \$1.25M	\$1.25M to \$1.5M	More than \$1.5M
Administration (Annual)									
Transit Director	\$27,919	\$29,244	\$36,097	\$39,324	\$44,662	\$51,950	\$50,814	\$48,690	\$65,998
Administrative Assistant	\$26,884	\$21,840	\$24,509	\$23,834	\$27,602	\$26,534	\$28,705	\$23,737	\$32,659
Transit Planner	NA	\$17,531	\$15,600	\$23,920	\$30,000	NA	\$55,000	NA	\$43,799
Finance Clerk	\$20,800	\$18,720	\$21,978	\$27,089	\$30,903	\$33,291	\$26,089	\$29,693	\$34,619
Marketing Specialist	NA	NA	NA	\$22,880	\$41,101	NA	NA	\$17,040	\$39,138
Computer Operator	NA	NA	NA	NA	\$22,360	\$47,000	NA	\$20,000	\$43,066
Safety and Training Manager	NA	\$12,730	\$17,680	\$19,760	\$26,000	\$39,283	\$27,040	\$19,760	\$37,835
Rideshare Coordinator	NA	NA	\$22,880	NA	\$26,520	NA	NA	NA	\$30,295
Trainer	NA	NA	NA	NA	\$21,611	\$28,350	\$27,040	\$15,816	\$33,682
Operations (Hourly)									
Administrative Support	NA	\$8.15	\$9.33	\$9.51	\$8.61	\$11.23	\$10.21	\$10.11	\$12.54
Operations Supervisor	NA	\$13.95	\$14.07	\$13.36	\$16.10	\$17.22	\$15.89	\$14.47	\$21.04
Street Supervisor	NA	NA	NA	\$19.64	NA	\$15.69	\$13.15	NA	\$16.86
Scheduler/Call taker	NA	\$8.38	\$7.17	\$11.00	\$10.22	\$13.03	\$10.37	\$10.12	\$12.51
Dispatcher	\$7.12	\$8.56	\$9.45	\$10.08	\$11.18	\$11.68	\$11.50	\$11.27	\$14.06
Maintenance Manager	NA	\$10.30	\$7.50	\$12.40	\$11.16	\$20.46	\$17.39	\$17.31	\$20.83
Maintenance Clerk	NA	\$6.68	NA	NA	NA	\$14.99	\$7.05	NA	\$14.64
Mechanic	NA	\$10.00	\$12.13	\$13.10	\$16.31	\$15.16	\$14.98	\$13.37	\$16.68
Mechanic Assistant	NA	\$7.35	\$6.83	NA	\$10.98	\$14.12	\$9.37	\$8.57	\$12.45
Utility Worker	NA	\$11.10	NA	\$9.41	\$11.83	NA	\$8.24	\$9.62	\$12.28
Driver - CDL	\$9.28	\$8.37	\$9.25	\$9.88	\$10.80	\$12.08	\$10.53	\$10.84	\$13.07
Driver - Non-CDL	\$7.39	\$8.18	\$8.51	\$9.14	\$8.39	\$9.43	\$10.13	\$8.84	\$10.26

Table 2-18. Overall benefit level by total number of employees.

Benefit Level	Total Employees				
	1-9 Employees	10-24 Employees	25-49 Employees	50-99 Employees	100+ Employees
Poor/Fair	29%	23%	15%	14%	12%
Moderate	25%	21%	16%	18%	13%
Good/Excellent	46%	56%	69%	68%	75%

Table 2-19. Overall benefit level by operating costs.

Benefit Level	Operating Costs								
	Less than \$50,000	\$50,000 to \$100,000	\$100,000 to \$250,000	\$250,000 to \$500,000	\$500,000 to \$750,000	\$750,000 to \$1M	\$1M to \$1.25M	\$1.25M to \$1.5M	More than \$1.5M
Poor/Fair	54%	29%	18%	24%	37%	27%	22%	6%	23%
Moderate	8%	25%	44%	26%	13%	8%	22%	27%	10%
Good/Excellent	38%	46%	38%	50%	50%	65%	56%	67%	67%

Transit Organization Type in Relation to Compensation

The type of organization and whether systems provide transportation directly or through a contract is only somewhat significant when explaining compensation differences.

Wages

Table 2-20 presents wage data by the type of organization. Although there are no significant differences in wage rates among the types of agencies, it appears that transit authorities and governmental departments pay higher wages than private-nonprofit agencies. This may be because transit systems operated by transit authorities and governmental units (particularly cities) operate in the small urban areas and tend to be larger systems.

Table 2-21 presents wage data disaggregated by those agencies that directly operate service and those that use a contractor in addition to their own employees (wage data for services that are only contracted out were collected through the contractor). It appears that the presence of a contractor may influence wage rates (increasing them) but only slightly.

Benefits

As with wages, it appears that transit authorities and governmental departments have better benefits than private-nonprofit agencies (Table 2-22). There are little or no differences in benefits if the transit system contracts for part of its services (Table 2-23).

Transit Service Type in Relation to Compensation

Wages

Fixed-route services, or those systems that have a mix of fixed-route and paratransit, have higher wage rates than systems that only operate demand-responsive or subscription services (Table 2-24). These differences probably result from the fact that fixed-route operations tend to be in small urban areas, are somewhat larger systems, are less likely to use volunteers, and are more likely to have a union (see below).

Table 2-20. Survey wage data by organizational type (Average 2006-2007).

Job Category	Type of Organization*					
	Transit Authority	County Department	City Department	Private Non-Profit (Transportation Only)	Private Non-Profit (Multipurpose)	Other
Administration (Annual)						
Transit Director	\$55,419	\$46,584	\$52,793	\$46,567	\$41,162	\$55,967
Administrative Assistant	\$31,369	\$29,667	\$29,474	\$28,978	\$22,471	\$30,540
Transit Planner	\$33,603	\$36,682	\$43,340	\$44,240	\$32,539	\$37,594
Finance Clerk	\$34,236	\$27,015	\$36,345	\$30,156	\$25,593	\$33,480
Marketing Specialist	\$40,116	\$35,000	\$42,808	\$28,080	\$27,006	\$43,680
Computer Operator	\$38,689	\$29,350	NA	\$47,000	\$39,720	NA
Safety and Training Manager	\$37,456	\$41,866	\$33,866	\$38,125	\$24,448	\$31,180
Rideshare Coordinator	\$25,204	NA	\$39,973	\$28,253	\$25,722	NA
Trainer	\$24,752	\$27,000	\$34,659	\$34,975	\$24,771	\$32,760
Operations (Hourly)						
Administrative Support	\$11.88	\$12.56	\$11.71	\$11.40	\$9.54	\$10.54
Operations Supervisor	\$18.33	\$18.81	\$19.59	\$16.70	\$15.16	\$17.64
Street Supervisor	\$15.76	\$16.00	\$18.35	\$13.81	\$16.75	\$12.25
Scheduler/Call taker	\$11.94	\$10.87	\$12.77	\$11.96	\$10.51	\$11.02
Dispatcher	\$11.94	\$12.75	\$12.93	\$11.29	\$9.48	\$10.44
Maintenance Manager	\$20.21	\$16.24	\$22.23	\$16.91	\$16.17	\$17.81
Maintenance Clerk	\$14.15	\$16.18	\$15.70	\$8.94	\$7.77	\$15.89
Mechanic	\$15.75	\$16.09	\$17.12	\$15.78	\$13.45	\$16.64
Mechanic Assistant	\$11.30	NA	\$13.27	\$13.41	\$7.62	\$12.02
Utility Worker	\$10.73	\$13.29	\$12.80	\$10.75	\$9.66	NA
Driver - CDL	\$12.39	\$11.77	\$12.56	\$10.54	\$9.15	\$9.61
Driver - Non-CDL	\$9.97	\$9.19	\$9.78	\$9.64	\$8.44	\$8.94

* There were too few Private-for-Profit operators to report on accurately.

Table 2-21. Survey wage data by type of operation (Average 2006-2007).

Job Category	Operation Type*		
	Direct Operation	Combination Direct Operation and Contract	Brokerage
Administration (Annual)			
Transit Director	\$46,447	\$54,544	\$48,985
Administrative Assistant	\$27,862	\$30,178	\$26,740
Transit Planner	\$34,581	\$40,413	NA
Finance Clerk	\$28,803	\$33,923	NA
Marketing Specialist	\$36,039	\$41,658	NA
Computer Operator	\$39,382	\$37,202	NA
Safety and Training Manager	\$33,610	\$32,107	NA
Rideshare Coordinator	\$29,875	\$22,880	NA
Trainer	\$31,601	\$29,440	NA
Operations (Hourly)			
Administrative Support	\$10.84	\$11.80	NA
Operations Supervisor	\$17.32	\$18.95	\$16.27
Street Supervisor	\$16.63	\$15.43	NA
Scheduler/Call taker	\$10.94	\$12.16	\$8.75
Dispatcher	\$11.44	\$12.17	\$12.23
Maintenance Manager	\$18.28	\$20.93	\$16.25
Maintenance Clerk	\$13.37	NA	NA
Mechanic	\$15.59	\$17.02	\$11.50
Mechanic Assistant	\$11.41	\$12.90	NA
Utility Worker	\$11.60	\$11.36	NA
Driver - CDL	\$11.06	\$11.64	\$10.98
Driver - Non-CDL	\$8.74	\$9.56	\$10.46

*Wages were not reported for systems that only contract for service.

Table 2-22. Overall benefit level by organization type.

Benefit Level	Organization Type					
	Transit Authority	County Department	City Department	Private Non-Profit (Transportation Only)	Private Non-Profit (Multipurpose)	Other
Poor/Fair	21%	23%	31%	28%	30%	7%
Moderate	10%	20%	4%	30%	28%	29%
Good/Excellent	69%	57%	65%	42%	42%	64%

Table 2-23. Overall benefit level by type of operation.

Benefit Level	Operation Type*		
	Direct Operation	Combination Direct Operation and Contract	Brokerage
Poor/Fair	21%	20%	40%
Moderate	19%	24%	40%
Good/Excellent	60%	56%	20%

*Wages were not reported for systems that only contract for service.

Table 2-24. Survey wage data by service types (Average 2006-2007).

Job Category	Service Type		
	Fixed-Route / Deviated Fixed-Route	Paratransit / Subscription	Fixed-Route / Paratransit / Subscription Mix
Administration (Annual)			
Transit Director	\$48,066	\$40,393	\$54,019
Administrative Assistant	\$26,758	\$24,640	\$30,425
Transit Planner	\$23,027	\$29,584	\$41,171
Finance Clerk	\$33,041	\$25,009	\$32,649
Marketing Specialist	\$40,000	\$29,070	\$39,080
Computer Operator		\$34,360	\$38,909
Safety and Training Manager	\$26,690	\$29,937	\$34,618
Rideshare Coordinator	\$35,360	\$22,951	\$31,259
Trainer	\$31,200	\$23,696	\$33,668
Operations (Hourly)			
Administrative Support	\$11.92	\$9.63	\$11.62
Operations Supervisor	\$19.52	\$15.37	\$18.61
Street Supervisor	\$18.04	\$16.16	\$16.08
Scheduler/Call taker	\$11.84	\$10.53	\$11.88
Dispatcher	\$13.51	\$10.09	\$12.37
Maintenance Manager	\$16.98	\$15.40	\$19.93
Maintenance Clerk	\$18.29	\$7.05	\$13.47
Mechanic	\$17.29	\$14.44	\$15.93
Mechanic Assistant	\$10.55	\$8.80	\$11.99
Utility Worker	\$11.86	\$10.82	\$11.64
Driver - CDL	\$11.70	\$9.51	\$11.94
Driver - Non-CDL	\$9.07	\$8.49	\$9.51

Table 2-25. Overall benefit level by service type.

Benefit Level	Service Type		
	Fixed-Route/ Deviated Fixed- Route	Paratransit / Subscription	Fixed- Route/Paratransit/ Subscription Mix
Poor/Fair	29%	31%	27%
Moderate	12%	25%	15%
Good/Excellent	59%	44%	58%

Benefits

Transit systems that operate fixed-route services or those systems that have a mix of fixed-route and paratransit have better overall benefits than systems that only operate demand-responsive or subscription services (Table 2-25).

Employee Characteristics in Relation to Compensation

Wages

The data indicate that systems with more part-time drivers have lower compensation rates (wages and benefits). Further, systems that do not use volunteers (Table 2-26) and systems with unions (Table 2-27) have higher wages. Again, this is probably linked to the higher use of part-time employees and fewer unions in rural areas.

According to the survey data, systems with staff shortages (primarily drivers) do not pay higher wages (Table 2-28), nor does there appear to be any consistent explanation for why driver shortages occur (e.g., even unemployment rates do not explain shortages). The only indicator

Table 2-26. Survey wage data by volunteer use (Average 2006-2007).

Job Category	Use Volunteers	
	Yes w/Paid Staff	No Volunteers
Administration (Annual)		
Transit Director	\$45,904	\$48,789
Administrative Assistant	\$26,833	\$28,592
Transit Planner	\$40,975	\$35,274
Finance Clerk	\$27,097	\$30,625
Marketing Specialist	\$24,400	\$39,626
Computer Operator	\$43,490	\$37,248
Safety and Training Manager	\$26,229	\$34,832
Rideshare Coordinator	\$24,700	\$30,295
Trainer	\$38,750	\$30,290
Operations (Hourly)		
Administrative Support	\$10.50	\$11.32
Operations Supervisor	\$17.43	\$17.73
Street Supervisor	\$18.63	\$16.41
Scheduler/Call taker	\$11.96	\$11.63
Dispatcher	\$10.27	\$11.82
Maintenance Manager	\$18.70	\$18.65
Maintenance Clerk	\$6.68	\$13.79
Mechanic	\$14.88	\$16.02
Mechanic Assistant	\$12.20	\$11.68
Utility Worker	\$11.10	\$11.65
Driver - CDL	\$10.05	\$11.39
Driver - Non-CDL	\$9.21	\$8.91

Table 2-27. Survey wage data by labor union (Average 2006-2007).

	Labor Union	
	No	Yes
Administration (Annual)		
Transit Director	\$44,805	\$62,673
Administrative Assistant	\$26,865	\$32,078
Transit Planner	\$34,703	\$39,409
Finance Clerk	\$28,294	\$34,683
Marketing Specialist	\$31,046	\$41,713
Computer Operator	\$34,720	\$40,389
Safety and Training Manager	\$28,301	\$42,232
Rideshare Coordinator	\$26,396	\$35,662
Trainer	\$27,592	\$35,740
Operations (Hourly)		
Administrative Support	\$10.06	\$13.26
Operations Supervisor	\$16.31	\$21.20
Street Supervisor	\$15.17	\$17.96
Scheduler/Call taker	\$10.78	\$14.34
Dispatcher	\$10.78	\$14.42
Maintenance Manager	\$16.22	\$23.72
Maintenance Clerk	\$11.63	\$14.32
Mechanic	\$14.62	\$17.48
Mechanic Assistant	\$10.72	\$13.48
Utility Worker	\$10.66	\$12.34
Driver - CDL	\$10.29	\$13.73
Driver - Non-CDL	\$8.71	\$11.92

Table 2-28. Survey wage data by staff shortage (Average 2006-2007).

Job Category	Staff Shortage			
	No Shortage	Driver Shortage Only	Short Drivers Plus Other Staff	Other Staff Shortage Only
Administration (Annual)				
Transit Director	\$48,640	\$48,468	\$44,379	\$50,254
Administrative Assistant	\$29,592	\$26,116	\$26,098	\$31,103
Transit Planner	\$36,327	\$35,504	\$37,876	\$45,685
Finance Clerk	\$29,285	\$31,539	\$23,727	\$30,160
Marketing Specialist	\$38,596	\$37,111	NA	\$22,880
Computer Operator	\$34,142	\$40,310	\$50,000	NA
Safety and Training Manager	\$32,571	\$37,494	\$32,750	NA
Rideshare Coordinator	\$27,554	\$31,609	NA	NA
Trainer	\$30,150	\$29,778	\$37,317	NA
Operations (Hourly)				
Administrative Support	\$11.32	\$11.11	\$10.31	\$11.61
Operations Supervisor	\$17.38	\$17.97	\$17.00	\$22.04
Street Supervisor	\$14.54	\$19.18	\$14.46	\$20.84
Scheduler/Call taker	\$11.65	\$11.44	\$11.82	\$13.46
Dispatcher	\$12.09	\$11.13	\$10.66	\$12.28
Maintenance Manager	\$17.79	\$19.51	\$25.81	\$20.31
Maintenance Clerk	\$12.98	\$13.85	NA	\$16.18
Mechanic	\$15.76	\$16.69	\$14.06	\$14.94
Mechanic Assistant	\$11.23	\$12.23	\$13.14	\$12.45
Utility Worker	\$10.91	\$12.45	\$11.40	\$16.95
Driver - CDL	\$11.29	\$11.09	\$10.21	\$12.20
Driver - Non-CDL	\$8.96	\$8.87	\$9.15	\$11.06

that may explain shortages is whether the system wages are at or above the “going market” levels for the area (expressed as an opinion by survey respondents).

Respondents that have staff shortages (Table 2-29) are more likely to have the opinion that their wage rates are below the market rate for their area. As will be discussed in Section 4, most systems with driver shortages attribute this situation to low pay and/or benefits.

Benefits

The benefits at transit systems with unions are far better than at systems without unions (Table 2-30). The data also indicate that systems that do not use volunteers (Table 2-31) and systems with a lower percentage of part-time staff offer better benefits. Systems with staff shortages (primarily drivers) do not have significantly poorer benefits (Table 2-32).

Table 2-29. Wage levels and staff shortages.

Wage Levels	Staff Shortages	
	No Shortages	Driver Shortages
Above Market	15%	12%
About Market	57%	52%
Below Market	28%	37%

Table 2-30. Overall benefit level by labor union.

Benefit Level	Labor Union	
	No	Yes
Poor/Fair	21%	13%
Moderate	25%	5%
Good/Excellent	55%	82%

Table 2-31. Overall benefit level by volunteer use.

Benefit Level	Use Volunteers	
	Yes w/Paid Staff	No Volunteers
Poor/Fair	24%	19%
Moderate	24%	20%
Good/Excellent	52%	61%

Table 2-32. Overall benefit level by staff shortage.

Benefit Level	Staff Shortage			
	No Shortage	Short Drivers		
		Driver Shortage Only	Plus Other Staff	Other Staff Shortage Only
Poor/Fair	14%	12%	8%	29%
Moderate	23%	20%	23%	43%
Good/Excellent	63%	68%	69%	29%

Compensation in Relation to Unemployment Rates

Although it was postulated that unemployment rates would influence wage rates (i.e., higher unemployment would mean lower wages), the survey data do not substantiate this except in a few job categories (namely operations supervisors, maintenance clerks, and CDL drivers). Unemployment rates may influence hiring decisions in other ways because systems operating in areas with higher unemployment rates tend to have a lower percentage of part-time staff. The weak relationship between unemployment rates and wages may be affected by the fact that unemployment rates do not vary consistently with system size or by the urban/rural nature of the service area (the two main factors that appear to explain wage levels).

Summary of Compensation Factors

Wages are most highly correlated with the following key variables:

- The rural or urban nature of the service area. Inclusion of an urbanized area and proximity to the nearest urban area means higher wages (whether the service area includes an urbanized area is the better descriptor).
- The region of the country (BLS, APTA). The BLS regions are the better descriptors of rural and small urban transit wages.
- The size of the system. Larger systems, in terms of number of employees, operating costs, and total number of vehicles, pay higher wages (the total number of employees is the best variable describing system size).

Although wages vary consistently with the type of service (e.g., fixed-route systems pay more) and the type of organization (e.g., governmental units pay more), these differences are not as significant. Further variations are co-dependent with the rural/urban nature of the service area and size of the system.

Overall, systems with higher wages have better benefits. However, benefits are most highly correlated with five other key variables:

- Urban/Rural. Small urban systems (\$5307) have better benefits than rural systems (\$5311).
- Type of Organization. Governmental units have better benefits.
- Size of System. Larger systems, in terms of the number of employees, operating costs and total number of vehicles, have better overall benefit levels (again, the total number of employees is the best variable describing system size).
- Type of Service. Systems operating fixed-route services have better benefits.
- Staff Characteristics. Systems have better benefits if they don't use volunteers, have unions, and have fewer part-time staff.

Guide to Compensation Decisions

This section examines the process of valuing and compensating employees in the transit industry. This examination specifically focuses on transit systems that operate in rural and small urban areas. The section begins with a discussion of how smaller transit systems establish and adjust compensation levels for new and existing employees. This is followed by an examination of job categories, responsibilities, and wage levels. Finally, instructions are provided on how to use the companion interactive computer tool, developed from current industry data, to conduct peer comparisons of compensation and benefit information for your system.

Setting or Adjusting Compensation Levels

Setting wage and salary levels requires an understanding of how your system values the duties and responsibilities of each position, as well as an understanding of prevailing wage levels in your area. In considering how to measure, compare, and make decisions regarding employee compensation, three key issues stand out:

- Be clear about what you consider as employee compensation. The *definition* of employee compensation in Section 1 can be used as a guide, but remember that compensation is a function of many components and not simply tied to wages or even monetary benefits. Compensation is a package that has both financial and non-financial value to your employees. Often the factors that attract and keep employees at your agency cannot be quantified. (This is addressed more in Section 4.)
- The many goals and expectations set for transit systems today result in compensation practices contradictory to overall system goals. For example, use of part-time employees (without minimal benefits and with part-day shifts) can minimize operating costs, but reduce quality of service if staff turnover is high. Similarly, low wages and poor benefits can keep operating costs down in the short term, but can increase the cost of recruiting, hiring, and training new employees if drivers and other staff leave for jobs with better compensation.
- State or local labor requirements can directly affect compensation practices. Both state and local labor laws restrict what employers can and cannot do to improve compensation practices. Additionally, in some operating frameworks (e.g., county-operated systems), some transit systems may have only limited latitude about compensation policies.

When a transit system is ready to determine or adjust a compensation level, it is vital that the system have a firm understanding of the factors to be considered. Factors affecting compensation packages include market wages and conditions, employment status, service type, system or corporate policy, minimum requirements and job qualifications, collective bargaining agreements, program budget, and location. (The most common factors affecting compensation and wages were identified and explored in Section 2.)

Setting Wages and Benefits

Several methods typically are used to establish wages and benefits for rural and small urban transit system employees. Most systems use a combination of these methods when developing their compensation packages:

- Internal equity, which ensures that jobs within your organization are comparably valued for the level of skill and responsibility;
- Market pricing, which ensures that your compensation levels are competitive outside of the organization but within your labor market; and
- Peer analysis, which reviews the compensation levels at your organization relative to other similar organizations within your region or nationally.

When evaluating market conditions, some transit systems conduct informal studies of primarily peer and local organizations, while others engage consulting firms to conduct more formal studies. The extent to which you need a formal study may depend on whether (1) you are part of county or city government (governments periodically conduct such studies), and/or (2) your employees are unionized.

Once you have established market conditions and market rates for similar jobs in your area, specific methods typically are used to set the exact salaries and benefits for your staff.

- Set by County Commissioners/Board of Directors. Most governmental agencies and some multi-function nonprofit agencies have established grade and/or step systems to benchmark comparable positions.
- Set by Negotiation with Union. For rural and small urban transit systems that have employees represented by unions, wages and benefits are largely set through a negotiation process with union representatives and agency management.
- Set by Contractor. In situations where a private contractor provides service for a local system, the contractor typically sets the wages and benefits and may or may not share this information with the transit system, depending on the contractual requirements.

Final determination and approval of wage and compensation packages in transit is a function of a governing body, which can be Boards of Commissioners/Directors, union delegates, and/or contractor management. The most common method cited by rural and small urban transit systems was that the final salary and benefit packages were set by governing boards, either County Commissioners/City Council members (in the case of governmental entities) or by Board of Directors members (in the case of nonprofit agencies).

Adjusting Wage Levels—Raises

Part of a compensation package includes increases in base wage levels. Often a wage scale is determined and set at the same time as the overall compensation package. Wage scales offer progression at pre-determined intervals and may be specified amounts or specified percentages of the base wage. Increases may include Cost-of-Living Adjustments or Allowances (COLAs), merit increases based on performance or longevity, or some combination thereof. The financial health of the organization appears to be a significant factor in providing COLAs and/or performance/merit increases. Other significant factors include the local labor market (i.e., the need to remain competitive), collective bargaining agreements, and individual employee performance.

COLAs Set by Governmental Entity or Union—Across the Board

COLAs are set by either the County Commissioners/City Council members (in the case of governmental entities) or by Board of Directors members (in the case of nonprofit agencies). In union environments, COLAs are negotiated for the life of the labor contract (typically 3 years).

Annual Review and Corresponding Increase for Satisfactory Performance

Some transit systems have an annual performance review process, typically conducted during the budget development process. With satisfactory or better performance reviews, raises are given to correspond with the new budget year. The amounts of the raises are typically governed by the salary ranges set for the job classifications.

Often the City or County sets an overall average wage increase (e.g., 3%) and raises are then based on performance, keeping the average of the increases to 3 percent. For example, an employee would get a 5% raise for superior performance, or a 4% raise for excellent performance, or a 3% raise for satisfactory performance.

Periodic Step Increases with Satisfactory Performance Review

Other transit systems use a step system in place of an annual process. Such a system allows employees to be eligible for step increases every 2 to 3 years, depending on the steps and, generally, a satisfactory performance evaluation from the employee's supervisor is necessary to be considered for a step increase.

Bonuses for Satisfactory or Better Reviews

Other transit systems use a performance evaluation system that offers bonuses for satisfactory ratings (e.g., using a scale of 1 to 5, if an employee scores a 3.5 on his/her performance review, he/she is eligible for the base amount of the bonus). The amount of bonus to be distributed is established by the governing board.

Raises for Improving Skills

Transit systems will often give staff pay raises for improving skills or certifications. For example, diesel mechanics might be eligible to receive an increase in wage rate for each ASE certification or drivers may get a wage rate increase if they have no accidents or incidents during the quarter.

Defining Consistent Job Categories

Assessing your employee's salary/wage levels would be fairly straightforward were it not so important to categorize the job functions/duties of employees into similar or "benchmarked" job categories. Without a consistent definition of the jobs, accurate data on their compensation levels cannot be collected and assessed in a consistent and reliable manner. It is important to compare the compensation packages accounting for different job requirements, skills, level of training, and complexity. What you call an "Administrative Assistant" may be someone else's "Clerk."

The project collected compensation data and developed guidelines for job categories that are benchmarked for consistency with regard to staff functions/duties, required skills, and level of responsibility. This section includes descriptions of job categories and responsibilities that were used to collect the 2006-2007 wage data in the survey during this research. These benchmark job descriptions outline the various functions (e.g., management, administration, operation, and maintenance) and responsibilities for all transit personnel and define jobs by category for these functions.

One specific issue was how to capture compensation data on an employee who has multiple jobs—should we try to record compensation rates for that individual in more than one job category, perhaps based on the percentage of their time spent on each function? The questionnaire was modified; wage and benefit information for persons who have multiple responsibilities (e.g., driver and clerk) would be provided under the job title that is their predominant responsibility. Because the

primary goal was to obtain information on staff compensation (not manpower/staffing levels), it appears that whether the person fills multiple job functions is not as important as what they are paid for the job that is their primary responsibility.

Background

Benchmarking is the matching of an organization’s internal job to an external job of similar content. Benchmarking requires the organization to identify the skills needed for the job (educational and/or technical requirements), the hazard exposure, and the management level (3). It is also important to assign the market value of a particular position based on the job itself and not the person filling the job.

Once jobs have been benchmarked, compensation can be determined by comparing similar positions in other industries and locations. Thus comparison is the basic process used to help determine compensation levels for organizations (2). Some organizations hire consultants to perform benchmarking studies, while others develop this information internally.

Salary.com offers the following tips for employers to consider during this comparison process:

- Use salary surveys that are applicable to the positions (e.g., the correct job, the same geographic area, and similar company size).
- Select job descriptors based on content and not just the job title.
- Select the proper match—the job descriptor should be at least 70% of what the job entails for it to be considered a benchmark job.
- When using salary surveys, review the level guide. Surveys use a number of methods to describe and represent the various levels for different jobs.
- Involve employees in the process.

The BLS uses a process termed “leveling” to determine the work level of the occupations listed in its National Compensation Survey (NCS) (4). This process has classified selected jobs into occupations based on job duties and responsibilities. In the leveling process occupations are matched to levels within each of four factors:

- Knowledge, which covers the knowledge base, training, and skill areas required for the job;
- Job controls and complexity, which covers the amount and type of directions received, the complexity of the work, and the nature of the work within a job;
- Contacts, which covers the nature and purpose of the contacts within a job, but outside the supervisory chain. Contacts may include email, phone, radio, and face-to-face; and
- Physical environment, which covers the nature of the risk and the amount of physical demands with the job.

Each of these factors consists of several levels, each with an associated description and assigned points. The point total determines the overall work level and the BLS publishes data on 15 levels. Several transit industry jobs are represented within the NCS, and relevant BLS data were provided in Section 2 to help explain regional wage differences.

AASHTO conducts an annual salary survey of state transportation departments. The survey results provide the salary ranges, the number of staff in each position, and the weighted average salaries for a number of job titles within the departments for 43 states. The AASHTO salary survey uses a straightforward approach that asks the respondents to match their job descriptions with benchmark descriptions and job classifications and then provide the salary ranges, omitting incentive and longevity pay.

As described in Section 2, APTA and many large transit systems also conduct periodic salary surveys in order to properly benchmark their positions and compensation levels (5). Myriad

human resources data analysis companies conduct salary surveys for companies using web-based survey instruments. For all types of organizations, the development of accurate job descriptions is seen as critical to the benchmarking process (6).

Job Categories, Responsibilities, and Compensation

Unique organizational arrangements are found in the rural and small urban public transportation industry. Although system types and sizes vary, some core job categories are common. Table 3-1 provides job titles for the most commonly found positions in the industry. These positions were identified through industry research, committee input, and stakeholder input. The following pages provide brief job descriptions, skills/experience levels, and data on wages from the survey.

Not all transit systems have all of the positions listed in Table 3-1. The functions described in the positions must still be accomplished; however, these systems are typically understaffed and the duties of one job may be spread throughout existing staff. For example, in many small transit systems, the Transit Director may also function as a Planner, Safety/Training Manager, and Marketing Manager. Additionally, many of the smaller systems outsource parts of the program, particularly maintenance and accounting.

The full list of potential job categories is provided to accommodate the complete spectrum of transit system types that exist in the industry. Those who responded to the survey were asked to identify their current staff according to the benchmark positions identified in previous research. For this purpose, respondents were instructed to set aside job titles and categorize positions by typical function. The distribution of duties and the various nomenclatures among transit systems was hopefully captured in this effort.

Table 3-1. Job categories.

ADMINISTRATION	Page Number
Transit Director	36
Administrative Assistant	37
Transit Planner	38
Finance Clerk/Bookkeeper	38
Marketing Specialist	39
Computer Operations Analyst	40
Safety and Training Manager	41
Rideshare Coordinator	42
Trainer	43
OPERATIONS	
Administrative/Clerical Support	44
Operations Supervisor	45
Street Supervisor	46
Scheduler/Call Taker	47
Dispatcher	48
Fleet Maintenance Manager	50
Maintenance Clerk	51
Mechanic	51
Mechanic Assistant	52
Maintenance Utility Worker	53
Bus Driver/Commercial Drivers License	54
Bus Driver/No CDL Required	55
Passenger Aide/Attendant	56
Customer Service Agent	57

TRANSIT DIRECTOR**Alternate Titles:** Executive Director, Transit Administrator, General Manager

Job Description: Plans, directs, coordinates, and evaluates the activities of the transit system. Develops and administers the system budget, negotiates and secures funding from local contributing organizations, prepares grants, directs the purchase of capital equipment, and ensures the proper and efficient use of funds. Provides information, alternatives, and recommendations regarding policy and service issues to the Transit Board and implements Board decisions.

Education: Four-year degree in Business, Accounting, or Transportation.

Common Qualifications/Skill Requirements

- Significant experience in organization and administrative management. Previous experience in budget development, grant and proposal writing and administration, risk management, human resources, and transit operations.
- Significant previous experience in management, supervision, and project management.
- Experience creating budgets; familiarity with government accounting systems.
- Familiarity with transportation service delivery and planning.
- Human resources experience.

Typical Duties

- Manage financial activities to support transit operations, quality, productivity, and goal attainment.
- Provide fiscal and management control, including budget development and administration.
- Manage transit system procurements, cash, and investments.
- Develop policies and procedures in support of operations and administration.

Transit Director Annual Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$41,500	\$87,899	\$58,621	17	No Urban Area Served	\$14,000	\$82,500	\$42,123	112
Middle Atlantic	\$47,740	\$105,000	\$69,698	10	Service Area Includes Urban	\$14,560	\$105,000	\$54,815	105
East North Central	\$21,000	\$82,500	\$44,390	42	Funding Source				
West North Central	\$14,560	\$76,960	\$36,684	45	S.5311 Non-Urban Only	\$14,000	\$96,500	\$43,175	149
South Atlantic	\$22,704	\$100,805	\$50,960	37	S.5307 Small Urban Only	\$31,500	\$100,805	\$58,242	29
East South Central	\$40,000	\$73,626	\$52,186	5	Both Non-Urban & Small Urban	\$24,960	\$101,920	\$62,278	24
West South Central	\$14,000	\$75,542	\$44,384	30	Type of Organization				
Mountain	\$24,731	\$90,025	\$48,572	20	Transit Authority	\$22,505	\$101,920	\$55,420	38
Pacific	\$55,000	\$101,920	\$76,507	10	County Department	\$14,000	\$105,000	\$46,585	33
Number of Employees					City Department	\$18,720	\$85,000	\$52,793	39
1-9 Employees	\$14,000	\$71,000	\$34,068	41	Private Non Profit - Transp Only	\$21,000	\$90,025	\$46,568	35
10-24 Employees	\$15,150	\$87,899	\$41,847	78	Private Non Profit - Multipurpose	\$15,150	\$95,000	\$41,162	57
25-49 Employees	\$22,505	\$87,360	\$53,374	51	Private for Profit	\$60,000	\$60,000	\$60,000	1
50-99 Employees	\$27,505	\$105,000	\$64,861	37	Other	\$42,000	\$96,500	\$55,968	10
100+ Employees	\$45,000	\$100,805	\$74,180	9	Union				
Union					OVERALL				
No Union	\$14,000	\$96,500	\$44,805	175		\$14,000	\$105,000	\$48,264	217
Union	\$27,505	\$105,000	\$62,674	42					

- Ensure compliance with applicable local, state, and federal regulations.
- Manage and supervise multiple projects concurrently.
- Oversee human resource efforts and provide supervision and leadership.
- Represent transit system to community and political constituents.

ADMINISTRATIVE ASSISTANT

Alternate Titles: Office Manager, Assistant to the Director

Job Description: Provides general administrative support for the director; performs a variety of administrative tasks.

Education: High school diploma or equivalent.

Common Qualifications/Skill Requirements

- Ability to communicate effectively in both the written and spoken form. Strong organizational skills.
- Stable work history with 5 years of administrative experience.
- Proficient writing, typing, and office skills.
- Strong knowledge of Microsoft Office software.
- Ability to interact professionally with internal and external clients.

Typical Duties

- Screen phone calls, visitors, and all incoming correspondence.
- Format and compose letters, reports, and memos.
- Respond to requests for information.
- Coordinate travel.
- Keep an organized collection of scheduled appointments.
- Arrange conferences and meetings.

Administrative Assistant Annual Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$20,800	\$41,873	\$29,638	10	No Urban Area Served	\$14,560	\$65,000	\$28,616	43
Middle Atlantic	\$20,000	\$36,015	\$25,209	9	Service Area Includes Urban	\$12,168	\$63,843	\$35,065	59
East North Central	\$14,560	\$55,000	\$26,644	18	Funding Source				
West North Central	\$17,680	\$41,600	\$27,190	19	S.5311 Non-Urban Only	\$12,168	\$65,000	\$28,826	65
South Atlantic	\$12,168	\$52,000	\$29,354	26	S.5307 Small Urban Only	\$24,000	\$63,843	\$38,951	16
East South Central	\$19,000	\$34,028	\$27,632	4	Both Non-Urban & Small Urban	\$25,116	\$60,000	\$41,577	12
West South Central	\$17,448	\$52,210	\$26,981	17	Type of Organization				
Mountain	\$12,324	\$40,560	\$28,788	14	Transit Authority	\$12,168	\$65,000	\$35,985	23
Pacific	\$29,000	\$51,500	\$36,978	7	County Department	\$18,720	\$55,754	\$34,493	19
Number of Employees					City Department	\$14,560	\$63,843	\$33,171	16
1-9 Employees	\$12,480	\$27,352	\$21,438	7	Private Non Profit - Transp Only	\$21,735	\$50,808	\$32,843	14
10-24 Employees	\$16,640	\$50,908	\$28,926	33	Private Non Profit - Multipurpose	\$12,480	\$50,908	\$24,199	18
25-49 Employees	\$12,168	\$63,843	\$32,356	32	Private for Profit	\$24,960	\$39,000	\$31,980	2
50-99 Employees	\$14,560	\$65,000	\$36,728	22	Other (Universities, etc)	\$32,000	\$35,360	\$34,340	4
100+ Employees	\$28,830	\$55,754	\$43,916	8	OVERALL				
Union						\$12,168	\$55,000	\$28,337	124
No Union	\$12,168	\$65,000	\$30,600	72					
Union	\$22,272	\$60,000	\$38,540	30					

TRANSIT PLANNER

Job Description: Participates in policy development and implementation of service enhancement projects by conducting transit planning and service delivery studies that include identifying issues; collecting, analyzing, and reporting data; and preparing and presenting oral and written reports.

Education: Four-year degree in Transit Planning or equivalent plus experience.

Common Qualifications/Skill Requirements

- Previous project management experience.
- Five years of transit planning/operations experience.

Typical Duties

- Conduct analysis of local transit services.
- Identify opportunities for new services and service changes.
- Prepare planning documents for public and governmental review.
- Conduct community outreach forums for discussion of transit issues.

Transit Planner Annual Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$20,800	\$47,722	\$34,261	2	No Urban Area Served	\$16,000	\$44,190	\$27,893	8
Middle Atlantic	\$22,880	\$83,500	\$48,950	3	Service Area Includes Urban	\$14,830	\$83,500	\$39,822	18
East North Central	\$23,920	\$55,000	\$36,640	3	Funding Source				
West North Central	\$23,000	\$30,000	\$26,500	2	S.5311 Non-Urban Only	\$14,830	\$83,500	\$28,366	13
South Atlantic	\$43,649	\$71,349	\$52,949	3	S.5307 Small Urban Only	\$20,800	\$71,349	\$45,020	6
East South Central	\$43,897	\$48,804	\$46,350	2	Both Non-Urban & Small Urban	\$20,800	\$50,178	\$33,693	6
West South Central	\$14,830	\$37,876	\$24,331	7	Type of Organization				
Mountain	\$16,296	\$29,120	\$22,708	2	Transit Authority	\$20,800	\$50,178	\$33,604	6
Pacific	\$44,190	\$50,178	\$47,184	2	County Department	\$16,296	\$71,349	\$36,682	5
Number of Employees					City Department	\$37,876	\$48,804	\$43,340	2
1-9 Employees	\$14,830	\$23,000	\$17,769	5	Private Non Profit - Transp Only	\$30,000	\$55,000	\$44,240	3
10-24 Employees	\$15,600	\$29,120	\$22,880	3	Private Non Profit - Multipurpose	\$14,830	\$83,500	\$32,539	8
25-49 Employees	\$30,000	\$55,000	\$38,073	4	Other (Universities, etc)	\$31,000	\$22,140	\$37,595	2
50-99 Employees	\$20,800	\$83,500	\$41,839	9	Union				
100+ Employees	\$40,471	\$71,349	\$50,723	5	No Union	\$14,830	\$83,500	\$34,704	18
Union					OVERALL	\$14,830	\$83,500	\$36,151	26
No Union	\$14,830	\$83,500	\$34,704	18	Union	\$20,800	\$71,349	\$39,410	8

FINANCE CLERK/BOOKKEEPER

Alternative Titles: Transit Clerk, Finance Clerk, Payroll Clerk, Accounting Clerk/Assistant

Job Description: Performs routine bookkeeping functions such as entering data, posting financial information, updating account balances, and maintaining financial records. Counts, records, and deposits fare revenue.

Education: High school diploma or equivalent, some college or accounting experience preferred.

Common Qualifications/Skill Requirements

- Previous payroll processing or accounting background preferred.
- Accounting basics.
- Payroll and data entry processing.
- Proficient with Microsoft Office package including word processing and spreadsheets.
- Knowledge of generally accepted accounting principles.
- Ability to work in a fast-paced multi-tasking environment.
- Ability to read, write, and speak English.
- Ability to communicate effectively on all levels.

Typical Duties

- Process payroll for all employees, including garnishments, taxes, and relevant fare deductions on bi-weekly basis to ensure that all employees are paid accurately for their working hours.
- Complete daily and weekly reports for Operations/General Manager review to ensure that hours and payroll are within budgeted amounts for service provided.
- Maintain accurate fare accounting records and relevant payroll deductions for affected employees.
- Update and maintain vendor and supplier files.
- Ensure ample stores of necessary items, including office supplies and computer equipment.

Finance Clerk/Bookkeeper Annual Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$26,000	\$45,000	\$31,913	10	No Urban Area Served	\$12,168	\$62,400	\$26,716	41
Middle Atlantic	\$24,025	\$49,920	\$34,875	9	Service Area Includes Urban	\$12,168	\$66,560	\$32,743	49
East North Central	\$12,168	\$62,400	\$30,872	17	Funding Source				
West North Central	\$12,168	\$37,440	\$26,838	9	S.5311 Non-Urban Only	\$12,168	\$66,560	\$28,494	56
South Atlantic	\$16,431	\$41,600	\$28,412	14	S.5307 Small Urban Only	\$24,000	\$57,980	\$33,405	15
East South Central	\$21,842	\$38,453	\$29,073	4	Both Non-Urban & Small Urban	\$24,000	\$47,500	\$32,335	13
West South Central	\$12,168	\$47,424	\$24,084	15	Type of Organization				
Mountain	\$18,720	\$39,000	\$27,747	5	Transit Authority	\$24,025	\$49,920	\$34,236	19
Pacific	\$31,250	\$66,560	\$40,908	7	County Department	\$12,480	\$39,127	\$27,015	9
Number of Employees					City Department	\$22,000	\$57,980	\$36,345	9
1-9 Employees	\$12,480	\$37,000	\$24,514	10	Private Non Profit - Transp Only	\$16,058	\$45,000	\$30,156	17
10-24 Employees	\$12,168	\$62,400	\$27,065	25	Private Non Profit - Multipurpose	\$12,168	\$62,400	\$25,593	28
25-49 Employees	\$16,431	\$39,000	\$29,880	20	Private for Profit	\$25,000	\$25,000	\$25,000	1
50-99 Employees	\$12,168	\$66,560	\$34,333	24	Other	\$20,800	\$66,560	\$33,480	6
100+ Employees	\$21,842	\$46,800	\$32,401	11	Union				
Union					OVERALL				
No Union	\$12,168	\$66,560	\$28,294	66		\$12,168	\$66,560	\$29,998	90
Union	\$24,025	\$57,980	\$34,683	24					

MARKETING SPECIALIST

Job Description: Develops and supports marketing plans in order to maximize the services and programs of the transit agency. Designs and produces web-based marketing materials and print newsletters, flyers, and other materials. Researches, writes, and disseminates agency press releases, public service announcements, and feature stories. Cultivates and facilitates positive relationships with media and community groups.

Education: Four-year degree in Transit Planning, Operations, or Marketing.

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Common Qualifications/Skill Requirements

- Customer service experience.
- Familiarity with marketing concepts and transit fare programs.
- Working knowledge of presentation and graphics software packages.

Typical Duties

- Conduct public outreach in conjunction with planners and managers.
- Develop new marketing concepts to encourage transit ridership.

Marketing Specialist Annual Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$17,040	\$40,000	\$28,300	4	No Urban Area Served	\$17,040	\$43,680	\$29,150	4
Middle Atlantic	\$27,040	\$48,434	\$36,824	3	Service Area Includes Urban	\$20,800	\$57,980	\$39,374	15
East North Central	\$33,000	\$57,980	\$45,326	3	Funding Source				
West North Central	\$20,800	\$20,800	\$20,800	1	S.5311 Non-Urban Only	\$17,040	\$41,101	\$29,057	6
South Atlantic	\$39,743	\$5,400	\$46,871	2	S.5307 Small Urban Only	\$20,800	\$57,980	\$41,133	5
East South Central	\$38,453	\$38,453	\$38,453	1	Both Non-Urban & Small Urban	\$22,880	\$54,000	\$40,383	6
West South Central	\$22,880	\$41,101	\$31,990	2	Type of Organization				
Mountain	NA	NA	NA		Transit Authority	\$27,040	\$49,920	\$40,016	8
Pacific	\$36,993	\$49,920	\$43,530	3	County Department	\$35,000	\$35,000	\$35,000	1
Number of Employees					City Department	\$20,800	\$57,980	\$42,808	4
1-9 Employees	NA	NA	NA		Private Non Profit - Transp Only	\$22,880	\$33,280	\$28,080	2
10-24 Employees	\$22,880	\$41,101	\$31,990	2	Private Non Profit - Multipurpose	\$17,040	\$41,101	\$27,006	3
25-49 Employees	\$17,040	\$54,000	\$35,520	2	Private for Profit	NA	NA	NA	
50-99 Employees	\$20,800	\$57,980	\$37,971	11	Other	\$43,680	\$43,680	\$43,680	1
100+ Employees	\$22,880	\$49,920	\$38,628	4	OVERALL				
Union									
No Union	\$17,040	\$41,101	\$31,046	8		\$17,040	\$57,980	\$37,222	19
Union	\$20,800	\$57,980	\$41,713	11					

COMPUTER OPERATIONS ANALYST

Job Description: Provides personal computer and network systems support and security; maintains routine databases; troubleshoots and resolves malfunctions; and installs, configures, and tests applications, upgrades, and hardware.

Education: Two-year degree in Computer Sciences or similar technical background.

Common Qualifications/Skill Requirements

- Experience in hardware and software implementation and management.
- Experience with computer networks and database applications.

Typical Duties

- Maintain and update databases for scheduling programs.
- Provide training to staff on new programs/applications.

Computer Operations Analyst Annual Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	NA	NA	NA		No Urban Area Served	\$18,720	\$26,000	\$21,573	3
Middle Atlantic	\$20,000	\$40,471	\$31,490	3	Service Area Includes Urban	\$34,000	\$50,000	\$43,199	10
East North Central	NA	NA	NA		Funding Source				
West North Central	NA	NA	NA		S.5311 Non-Urban Only	\$20,000	\$34,000	\$26,667	3
South Atlantic	\$18,720	\$48,880	\$35,916	5	S.5307 Small Urban Only	\$39,980	\$39,980	\$39,980	1
East South Central	NA	NA	NA		Both Non-Urban & Small Urban	\$18,720	\$47,000	\$32,860	2
West South Central	NA	NA	NA		Type of Organization				
Mountain	\$47,000	\$50,000	\$48,500	2	Transit Authority	\$20,000	\$46,000	\$38,689	6
Pacific	\$40,000	\$44,720	\$41,888	3	County Department	\$18,720	\$39,980	\$29,350	2
Number of Employees					City Department	NA	NA	NA	
1-9 Employees	NA	NA	NA		Private Non Profit - Transp Only	\$47,000	\$47,000	\$47,000	1
10-24 Employees	\$18,720	\$26,000	\$22,360	2	Private Non Profit - Multipurpose	\$26,000	\$50,000	\$39,720	4
25-49 Employees	\$20,000	\$48,880	\$34,440	2	Private for Profit	NA	NA	NA	
50-99 Employees	\$34,000	\$50,000	\$42,188	5	Other	NA	NA	NA	
100+ Employees	\$39,980	\$47,000	\$43,042	4	OVERALL				
Union						\$18,720	\$50,000	\$38,209	13
No Union	\$18,720	\$48,880	\$34,720	5					
Union	\$20,000	\$50,000	\$40,489	8					

SAFETY AND TRAINING MANAGER

Job Description: Develops, coordinates, schedules, and conducts driver training programs. Ensures that drivers meet and comply with all federal, state, and local health and safety regulations including Commercial Drivers License (CDL) requirements and drug and alcohol testing and training. Responsible for accident investigation, accident review board activities, and retraining/refresher programs.

Education: High School Diploma or equivalent, certifications according to local contract requirements.

Common Qualifications/Skill Requirements

- Previous passenger transportation experience in current project or similar environment required.
- Previous training and supervisory experience preferred, but not required.
- Excellent safety and service record.
- Knowledge of local training program and local operations.
- Knowledge of project-specific vehicles, components, and data/communications systems.
- Knowledge of state and federal regulations and corporate safety programs and policies.
- Familiarity with Windows-based computer operating systems and Microsoft Office packages.

Typical Duties

- Manage new hire and veteran operator training programs to ensure that all operators receive the minimum initial training and that all employees receive required annual and ongoing training.
- Provide and/or manage classroom and behind-the-wheel instruction according to corporate and client specifications in all aspects of vehicle operation in the course of passenger trans-

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portation, including defensive driving; service area familiarization; passenger loading, unloading, and securement; proper manifest documentation; use of on-board equipment; accident and emergency procedures; dispatch and radio communications; and passenger sensitivity.

- Review all vehicular, passenger, and employee accidents/incidents for determination of cause and preventability. Identify potential trends to be addressed in future training efforts as well as ensuring that retraining and safety points are assessed according to company policy.

Safety and Training Manager Annual Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$39,520	\$40,200	\$39,860	2	No Urban Area Served	\$16,640	\$41,600	\$30,260	10
Middle Atlantic	\$40,000	\$47,840	\$44,485	4	Service Area Includes Urban	\$12,730	\$55,736	\$35,324	23
East North Central	\$21,840	\$55,736	\$33,831	5	Funding Source				
West North Central	\$36,400	\$37,224	\$36,811	2	S.5311 Non-Urban Only	\$12,730	\$47,840	\$28,864	15
South Atlantic	\$24,752	\$41,600	\$34,411	5	S.5307 Small Urban Only	\$19,760	\$55,736	\$36,438	9
East South Central	\$24,403	\$24,403	\$24,403	1	Both Non-Urban & Small Urban	\$35,220	\$41,600	\$37,922	5
West South Central	\$12,730	\$35,220	\$22,678	8	Type of Organization				
Mountain	\$32,750	\$53,040	\$41,513	3	Transit Authority	\$24,752	\$47,840	\$37,456	10
Pacific	\$35,360	\$39,322	\$37,394	3	County Department	\$40,000	\$44,000	\$41,866	3
Number of Employees					City Department	\$19,760	\$55,736	\$33,866	6
1-9 Employees	\$12,730	\$21,840	\$17,069	3	Private Non Profit - Transp Only	\$37,500	\$38,750	\$38,125	2
10-24 Employees	\$13,520	\$37,500	\$27,280	4	Private Non Profit - Multipurpose	\$12,730	\$41,600	\$24,448	9
25-49 Employees	\$19,760	\$41,600	\$31,822	6	Private for Profit	NA	NA	NA	
50-99 Employees	\$27,000	\$55,736	\$37,464	15	Other	\$27,000	\$35,360	\$31,180	2
100+ Employees	\$24,403	\$53,040	\$40,363	5	OVERALL				
Union						\$12,730	\$55,736	\$33,789	33
No Union	\$12,730	\$41,600	\$28,301	20					
Union	\$32,750	\$55,736	\$42,232	13					

RIDESHARE COORDINATOR

Job Description: Identifies, develops, and implements carpooling, vanpooling, and other shared-ride opportunities. Organizes and maintains database of potential riders. Matches ride requests with drivers. Introduces and markets ridesharing and other innovative programs. Maintains relationships with major employers, business centers, and other traffic generators.

Common Qualifications/Skill Requirements

- Previous transit management/operations experience.
- Familiarity with transit financing methods.
- Familiarity with transit ridesharing/carpooling programs.

Typical Duties

- Manage business-to-business marketing effort to improve and encourage ridesharing/carpooling.
- Conduct public outreach.

Rideshare Coordinator Annual Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$22,880	\$35,360	\$29,120	2	No Urban Area Served	\$28,565	\$35,360	\$31,962	2
Middle Atlantic	\$27,040	\$27,040	\$27,040	1	Service Area Includes Urban	\$19,452	\$55,736	\$28,479	8
East North Central	\$55,736	\$55,736	\$55,736	1	Funding Source				
West North Central	\$26,520	\$26,520	\$26,520	1	S.5311 Non-Urban Only	\$22,880	\$35,360	\$27,207	6
South Atlantic	\$29,120	\$29,120	\$29,120	1	S.5307 Small Urban Only	\$24,211	\$55,736	\$36,356	3
East South Central	\$28,565	\$28,565	\$28,565	1	Both Non-Urban & Small Urban	\$19,452	\$19,452	\$19,452	1
West South Central	\$19,452	\$19,452	\$19,452	1	Type of Organization				
Mountain	\$22,880	\$24,211	\$23,545	2	Transit Authority	\$19,452	\$19,120	\$25,204	3
Pacific	NA	NA	NA		County Department	NA	NA	NA	
Number of Employees					City Department	\$24,211	\$55,736	\$39,973	2
1-9 Employees	\$22,880	\$22,880	\$22,880	1	Private Non Profit - Transp Only	\$22,880	\$35,360	\$28,253	3
10-24 Employees	\$19,452	\$19,452	\$19,452	1	Private Non Profit - Multipurpose	\$22,880	\$28,565	\$25,722	2
25-49 Employees	\$26,520	\$35,360	\$30,940	2	Private for Profit	NA	NA	NA	
50-99 Employees	\$24,211	\$55,736	\$34,036	4	Other	NA	NA	NA	
100+ Employees	\$22,880	\$28,565	\$25,722	2	Union				
Union					OVERALL				
No Union	\$19,452	\$35,360	\$26,396	7		\$19,452	\$55,736	\$29,176	10
Union	\$24,211	\$55,736	\$35,662	3					

TRAINER

Job Description: Works under the direction of the Safety/Training Manager to train drivers.

Education: High school diploma or equivalent.

Common Qualifications/Skill Requirements

- Previous passenger transportation experience in current project or similar environment required.
- Previous training experience preferred, but not required.
- Excellent safety and service record.
- Knowledge of local training program and local operations.
- Familiarization with service area.
- Knowledge of project-specific vehicles, components, and data/communications systems.
- Excellent customer service skills.
- Ability to read, write, and speak English.
- Ability to communicate effectively and work with all departments.

Typical Duties

- Assist in initial screening of new hire candidates to ensure that client and corporate qualifications are met and that training efforts meet the staffing needs of the project.
- Provide classroom instruction according to corporate and client specifications in all aspects of vehicle operation in the course of passenger transportation, including defensive driving; service area familiarization; passenger loading, unloading and securement; proper manifest documentation; use of on-board equipment; accident and emergency procedures; dispatch and radio communications; and passenger sensitivity.

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- Provide monthly or annual ongoing/refresher training in topics relevant to the service and service area and in a timely manner.

Trainer Annual Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	NA	NA	NA		No Urban Area Served	\$15,816	\$35,360	\$26,072	3
Middle Atlantic	\$27,000	\$34,500	\$30,750	2	Service Area Includes Urban	\$17,181	\$54,000	\$31,698	15
East North Central	\$27,040	\$27,040	\$27,040	1	Funding Source				
West North Central	\$31,200	\$31,200	\$31,200	1	S.5311 Non-Urban Only	\$15,816	\$34,500	\$25,876	9
South Atlantic	\$17,181	\$54,000	\$31,977	3	S.5307 Small Urban Only	\$28,663	\$39,884	\$33,249	3
East South Central	NA	NA	NA		Both Non-Urban&Small Urban	\$31,200	\$54,000	\$40,187	3
West South Central	\$15,816	\$39,884	\$27,434	5	Type of Organization				
Mountain	\$32,708	\$38,750	\$35,402	3	Transit Authority	\$24,752	\$24,752	\$24,752	1
Pacific	\$29,120	\$35,360	\$31,546	3	County Department	\$27,000	\$27,000	\$27,000	1
Number of Employees					City Department	\$27,040	\$54,000	\$34,659	7
1-9 Employees	\$29,120			1	Private Non Profit - Transp Only	\$31,200	\$38,750	\$34,975	2
10-24 Employees	\$21,611			1	Private Non Profit - Multipurpose	\$15,816	\$34,750	\$24,771	5
25-49 Employees	\$17,181	\$54,000	\$32,160	4	Private for Profit	NA	NA	NA	
50-99 Employees	\$15,816	\$39,884	\$30,437	10	Other	\$30,160	\$35,360	\$32,760	2
100+ Employees	\$31,200	\$38,750	\$34,975	2	OVERALL				
Union						\$15,816	\$54,000	\$30,760	18
No Union	\$15,816	\$39,884	\$27,592	11					
Union	\$27,000	\$54,000	\$35,740	7					

ADMINISTRATIVE/CLERICAL SUPPORT

Alternative Title(s): Clerk

Job Description: Performs routine clerical functions.**Education:** High school diploma or equivalent.**Common Qualifications/Skill Requirements**

- Strong customer service background.
- Strong organizational skills.
- Ability to speak, read, and write English.
- Proficiency in Microsoft Office.

Typical Duties

- Use a personal computer.
- Maintain computer and paper records.

Administrative/Clerical Support Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$7.45	\$15.95	\$11.89	10	No Urban Area Served	\$6.44	\$15.36	\$9.83	33
Middle Atlantic	\$8.00	\$16.59	\$12.53	7	Service Area Includes Urban	\$6.12	\$19.45	\$12.09	51
East North Central	\$7.75	\$16.59	\$10.72	13	Funding Source				
West North Central	\$6.44	\$10.18	\$8.26	3	S.5311 Non-Urban Only	\$6.12	\$15.36	\$9.91	41
South Atlantic	\$8.41	\$15.87	\$11.05	13	S.5307 Small Urban Only	\$6.44	\$15.95	\$12.32	21
East South Central	\$9.13	\$12.81	\$10.79	3	Both Non-Urban & Small Urban	\$8.25	\$16.59	\$11.72	16
West South Central	\$6.12	\$14.42	\$10.52	21	Type of Organization				
Mountain	\$8.63	\$19.45	\$11.74	9	Transit Authority	\$8.00	\$17.43	\$11.88	21
Pacific	\$10.95	\$17.43	\$13.49	5	County Department	\$8.26	\$16.59	\$12.56	9
Number of Employees					City Department	\$6.44	\$15.87	\$11.71	13
1-9 Employees	\$6.12	\$13.38	\$9.64	5	Private Non Profit - Transp Only	\$8.17	\$15.36	\$11.40	11
10-24 Employees	\$6.44	\$14.00	\$9.31	25	Private Non Profit - Multipurpose	\$6.12	\$13.25	\$9.54	23
25-49 Employees	\$8.57	\$15.87	\$11.78	20	Private for Profit	NA	NA	NA	
50-99 Employees	\$8.17	\$16.59	\$11.95	23	Other	\$8.17	\$12.50	\$10.54	3
100+ Employees	\$9.81	\$19.45	\$13.60	11	OVERALL				
Union						\$6.12	\$19.45	\$11.20	84
No Union	\$6.12	\$15.36	\$10.06	54					
Union	\$8.41	\$19.45	\$13.26	30					

OPERATIONS SUPERVISOR

Job Description: Performs various duties relating to the supervision of transit operations including personnel, marketing, planning, safety, and scheduling. Oversees the drivers and dispatchers. May drive or dispatch as needed.

Education: High school diploma or equivalent, preferred higher education in Business and Management arena.

Common Qualifications/Skill Requirements

- Previous supervisory experience required, preferably in transportation operations.
- Previous customer service experience preferred, but not necessary.
- Experience in developing and managing customer service initiatives preferred.
- Substantial experience in the operation phases of a transit organization.
- Ability to recruit and develop staff to deliver reliable service product.
- Must work effectively with fellow employees and have strong leadership characteristics.
- Must have good time management skills and ability to manage multiple tasks concurrently.
- Flexible hours, including long days and weekends, required.
- Must have a working vehicle to travel within service area.
- Strong customer service skills.
- Knowledge of Windows-based computer operating systems and functional knowledge of word processing, spreadsheet, and presentation software.
- Knowledge of service area and system parameters.
- Strong organizational skills in filing and file maintenance.
- Ability to read, write, and speak English.

Typical Duties

- Maintain or manage attendance records for vehicle operators and back-up drivers; ensure that the attendance policy is enforced and monitored daily.
- Develop staff and operator schedules fairly, in consideration of seniority, according to client demands/requirements and adhering to budget.
- Responsible for positive employee morale and quality customer service.
- Prepare, verify, and review staff schedules and work records for payroll purposes.
- Assign work duties to qualified employees to ensure adequate coverage of all supervisory shifts and assigned routes.
- Ensure that individual customer/passenger concerns are responded to in a manner that includes investigation and follow-up as concerns apply to specific employees.
- Assist in recruiting, selecting, and training new operator and staff employees.
- Conduct performance reviews for all operations staff at least annually; monitor vehicle operator performance by spot-checking routes and times of various routes.

Operations Supervisor Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$11.78	\$26.92	\$17.93	13	No Urban Area Served	\$8.65	\$25.00	\$15.26	49
Middle Atlantic	\$18.03	\$28.13	\$22.92	7	Service Area Includes Urban	\$7.25	\$32.81	\$19.32	74
East North Central	\$7.25	\$32.81	\$17.60	23	Funding Source				
West North Central	\$9.45	\$19.37	\$15.27	11	S.5311 Non-Urban Only	\$7.25	\$28.85	\$9.91	41
South Atlantic	\$8.65	\$28.85	\$17.95	23	S.5307 Small Urban Only	\$11.50	\$32.81	\$20.28	24
East South Central	\$12.98	\$18.49	\$16.26	3	Both Non-Urban & Small Urban	\$12.40	\$28.43	\$20.27	18
West South Central	\$7.65	\$23.07	\$15.04	22	Type of Organization				
Mountain	\$2.00	\$32.45	\$19.19	14	Transit Authority	\$9.00	\$28.43	\$18.33	25
Pacific	\$16.09	\$28.43	\$21.34	7	County Department	\$8.65	\$28.12	\$18.81	14
Number of Employees					City Department	\$8.50	\$32.81	\$19.59	28
1-9 Employees	\$7.65	\$20.54	\$13.17	10	Private Non Profit - Transp Only	\$9.45	\$32.45	\$16.70	16
10-24 Employees	\$7.25	\$27.76	\$15.36	39	Private Non Profit - Multipurpose	\$7.25	\$28.13	\$15.16	28
25-49 Employees	\$10.42	\$28.13	\$17.80	32	Private for Profit	\$28.85	\$28.85	\$28.85	1
50-99 Employees	\$11.83	\$32.81	\$20.55	33	Other	\$16.35	\$20.00	\$17.64	7
100+ Employees	\$14.01	\$32.45	\$22.52	9	Union				
Union					OVERALL				
No Union	\$7.25	\$28.85	\$16.31	88		\$7.25	\$32.81	\$17.70	123
Union	\$14.01	\$32.81	\$21.20	35					

STREET SUPERVISOR

Job Description: Oversees the drivers while they are in service. Serves as a front-line supervisor. May drive or dispatch as needed.

Education: High school diploma or equivalent, certifications according to local contract requirements.

Common Qualifications/Skill Requirements

- Previous passenger transportation experience in current project or similar environment required.
- Previous training and/or field supervision experience preferred, but not required.

- Excellent safety and service record.
- Knowledge of local training program and local operations.
- Familiarity with service area.
- Knowledge of client and service performance requirements.
- Ability to manage emergency situations.
- Knowledge of project-specific vehicles, components, and data/communications systems.
- Knowledge of state and federal regulations and corporate safety programs and policies.

Typical Duties

- Conduct site checks and road observations according to client and local policy. Document findings accordingly and provide necessary reports to project staff.
- Monitor street operations for on-time performance and schedule and route adherence.
- Accompany operators to medical facilities as required after accident or injury; ensure proper administration of post-accident drug and alcohol testing.
- Identify potential rerouting required as a result of traffic, construction, or accident situations.
- Assist operators with service or passenger problems.

Street Supervisor Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$16.64	\$19.64	\$18.14	2	No Urban Area Served	\$11.70	\$19.64	\$14.60	6
Middle Atlantic	\$13.87	\$15.97	\$14.75	3	Service Area Includes Urban	\$10.29	\$26.80	\$16.91	26
East North Central	\$12.75	\$26.80	\$17.46	4	Funding Source				
West North Central	\$12.25	\$15.45	\$13.85	2	S.5311 Non-Urban Only	\$11.90	\$19.64	\$14.57	11
South Atlantic	\$11.90	\$21.15	\$16.16	6	S.5307 Small Urban Only	\$13.93	\$26.80	\$18.13	10
East South Central	\$16.36	\$16.36	\$16.36	1	Both Non-Urban & Small Urban	\$10.29	\$21.15	\$16.96	6
West South Central	\$10.29	\$25.07	\$16.11	6	Type of Organization				
Mountain	\$12.50	\$22.50	\$17.24	7	Transit Authority	\$11.90	\$19.04	\$15.76	10
Pacific	\$18.50	\$18.50	\$18.50	1	County Department	\$13.30	\$20.84	\$16.00	3
Number of Employees					City Department	\$13.00	\$26.80	\$18.35	10
1-9 Employees	\$19.64	\$19.64	\$19.64	1	Private Non Profit - Transp Only	\$10.29	\$18.63	\$13.81	3
10-24 Employees	\$12.50	\$12.75	\$12.63	2	Private Non Profit - Multipurpose	\$15.00	\$19.64	\$16.75	3
25-49 Employees	\$11.70	\$25.07	\$16.52	10	Private for Profit	NA	NA	NA	
50-99 Employees	\$13.00	\$26.80	\$16.69	14	Other	\$12.25	\$12.25	\$12.25	1
100+ Employees	\$10.29	\$22.50	\$16.69	5	OVERALL				
Union						\$10.29	\$26.80	\$16.48	32
No Union	\$10.29	\$25.07	\$15.17	17					
Union	\$13.87	\$26.80	\$17.96	15					

SCHEDULER/CALL TAKER

Job Description: Plans, schedules, oversees, and keeps records for demand-response transit services. Administers Americans with Disabilities Act (ADA)-related transit requests; takes calls from customers and schedules ride appointments and requests for return trips; and assigns drivers according to trip manifests.

Education: High school diploma or equivalent.

Common Qualifications/Skill Requirements

- Previous data entry, dispatch, customer service, supervisory, and/or operating experience desired, but not required.
- Strong customer service skills.
- Data entry experience and general knowledge of Windows-based computer operating system and Microsoft Office package.
- Knowledge of service area.
- Ability to read, write, and speak English clearly—basic knowledge of Spanish may be required, depending on contract location and requirements.
- Able to use multi-line phone system and handle multiple tasks concurrently.
- Ability to supervise.

Typical Duties

- Answer passenger calls, collecting all necessary trip information for the permissible time period.
- Complete data entry of passenger file information and, for specific trip requests, negotiate requested times where necessary or appropriate.
- Maintain up-to-date passenger records in customer database, making all necessary changes in status, client contact information, fare/rider type, or other important field entries.

Scheduler/Call Taker Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$10.66	\$12.21	\$11.40	4	No Urban Area Served	\$6.78	\$20.43	\$10.86	21
Middle Atlantic	\$10.99	\$17.55	\$15.12	3	Service Area Includes Urban	\$5.85	\$24.93	\$11.96	41
East North Central	\$6.30	\$17.50	\$10.06	8	Funding Source				
West North Central	\$7.00	\$12.02	\$8.94	4	S.5311 Non-Urban Only	\$6.30	\$20.43	\$10.65	32
South Atlantic	\$7.50	\$16.92	\$11.52	15	S.5307 Small Urban Only	\$7.83	\$15.49	\$11.70	7
East South Central	NA	NA	NA		Both Non-Urban & Small Urban	\$5.85	\$16.92	\$12.01	12
West South Central	\$6.50	\$15.49	\$10.35	15	Type of Organization				
Mountain	\$8.00	\$24.93	\$13.04	7	Transit Authority	\$5.85	\$19.62	\$11.94	13
Pacific	\$5.85	\$20.43	\$15.32	6	County Department	\$6.78	\$16.92	\$10.87	13
Number of Employees					City Department				
1-9 Employees	\$8.00	\$20.43	\$11.90	6	Private Non Profit - Transp Only	\$8.00	\$20.43	\$11.96	7
10-24 Employees	\$6.30	\$17.50	\$9.56	17	Private Non Profit - Multipurpose	\$6.30	\$17.55	\$10.51	12
25-49 Employees	\$8.00	\$17.00	\$11.90	17	Private for Profit	\$8.75	\$8.75	\$8.75	1
50-99 Employees	\$5.85	\$17.55	\$12.12	15	Other	\$8.50	\$12.02	\$11.02	4
100+ Employees	\$10.83	\$24.93	\$15.54	6	OVERALL				
Union									
No Union	\$6.30	\$20.43	\$10.78	48		\$5.85	\$24.93	\$11.59	62
Union	\$5.85	\$24.93	\$14.34	14					

DISPATCHER

Job Description: Dispatches the system's vehicles and provides a communication link to agency drivers. Duties may include using two-way radio, telephone, and/or computer to transmit assignments and compile daily operating statistics. Provides direction to and maintains two-way communications with all operators while monitoring system performance and making scheduling adjustments where necessary to maximize on-

time performance, minimize customer wait times for on-call or will-call services, and minimize service disruptions as a result of vehicle/operator availability, and/or emergency situations.

Education: High school diploma or equivalent.

Common Qualifications/Skill Requirements

- Previous data entry, dispatch, customer service, supervisory and/or operating experience desired but not required.
- Strong customer service skills.
- Data entry experience and general knowledge of Windows-based computer operating system and Microsoft Office package.
- Knowledge of service area.
- Ability to read, write and speak English clearly—basic knowledge of Spanish may be required, depending on contract location and requirements.
- Able to use multi-line phone system and handle multiple tasks concurrently.
- Ability to supervise.

Typical Duties

- Assign work, vehicles, and on-board equipment to operators and maintain check-out logs.
- Assign stand-by or extra board operators in the event of operator absences or increased service volumes, or to minimize service disruptions as a result of traffic, vehicle malfunctions, operator problems, and/or emergency situations.
- Monitor operators and trip status, making adjustments and reassignments as necessary to ensure on-time performance.
- Reschedule trips as necessary in the event of vehicle malfunction, traffic, or emergency situations.
- Open and/or close facility depending on work shift.

Dispatcher Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$8.25	\$19.01	\$12.80	9	No Urban Area Served	\$5.85	\$18.50	\$10.56	66
Middle Atlantic	\$9.62	\$17.38	\$14.21	10	Service Area Includes Urban	\$5.85	\$20.25	\$12.55	76
East North Central	\$5.85	\$18.79	\$10.54	32	Funding Source				
West North Central	\$5.85	\$17.57	\$10.95	24	S.5311 Non-Urban Only	\$5.85	\$18.50	\$10.50	32
South Atlantic	\$7.45	\$20.25	\$12.16	25	S.5307 Small Urban Only	\$7.50	\$20.25	\$14.68	22
East South Central	\$7.85	\$11.34	\$9.59	2	Both Non-Urban & Small Urban	\$8.75	\$18.93	\$13.20	16
West South Central	\$6.50	\$17.35	\$10.32	19	Type of Organization				
Mountain	\$7.70	\$15.23	\$12.31	13	Transit Authority	\$7.50	\$19.62	\$11.94	13
Pacific	\$8.88	\$19.62	\$14.10	8	County Department	\$7.80	\$20.25	\$12.75	20
Number of Employees					City Department	\$5.85	\$18.79	\$12.93	28
1-9 Employees	\$5.85	\$13.12	\$9.76	21	Private Non Profit - Transp Only	\$7.50	\$14.42	\$11.29	18
10-24 Employees	\$6.31	\$15.87	\$10.52	47	Private Non Profit - Multipurpose	\$6.31	\$18.93	\$9.48	37
25-49 Employees	\$7.25	\$18.93	\$12.29	32	Private for Profit	\$9.00	\$10.82	\$9.91	2
50-99 Employees	\$7.57	\$20.25	\$13.20	33	Other	\$5.85	\$13.18	\$10.44	6
100+ Employees	\$7.85	\$19.62	\$13.58	9	OVERALL				
Union					No Union	\$5.85	\$18.93	\$10.78	109
No Union	\$5.85	\$18.93	\$10.78	109	Union	\$9.62	\$20.25	\$14.42	33
Union	\$9.62	\$20.25	\$14.42	33					

FLEET MAINTENANCE MANAGER

Job Description: Plans, organizes, assigns, supervises, and evaluates the work of fleet technicians/mechanics and other workers engaged in maintaining and repairing fleet vehicles. Provides oversight and direction for the maintenance function.

Education: Degree or satisfactory completion of automotive trade school or college.

Common Qualifications/Skill Requirements

- Substantial experience in the maintenance phases of a transit organization.
- Previous related work experience or equivalent combination of education and experience.
- Valid drivers license.
- Ability to communicate clearly, accurately, and effectively both orally and in writing.
- ASE Certification.

Typical Duties

- Coordinate and direct the repair and maintenance of company-operated equipment and vehicles.
- Determine work procedures, prepare work schedules, and expedite workflow accordingly.
- Train and/or assist maintenance staff on vehicle repairs to ensure maximum fleet availability and maximum cost benefit.
- Ensure all Occupational Safety and Health Administration (OSHA) rules and regulations are at all times adhered to, including the “Employee’s Right to Know” program.

Fleet Maintenance Manager Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$14.98	\$26.93	\$22.29	7	No Urban Area Served	\$7.50	\$25.48	\$15.07	25
Middle Atlantic	\$16.59	\$31.25	\$22.61	8	Service Area Includes Urban	\$10.00	\$33.39	\$20.48	49
East North Central	\$10.50	\$31.32	\$17.38	11	Funding Source				
West North Central	\$7.50	\$19.03	\$13.74	6	S.5311 Non-Urban Only	\$7.50	\$31.45	\$16.67	35
South Atlantic	\$7.61	\$31.45	\$17.86	12	S.5307 Small Urban Only	\$14.00	\$31.32	\$21.16	20
East South Central	\$13.35	\$20.56	\$17.71	3	Both Non-Urban & Small Urban	\$12.50	\$26.93	\$18.66	11
West South Central	\$8.85	\$25.75	\$15.56	15	Type of Organization				
Mountain	\$11.25	\$32.45	\$21.43	7	Transit Authority	\$10.38	\$33.39	\$20.21	23
Pacific	\$15.00	\$33.39	\$23.82	5	County Department	\$7.50	\$31.25	\$16.24	8
Number of Employees					City Department	\$13.60	\$31.45	\$22.23	14
1-9 Employees	\$7.50	\$7.50	\$7.50	1	Private Non Profit - Transp Only	\$11.25	\$26.93	\$16.91	10
10-24 Employees	\$7.61	\$31.45	\$14.01	17	Private Non Profit - Multipurpose	\$11.00	\$32.45	\$16.17	10
25-49 Employees	\$8.85	\$28.85	\$17.49	21	Private for Profit	\$17.50	\$17.50	\$17.50	1
50-99 Employees	\$15.66	\$32.45	\$22.09	26	Other	\$13.46	\$25.22	\$17.81	6
100+ Employees	\$12.50	\$33.39	\$21.46	9	OVERALL				
Union						\$7.50	\$33.39	\$18.65	74
No Union	\$7.50	\$31.45	\$16.22	50					
Union	\$14.90	\$33.39	\$23.72	24					

MAINTENANCE CLERK

Job Description: Performs routine clerical functions such as entering data using a personal computer and maintaining computer and paper records.

Education: High school diploma or equivalent, two-year degree or technical proficiency preferred.

Common Qualifications/Skill Requirements

- Accounting/inventory management experience.
- Familiarity with preventive maintenance programs.
- Familiarity with Microsoft Office package.

Typical Duties

- Maintain records of parts purchases and uses.
- Maintain vehicle maintenance files.
- Prepare regular mileage reports.

Maintenance Clerk Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$15.95	\$18.29	\$17.12	2	No Urban Area Served	\$7.05	\$15.89	\$11.45	4
Middle Atlantic	\$9.99	\$9.99	\$9.99	1	Service Area Includes Urban	\$6.68	\$21.15	\$13.96	13
East North Central	\$7.05	\$16.83	\$11.94	2	Funding Source				
West North Central	NA	NA	NA		S.5311 Non-Urban Only	\$6.68	\$14.99	\$10.32	5
South Atlantic	\$13.00	\$21.15	\$16.33	4	S.5307 Small Urban Only	\$12.22	\$18.29	\$14.78	5
East South Central	\$8.86	\$8.86	\$8.86	1	Both Non-Urban & Small Urban	\$10.84	\$21.15	\$15.31	11
West South Central	\$6.68	\$14.42	\$11.04	4	Type of Organization				
Mountain	NA	NA	NA		Transit Authority	\$9.99	\$18.29	\$14.25	7
Pacific	\$10.99	\$15.89	\$13.63	3	County Department	\$16.18	\$16.18	\$16.18	1
Number of Employees					City Department	\$12.22	\$21.15	\$15.70	4
1-9 Employees	\$6.68	\$6.68	\$6.68	1	Private Non Profit - Transp Only	\$7.05	\$10.84	\$8.94	2
10-24 Employees	\$14.99	\$14.99	\$14.99	1	Private Non Profit - Multipurpose	\$6.68	\$8.86	\$7.77	2
25-49 Employees	\$7.05	\$21.15	\$14.60	4	Private for Profit	NA	NA	NA	
50-99 Employees	\$10.99	\$18.29	\$14.77	7	Other	\$15.89	\$15.89	\$15.89	1
100+ Employees	\$8.86	\$15.95	\$11.41	4	Union				
Union					OVERALL				
No Union	\$6.68	\$16.18	\$11.63	6		\$6.68	\$21.15	\$13.37	17
Union	\$7.05	\$21.15	\$14.32	11					

MECHANIC

Job Description: Performs repair and preventive maintenance activities for the fleet. Evaluates, troubleshoots, analyzes, and tests transit vehicle systems to determine the nature and extent of defects. Replaces, repairs, and overhauls heavy equipment systems such as engines, transmissions, front and rear end assemblies, power steering, braking mechanisms, electronic engine and equipment systems and controls, and hydraulic systems.

Education: High school diploma or equivalent, trade school certification, or equivalent in both light and heavy-duty automotive repairs.

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Common Qualifications/Skill Requirements.

- Ability to perform major and minor repairs to engines, transmission, brake, and hydraulic systems.
- Ability to use computerized scanning equipment to aid in the diagnosis.
- Ability to prioritize work.
- Decision-making and problem-solving capabilities.
- Ability to work independently.

Typical Duties

- Ensure that all vehicle condition reports are accurate and properly addressed.
- Maintain all maintenance records, i.e., work orders, in an “inspection ready” status at all times; ensure repair orders are neat and accurate.
- Track all repairs in progress to ensure the timely and correct repair of vehicles for return to operations; know the maintenance status of all assigned vehicles at all times.
- Perform regular preventive maintenance on company vehicles.
- Work with operations staff on resolving road calls.

Mechanic Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	12.23	21.00	16.80	11	No Urban Area Served	\$9.90	\$26.06	\$14.22	32
Middle Atlantic	12.50	21.26	17.48	9	Service Area Includes Urban	\$10.00	\$23.58	\$16.85	61
East North Central	10.00	20.00	14.77	21	Funding Source				
West North Central	10.73	20.00	15.55	5	S.5311 Non-Urban Only	\$9.90	\$26.06	\$14.69	46
South Atlantic	10.00	23.08	14.99	16	S.5307 Small Urban Only	\$13.25	\$21.00	\$16.86	22
East South Central	9.90	18.49	13.71	4	Both Non-Urban & Small Urban	\$10.00	\$23.08	\$17.14	17
West South Central	10.00	17.37	14.08	11	Type of Organization				
Mountain	12.53	23.58	17.72	8	Transit Authority	\$10.00	\$22.08	\$15.75	33
Pacific	15.50	26.06	20.79	8	County Department	\$10.00	\$21.26	\$16.09	9
Number of Employees					City Department	\$10.50	\$26.06	\$17.12	23
1-9 Employees	12.25	21.75	16.04	3	Private Non Profit - Transp Only	\$10.73	\$20.00	\$5.78	10
10-24 Employees	10.00	26.06	15.01	20	Private Non Profit - Multipurpose	\$9.90	\$19.50	\$13.45	9
25-49 Employees	10.00	23.08	14.76	27	Private for Profit	\$11.50	\$13.22	\$12.36	2
50-99 Employees	11.50	22.00	17.08	33	Other	\$14.90	\$19.79	\$16.64	4
100+ Employees	9.90	23.58	17.23	10	OVERALL				
Union									
No Union	9.90	26.06	14.62	50		\$9.90	\$26.06	\$15.94	93
Union	10.67	23.58	17.48	43					

MECHANIC ASSISTANT

Job Description: Performs repair and maintenance activities and assists mechanics in performing more complex activities related to the maintenance and repair of gasoline- or diesel-powered automotive or heavy equipment.

Education: High school diploma or equivalent, some technical or trade school preferred.

Common Qualifications/Skill Requirements

- Previous experience in minor duty vehicle repairs.
- Familiarity with preventive maintenance programs and procedures.
- Ability to prioritize work.

Typical Duties

- Pick-up and/or delivery of parts as needed.
- Check status of parts on order and parts needed for inventory.
- Monitor, review, and assist with work in progress; ensure quality of repairs and that proper inspections have been performed.

Mechanic Assistant Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$10.00	\$14.81	\$12.42	3	No Urban Area Served	\$7.73	\$14.81	\$10.21	10
Middle Atlantic	\$9.13	\$15.10	\$11.15	3	Service Area Includes Urban	\$6.83	\$17.62	\$12.49	20
East North Central	\$6.83	\$13.82	\$9.85	5	Funding Source				
West North Central	NA	NA	NA		S.5311 Non-Urban Only	\$6.83	\$17.62	\$10.26	15
South Atlantic	\$9.88	\$17.39	\$13.42	3	S.5307 Small Urban Only	\$11.82	\$13.82	\$12.74	7
East South Central	\$7.73	\$8.17	\$7.95	2	Both Non-Urban & Small Urban	\$8.25	\$13.79	\$11.37	4
West South Central	\$7.35	\$13.14	\$10.98	6	Type of Organization				
Mountain	\$8.25	\$17.62	\$13.90	5	Transit Authority	\$8.00	\$16.43	\$11.30	9
Pacific	\$9.25	\$16.43	\$13.49	3	County Department	NA	NA	NA	
Number of Employees					City Department	\$8.25	\$17.62	\$13.27	9
1-9 Employees	\$7.35	\$7.35	\$7.35	1	Private Non Profit - Transp Only	\$9.60	\$16.79	\$13.41	4
10-24 Employees	\$6.83	\$17.39	\$11.30	4	Private Non Profit - Multipurpose	\$6.83	\$8.17	\$7.62	5
25-49 Employees	\$8.00	\$17.62	\$11.17	12	Private for Profit	NA	NA	NA	
50-99 Employees	\$8.00	\$14.79	\$11.70	7	Other	\$9.25	\$4.79	\$12.02	2
100+ Employees	\$7.73	\$16.79	\$13.92	6	Union				
Union					OVERALL	\$6.83	\$17.62	\$11.73	30
No Union	\$6.83	\$17.62	\$10.72	19					
Union	\$9.13	\$16.79	\$13.48	11					

MAINTENANCE UTILITY WORKER

Job Description: Cleans, fuels, and parks vehicles. Performs other non-vehicle maintenance duties as needed to assist in the upkeep of the facility and grounds.

Education: High school diploma or equivalent.

Common Qualifications/Skill Requirements

- General knowledge of OSHA and Environmental Protection Agency (EPA) regulations related to shop and office conditions.
- A valid drivers license for the local fleet type.
- Ability to lift 50 pounds unassisted.
- General mechanical and/or carpentry skills.
- Ability to read and write and understand basic directions.
- Ability to work without direct supervision.

Typical Duties

- Ensure that all vehicles are cleaned and fueled, with fluids topped, and ready for service at various times of day.
- Maintain accurate and up-to-date fuel logs for each vehicle and type of fuel/fluid.
- Clean vehicle interiors and exteriors according to standard.
- Assist shop staff as necessary in keeping parts inventories accounted for as well as in procuring necessary parts for fleet and facility maintenance.
- Keep the lot maintained and clean, including removal of trash and debris, sweeping, snow shoveling, grass cutting and weeding, and trimming when necessary.
- Perform minor vehicle repairs requiring small articulate hand movements (such as light bulb replacement and adding fluids).

Maintenance Utility Worker Hourly Wage Data from Survey:

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$13.36	\$13.57	\$13.46	2	No Urban Area Served	\$5.85	\$13.57	\$10.05	8
Middle Atlantic	\$9.13	\$15.10	\$11.15	3	Service Area Includes Urban	\$8.50	\$18.07	\$12.19	23
East North Central	\$10.31	\$18.07	\$14.90	4	Funding Source				
West North Central	\$11.10	\$12.66	\$11.83	3	S.5311 Non-Urban Only	\$5.85	\$13.57	\$10.22	11
South Atlantic	\$5.85	\$16.95	\$10.42	6	S.5307 Small Urban Only	\$9.00	\$18.07	\$12.29	12
East South Central	\$11.34	\$11.34	\$11.34	1	Both Non-Urban & Small Urban	\$8.50	\$16.95	12.93	5
West South Central	\$8.50	\$11.98	\$9.93	4	Type of Organization				
Mountain	\$10.63	\$14.52	\$12.24	4	Transit Authority	\$5.85	\$15.41	\$10.73	12
Pacific	\$10.70	\$11.80	\$11.13	3	County Department	\$11.10	\$16.95	\$13.29	3
Number of Employees					City Department				
1-9 Employees	NA				Private Non Profit - Transp Only	\$8.50	\$13.57	\$10.75	4
10-24 Employees	\$8.50	\$11.83	\$10.44	4	Private Non Profit - Multipurpose	\$8.50	\$10.82	\$9.66	2
25-49 Employees	\$5.85	\$15.82	\$10.54	10	Private for Profit	NA	NA	NA	
50-99 Employees	\$9.00	\$18.07	\$12.79	13	Other	NA	NA	NA	
100+ Employees	\$8.50	\$14.52	\$11.80	4	OVERALL				
Union						\$5.85	\$18.07	\$11.63	31
No Union	\$5.85	\$16.95	\$10.66	13					
Union	\$8.17	\$18.07	\$12.34	18					

BUS DRIVER – COMMERCIAL DRIVERS LICENSE

Job Description: Drives bus, motor coach, or paratransit vehicles, including regular route operations, paratransit, charters, and/or private carriage. Communicates with and assists passengers. May collect fares, tickets, or passes. In paratransit operation, may assist riders in a wheelchair up or down two steps where a ramp is not available.

Education: High school diploma or equivalent. Training to successfully test for a Commercial Drivers License.

Common Qualifications/Skill Requirements

- Previous professional driving experience preferred, but not required.
- Previous customer service experience, experience working with persons with disabilities, and/or senior citizen groups preferred, but not required.

- Safe driving record and clean criminal history.
- Valid Commercial Drivers License with passenger endorsement.
- Ability to read, write, and speak English clearly.
- Ability to navigate the service area through the use of maps and/or on-board directional equipment.
- Ability to communicate effectively with passengers, passenger representatives, and system staff.
- Ability to remain calm in emergency situations and ensure the safety of all passengers and employees.
- Knowledge of service area.

Typical Duties

- Successfully perform scheduled manifest by picking up all clients on time and delivering them to their destinations safely and within a reasonable time frame.
- Ensure the safety of all passengers by use of appropriate on-board restraints.
- Communicate effectively with dispatch or central office personnel via two-way radio.
- Document thoroughly the course of the day, including odometer readings, times, and passenger information.

Bus Driver - Commercial Driver's License Hourly Wage Data from Survey:

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$7.97	\$20.00	\$12.40	19	No Urban Area Served	\$6.06	\$15.93	\$10.17	87
Middle Atlantic	\$10.00	\$17.23	\$13.51	12	Service Area Includes Urban	\$5.85	\$20.00	\$12.05	104
East North Central	\$7.85	\$18.07	\$11.31	32	Funding Source				
West North Central	\$5.85	\$15.46	\$9.76	39	S.5311 Non-Urban Only	\$5.85	\$17.23	\$10.27	123
South Atlantic	\$7.00	\$16.59	\$11.66	28	S.5307 Small Urban Only	\$7.75	\$20.00	\$13.35	32
East South Central	\$7.23	\$12.81	\$9.58	4	Both Non-Urban & Small Urban	\$7.59	\$16.59	\$12.88	22
West South Central	\$6.06	\$13.51	\$9.59	26	Type of Organization				
Mountain	\$7.00	\$16.00	\$11.93	20	Transit Authority	\$7.59	\$20.00	\$12.39	38
Pacific	\$9.63	\$16.18	\$12.19	11	County Department	\$8.00	\$17.23	\$11.77	23
Number of Employees					City Department	\$7.75	\$18.07	\$12.56	44
1-9 Employees	\$5.85	\$13.50	\$9.33	27	Private Non Profit - Transp Only	\$6.55	\$15.18	\$10.54	33
10-24 Employees	\$6.06	\$16.00	\$10.33	64	Private Non Profit - Multipurpose	\$6.06	\$13.19	\$9.14	35
25-49 Employees	\$7.75	\$16.87	\$11.67	53	Private For Profit	\$7.00	\$7.00	\$7.00	1
50-99 Employees	\$6.50	\$20.00	\$12.79	36	Other (universities, etc)	\$5.85	\$13.18	\$9.61	11
100+ Employees	\$10.00	\$16.18	\$13.33	11	OVERALL				
Union									
No Union	\$5.85	\$16.18	\$10.29	141		\$5.85	\$20.00	\$11.19	191
Union	\$8.68	\$20.00	\$13.73	50					

BUS DRIVER – NO CDL REQUIRED

Job Description: Drives bus, motor coach or paratransit vehicles, including regular route operations, paratransit, charters, and/or private carriage. Communicates with and assists passengers. May collect fares, tickets, or passes. In paratransit operation, may assist riders in a wheelchair up or down two steps where a ramp is not available.

Education: High school diploma or equivalent.

Common Qualifications/Skill Requirements

- Previous professional driving experience preferred, but not required.
- Previous customer service experience, experience working with persons with disabilities, and/or senior citizen groups preferred, but not required.
- Safe driving record and clean criminal history.
- Ability to read, write, and speak English clearly.
- Ability to navigate the service area through the use of maps and/or on-board directional equipment.
- Ability to communicate effectively with passengers, passenger representatives, and system staff.
- Ability to remain calm in emergency situations and ensure the safety of all passengers and employees.
- Knowledge of service area.

Typical Duties

- Successfully perform scheduled manifest by picking up all clients on time and delivering them to their destinations safely and within a reasonable time frame.
- Ensure the safety of all passengers by use of appropriate on-board restraints.
- Communicate effectively with dispatch or central office personnel via two-way radio.
- Document thoroughly the course of the day, including odometer readings, times, and passenger information.

Bus Driver – No CDL Required Hourly Wage Data from Survey

<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>	<i>Variable</i>	<i>Low</i>	<i>High</i>	<i>Average</i>	<i>N</i>
BLS Region					Rural/Urban				
New England	\$8.71	\$12.08	\$9.72	10	No Urban Area Served	\$5.85	\$14.50	\$8.58	66
Middle Atlantic	\$9.00	\$12.69	\$10.85	2	Service Area Includes Urban	\$5.85	\$16.18	\$9.46	51
East North Central	\$7.00	\$10.65	\$8.62	25	Funding Source				
West North Central	\$5.85	\$14.50	\$8.56	23	S.5311 Non-Urban Only	\$5.85	\$14.54	\$8.65	90
South Atlantic	\$6.50	\$16.18	\$9.18	23	S.5307 Small Urban Only	\$10.00	\$13.91	\$12.61	4
East South Central	\$7.74	\$10.23	\$8.98	2	Both Non-Urban & Small Urban	\$7.59	\$16.18	\$10.81	9
West South Central	\$5.85	\$13.91	\$8.29	17	Type of Organization				
Mountain	\$7.00	\$12.77	\$9.29	13	Transit Authority	\$7.48	\$12.69	\$9.97	12
Pacific	\$12.00	\$14.54	\$13.27	2	County Department	\$5.85	\$16.18	\$9.19	20
Number of Employees					City Department	\$6.50	\$14.54	\$9.78	11
1-9 Employees	\$5.85	\$14.50	\$8.44	37	Private Non Profit - Transp Only	\$7.50	\$14.50	\$9.64	18
10-24 Employees	\$6.06	\$13.39	\$8.55	44	Private Non Profit - Multipurpose	\$5.85	\$12.08	\$8.44	48
25-49 Employees	\$7.41	\$14.54	\$9.47	16	Private For Profit	\$6.50	\$8.50	\$7.50	2
50-99 Employees	\$6.50	\$16.18	\$10.45	14	Other (universities, etc)	\$7.66	\$10.23	\$8.94	2
100+ Employees	\$7.74	\$12.69	\$10.33	6	Union				
Union					OVERALL				
No Union	\$5.85	\$16.18	\$8.71	108		\$5.85	\$16.18	\$8.96	117
Union	\$9.00	\$14.54	\$11.92	9					

PASSENGER AIDE/ATTENDANT

Job Description: Assists operators and passengers with safe transportation and monitors passenger activity on the vehicle while en route.

Education: High school diploma or equivalent.

Common Qualifications/Skill Requirements

- Experience in passenger assistance or working with persons with disabilities, monitoring passengers or groups of people in an enclosed environment.
- Excellent customer service skills.
- Map reading and directional skills.
- Experience working with persons with physical, emotional, and cognitive disabilities.
- Ability to diffuse difficult situations.
- Ability to manage multiple tasks simultaneously including monitoring passengers on vehicle.
- Understanding of general transportation program information and ability to explain to passengers, client agencies and general public.
- Ability to remain calm and in control in an emergency situation.
- Ability to operate a motor vehicle in an emergency.

Sample Specific Duties

- Assist passengers on and off of vehicles and ensure engagement of appropriate passenger securements.
- Maintain order on vehicle during transport and monitor clients properly.
- Act as liaison between client agency personnel and operations staff, ensuring accurate attendance and delivery of clients.
- Aide vehicle operator in an accident or passenger emergency in securing the vehicle and safely removing all passengers where necessary.
- Diffuse difficult situations positively and with respect for the needs of the passengers.

Note: No wage data were collected on the survey for this category.

CUSTOMER SERVICE AGENT

Job Description: As a liaison between operations staff and passengers, responds promptly to all passenger concerns, comments, and complaints, so as to provide local management with the information necessary to make system improvements.

Education: High school diploma or equivalent. Two-year degree in Business or Marketing preferred.

Common Qualifications/Skill Requirements

- Customer service.
- General knowledge of marketing concepts.
- Data entry.
- Knowledge of service area.
- General knowledge of Windows-based computer operating systems, including presentation software.
- Filing and file maintenance.

Typical Duties

- Communicate regularly with client staff to ensure customer service efforts meet the demands of the contract and the client.
- Establish relationships with key consumer agencies to facilitate direct communication and feedback as well as a proactive customer focus.
- Respond to individual customer/passenger concerns in a manner that includes investigation and follow-up as concerns apply to specific employees.
- Provide findings and resolution information to operations management for follow-up and possible reward and/or disciplinary action.

- Maintain database or log of customer complaints/compliments that can readily identify trends that may require additional training or management consideration.
- Supply system information, including eligibility, service area, fares, and system use to all interested parties.
- Attend various public events as a representative of the program to provide information and feedback on general concerns/items of discussion.
- Process consumer applications to determine eligibility according to client guidelines and maintain database of eligible passengers.
- Provide resource information as necessary for interested parties on the transportation system as a whole, and referrals to appropriate agencies for transportation assistance.
- Manage lost and found articles and attempt to locate appropriate owners of items left on board vehicles.

Note: No wage data were collected on the survey for this category.

Other Influences—Wages and Compensation

Compensation and Retention

The turnover rate at transit systems responding to the survey is not correlated with salaries or benefits, nor does the turnover rate appear to be related to unemployment. This may mean that transit systems are consistent with market rates (high or low). This can be seen in Table 3-2 which shows transit systems that believe their wage rates are “above market rates” have lower turnover (7.7%) than systems that think their wage rates are about or below market rates (11.5% and 11.6%, respectively).

Table 3-2. Average turnover versus various factors.

Total Employees				
1-9 Employees	10-24 Employees	25-49 Employees	50-99 Employees	100+ Employees
7.1%	10.2%	12.6%	15.5%	12.1%

Urban/Rural	
Urban Area Served	No Urban Area Served
13.0%	9.1%

Wage Rates		
Above Market Rates	About Market Rates	Below Market Rates
7.7%	11.5%	11.6%

Benefit Levels		
Above Market Level	About Market Level	Below Market Level
11.2%	10.0%	13.7%

The only variables related to turnover are the size of the system and whether the system serves an urban area. Generally, systems with more staff and serving urban areas have higher turnover.

Compensation and Unemployment Rates

In urban areas, the higher the unemployment rate is, the lower the wages are. Intuitively this makes sense, because, if there is more unemployment in an area, workers may be willing to work for less. This doesn't hold true in rural areas—possibly because wages in the rural area are lower and more of the employees at these transit systems make close to the minimum wage.

Overtime Wages and Budget

Almost all rural and small urban transit systems pay staff for overtime hours at time and a half. Some systems surveyed had overtime hours as high as 80%. Balancing overtime versus hiring additional employees is fairly straightforward. If you are restricted in your use of part-time staff, some overtime can help you avoid hiring additional full-time staff and incurring their wages and the cost of benefits for a new employee.

Based on the survey, overtime wages are related to the percentage of part-time staff at a transit system; a higher percentage of part-time staff results in less overtime at the agency. This makes sense because managers can pull in part-time staff to cover peak service needs. In rural areas, the higher the turnover, the higher the percentage of overtime wages, which indicates that staff leaving may create a need for remaining staff to work overtime. This trend is not true in areas that include an urbanized area.

Reasons for hiring additional staff rather than having current staff work overtime are

- You have maximized your use of part-time staff or have difficulty hiring and training part-timers. For approximately 1,400 annual overtime hours, you can purchase one full-time person in terms of wages (this level of overtime is equivalent to 2,080 hours of straight-time), though the cost of benefits would also need to be factored into the decision and your overtime hours have to be at a time that could be worked by one person for this to be feasible. Assuming that you are hiring an employee with benefits that would add 25% onto their salary, the breakeven point may be if you have 1,750 annual overtime hours that you can convert into one shift.
- High overtime at your system is affecting staff morale and job satisfaction/retention. Some employees may welcome the opportunity to work additional hours, while others may see overtime (especially unscheduled overtime) as a negative. If overtime is high enough to affect staff retention, adding additional staff to minimize overtime may save you the cost of hiring and training new employees.

A final consideration with overtime is the effect of longer working hours on safety.

Transit systems in the survey that have higher amounts of overtime also have higher operating costs—even though these systems are not necessarily the largest in terms of number of vehicles, passenger trips, or total employees. This suggests that the budgets of systems with greater overtime (as a percentage of their overall wages) are negatively affected by the need to pay overtime at the higher rate.

Peer Comparisons Using the Computer Tool

The tool that accompanies this Guidebook was developed based on the survey data to help you compare your system with peer systems. When you enter the basic characteristics of your transit system, service area, and operating environment, the computer tool queries the database

to compute and report salary and benefit characteristics of comparable systems. The tool has been created as an Excel spreadsheet for ease of use.

The interactive tool is relatively simple to use and can be downloaded to your computer, allowing you to work off your hard drive. You can use the tool to explore “what if” scenarios by varying your inputs. For example, if you employ 45 employees and may expand services, requiring an additional 10 drivers, you may want to run the interactive tool two ways—one time selecting 25-49 employees and one time selecting 50+ employees.

Steps to use the tool are outlined below. The tool is built on a Microsoft Excel format, so some basic knowledge of Excel is required.

1. Download the Interactive Tool onto your Computer

- Go to the TRB Website/web document page at http://trb.org/news/blurb_detail.asp?id=9282 and link to the tool by clicking the statement **The spreadsheet tool that accompanies TCRP Report127 is available online.**
- To save the tool on your computer select File and Save as.
- After saving the tool on your computer, open the Excel workbook to begin. If prompted to do so when opening the file, click on Enable Macros.
- The opening page will be the “Input” page.

2. Provide Inputs on Your Transit System, Service Area, Operations and Employees

- Provide information on your transit system, service area and employees by selecting one answer from the drop-down menu.
- If you do not answer an essential question, the wage and benefit reports will indicate there is insufficient data.

3. Review Wage Report

- When inputs are complete, click on the box at the bottom of the page for Wage Report.
- This report provides “low,” “high,” and “average” wages for 21 job classifications at transit systems similar to yours. Placing your cursor on a job title displays a brief description of the functions performed by employees in that job classification.
- Wages for the nine administrative positions are expressed as annual salaries, based on full-time employment. Wages for the twelve operations positions are expressed as hourly wages.
- Click the “back” button at the end of the page to return to the Input page.

4. Review Benefits Report

- Similarly, you can click on the box at the bottom of the page for the Benefits Report.
- This report provides you with a benefit profile for transit systems similar to yours including
 - The percentage that offer a particular benefit and where the system contributes to the cost for the employee;
 - The percentage that offer the benefit without contributing to the cost; and
 - The percentage that do not offer the benefit at all.
- The report also indicates the percentage of similar transit systems that offer benefits to all employees, only full-time employees, or part-time employees with a minimum number of hours worked.
- Finally, the benefit report indicates how similar transit systems see their benefits package relative to the labor markets for their areas—“above,” “about,” or “below” other employers in their area.
- Click the “back” button at the end of the page to return to the Input page.

Recruiting, Hiring, and Retaining Staff

This section is intended to provide you, the transit manager or administrator, with a basic outline of a comprehensive human resources (HR) process designed to make your transit system a sought-after employer in your community. Transit systems offer excellent employment opportunities, but many systems report challenges in attracting highly qualified employees. By focusing on your role as an employer, not simply a service provider, you will successfully market your system as an employer; especially as you compete for professional drivers and operating personnel. You want to be viewed as a reputable employer, associated with steady employment, high wages, generous benefits, and security through seniority.

As an employer, it is important to strive to be the best employer possible, because good employers attract the best employees who, in turn, provide the highest quality service to your customers. This section addresses some actions you might consider to improve your methods of recruiting, hiring, and retaining your staff.

The Role of Human Resources

HR management is important in making you an attractive employer. The term commonly is used to describe the combination of traditional administrative personnel functions with performance management, employee relations, and resource planning. While larger transit systems often have an entire department devoted to managing human resources, at smaller systems the functions of HR are often filled by managers and staff with other primary job functions and focuses and shared as time and abilities permit. This tends to create a reactive response from some managers, handling crises or situations, rather than building on the element that is most necessary for success—the human element.

To be more effective, many transit systems are redesigning their HR programs to be more proactive. Human Resources is becoming an effort that comprehensively addresses all stages of the employment cycle—recruiting, hiring, training, and retaining good employees. Given the size and administration of many rural and small urban transit systems, adopting an HR focus may not mean that tasks are not still distributed or that a departmental distinction won't continue to exist. Integrating these functions, however, can lead to a more focused and comprehensive approach.

The first step in managing human resources in your system is to assess your needs and what you have to offer. Recruiting is more than generating applicants—it is attracting high-quality applicants in a way that makes transit stand out among its competition as an Employer of Choice (EOC).

Positioning yourself as an EOC requires the following:

- Recruiting the right people,
- Hiring only the best applicants,
- Training staff to be successful,
- Continuing to develop staff,
- Providing a positive work environment,
- Compensating staff fairly,
- Recognizing staff worth, and
- Providing growth opportunities.

This guide offers transit managers and administrators an outline of a comprehensive HR process, where each function is clearly defined, and which can be adjusted to accommodate individual transit system needs and resources. Although many rural and small urban transit systems do not have a fully staffed HR department, the responsibilities for the entire employment cycle must be carried out.

The Employment Cycle

The employment process has six main aspects:

- Benchmarking/Job Development—defining positions and determining how they fit into the organization, as well as the appropriate compensation.
- Recruiting—generating a pool of qualified applicants from which to select potential employees.
- Hiring—selecting the appropriate candidates from that pool of applicants.
- Training—providing the skills and information to new employees so that they can succeed in their jobs.
- Retention—securing the investment in qualified and trained employees through effective management practices.
- Evaluation/Feedback—determining the success of the previous process pieces through employee feedback and using this feedback to make adjustments in areas identified. When used appropriately, this completes the cycle.

Each function is examined in more detail below. Although each function can be considered separately, interrelationships in the employment cycle demand that all functions be considered when developing a comprehensive HR strategy. The strategy developed will consider your transit system's needs and abilities in each area, and, if managed appropriately, can dynamically address changes that affect the daily business of providing transit services. These components will continually revolve around each other and evolve simultaneously. The cyclic nature of the chosen strategy will create opportunities to make adjustments to the strategy based on its success and identified challenges, resulting in a dynamic and consistently improving human resources process.

Job Development

When considering your system's workforce needs, you need to determine which categories of employees are needed and the skills they need to possess. This means determining what is required before attempting to deal with how it can be addressed. One place to start this process is to explore whether you have problems attracting or filling particular positions and then consider the source of the problem. Do you get enough applicants? Do you get qualified applicants?

Where do you lose people? What are you looking for? And, most important, have you defined the job so as to attract the most appropriate applicants for the position?

Detailed Job Descriptions

For example, suppose your transit system has problems attracting, hiring, and/or retaining drivers. Looking at the job functions of a driver, as “benchmarked” or described in Section 2 of this report, the job description includes the primary characteristics and skills of drivers under differing conditions (CDL versus non-CDL). To be effective in hiring the best drivers, you should create a picture from this benchmark (and others applicable for other positions) of what that driver is, including traits and behaviors needed of a successful candidate.

The following sample job description lists duties required of Paratransit Drivers.

JOB DESCRIPTION – PARATRANSIT DRIVER	
<p>KEY RESPONSIBILITIES & ACCOUNTABILITIES</p> <p><i>List the key responsibilities and accountabilities necessary to fulfill this position’s basic purpose.</i></p>	<ul style="list-style-type: none"> • Conduct pre- and post-trip inspections to ensure proper operating condition of vehicle and on-board equipment. • Successfully perform scheduled manifest by picking up all clients on time and delivering them to their destinations safely and within a reasonable time frame. • Ensure the safety of all passengers by use of appropriate on-board restraints. • Ensure safe and clean vehicle conditions at the start and end of each shift. • Communicate effectively with dispatch or central office personnel via two-way radio. • Adjust to variables in normal working conditions, including adverse weather, traffic and construction, passenger problems, accidents, and trip changes. • Provide customer service, including assistance in boarding and deboarding, supplying information, and responding appropriately in an emergency. • Diffuse difficult situations and maintain order on board the vehicle. • Document the course of the day thoroughly, including odometer readings, times, and passenger information. • Accurately collect and reconcile cash fares collected from customers. • Be a team player and helpful to staff, management, and peers. • Employ all techniques of defensive driving to minimize the risk of preventable and non-preventable accidents and/or passenger injuries. • Protect passengers and secure vehicle in the event of accident or injury and communicate effectively with dispatch and operations staff. • Maintain a safe work area and a focus on safety to reduce the opportunity for injury to self or other employees. • Ensure attendance according to local policy. • Have a professional appearance and demeanor.

This job description documents the functional aspects of the job and identifies some of the desired behaviors of persons in this position. An example for a transit system Director follows. Again, the job description includes more details on the responsibility of the position.

JOB DESCRIPTION – DIRECTOR	
<p>KEY RESPONSIBILITIES & ACCOUNTABILITIES</p> <p><i>List the key responsibilities and accountabilities necessary to fulfill this position’s basic purpose.</i></p>	<p>Key Responsibilities</p> <ul style="list-style-type: none"> • Plan, direct, coordinate, and evaluate the activities of transit system. • Analyze and determine community transit needs; provide information, and develop alternatives. • Make recommendations regarding policy and service issues to the Transit Board; implement Board decisions. • Ensure compliance with federal, state, and local laws and regulations. • Develop and administer the transit system budget and Capital Improvement Plan; negotiate and secure funding from local contributing organizations. • Recommend appropriate fare rates; prepare and administer grant-in-aid programs. • Direct purchase of new equipment; ensure proper and efficient use of all funds in accordance with federal, state, and local regulations. • Act as liaison to city, state, and community groups to promote the interests and objectives of the transit system. • Act as liaison to special customer groups; represent transit system in professional organizations. • Prepare Transportation Improvement Plan for MPO and participate in MPO studies. • Administer FTA drug and alcohol testing program. • Direct the selection, training, performance review, and discipline of transit system employees.

Review of Qualifications/Requirements

The next step is to define the minimum requirements or qualifications for the job. Mandatory qualifications, such as driving record, citizenship status, background/criminal record, and drug screening requirements, should be clearly defined. If persons must be available for particular hours or days of the week, including this information in the job definition will help in determining how best to recruit. Operational considerations include full-time versus part-time, days of week, time of day, language needs, and physical abilities. Clearly stated qualifications should be incorporated in the job description and also in the training program, where applicable. The following table illustrates the minimum job requirements for paratransit drivers.

JOB REQUIREMENTS – PARATRANSIT DRIVER	
<p>JOB REQUIREMENTS</p> <p><i>List required minimum education, years of experience, and specific job-related knowledge, skills and abilities required to perform the job.</i></p>	<p>Education: High School Diploma or equivalent</p> <p>Experience: Previous professional driving experience preferred but not required. Previous customer service experience, experience working with persons with disabilities, and/or senior citizen groups preferred, but not required. Safe driving record and clean criminal history.</p> <p>Knowledge, Skills, and Abilities:</p> <ul style="list-style-type: none"> • Ability to read, write, and speak English clearly. • Ability to navigate the service area through the use of maps and/or on-board directional equipment. • Ability to communicate effectively with passengers, passenger representatives, and system staff. • Ability to remain calm in emergency situations and ensure the safety of all passengers and employees. • Knowledge of service area.

The sample job requirements for a transit system director, presented below, include more details on the essential skills required for success in that position.

JOB REQUIREMENTS – DIRECTOR	
<p>JOB REQUIREMENTS</p> <p><i>List required minimum education, years of experience, and specific job-related knowledge, skills, and abilities required to perform the job.</i></p>	<p>Education: A bachelor's degree from an accredited institution in transportation or related field.</p> <p>Experience: Previous managerial experience, including 5 years of public-sector managerial experience, at least two of which are with a transit system.</p> <p>Knowledge, Skills, and Abilities:</p> <ul style="list-style-type: none"> • Comprehensive knowledge of transit system management, including finance, budgeting, purchasing, personnel administration, and marketing. Considerable knowledge of state and federal regulations affecting public transportation systems. • Ability to plan and organize activities and resources for the efficient accomplishment of transit objectives. • Ability to effectively coordinate the activities of supervisory personnel in the operations and maintenance functions. • Ability to establish effective working relationships and rapport with the Transit Board, representatives of funding organizations, general public, community groups, subordinates, and other city departments. • Ability to write and speak effectively; ability to implement, interpret and apply policies, procedures, and collective bargaining agreements. • Skill in determining the community's immediate and long-range transit needs; skill in advising supervisory personnel in resolving personnel, mechanical, and operational difficulties. • Skill in planning and directing the efficient utilization of budgetary, staff, and material resources.

Review of Compensation Package

Once you have determined the type of person needed to fill the position, what you are offering the appropriate candidate needs to be clearly defined. This will be helpful in determining where to recruit and may become part of the position advertisement. More guidance on developing a compensation package can be found in Section 3.

Benefits such as training, schedules, flexibility, promotional opportunities, bonuses, uniforms, and health and wellness programs can be very attractive to people, in addition to pay and traditional benefits such as health insurance, retirement, and paid leave.

Recruiting

Generating the interest of qualified candidates to fill the various positions in a transit system may be an everyday challenge. Recruiting methods vary by location and success rate, as well as by need and resources. Once the steps outlined previously, in terms of preparing a job description, reviewing the qualifications, and determining what combination of offerings are part of the total compensation package, have been completed, the recruitment method can be determined. The appropriate and most successful recruiting method may become clear based on the steps of pre-recruiting. For example, if the desired workforce is of a part-time nature, recruiting methods more likely to reach these potential candidates may be selected.

Common methods for recruiting include newspaper advertising, internet advertising, employee references, and job fairs. Each has positives and negatives. Knowing who is being

Part-Time vs. Full-Time?

The decision to hire part-time labor or full-time labor is one with many considerations. In smaller agencies, a history of part-time employment may need to be reviewed, because the original decision may have been based solely on a need to minimize overtime and benefits. As the service has grown, opportunities to create more full-time positions may exist and may be desired to reduce turnover and improve consistency. Conversely, service changes and continued growth may result in a greater need for part-time employees to fill extra work, weekend work, or peak-hour only work, and those seeking work may be more likely to desire part-time work.

In many cases, benefits are only offered to full-time employees. Some agencies offer progression to full-time as a promotional opportunity, initially hiring all employees into part-time work. This can be helpful in creating a pool of experienced candidates to hire from within: however, those who truly want full-time work may be turned off by this requirement.

**Recruiting Methods
(from Project Survey)**

Survey Response	No.
Newspaper Advertising	246
Internet Advertising	97
Employee/Personal Referrals	204
On-Vehicle Advertisement	27
Job Fairs	51
Newsletter Advertisements	30
Other	67

recruited is important in choosing the recruiting methods to use. Additional methods cited under “other” include use of employment centers and workforce development programs, television and radio advertising, and community bulletin boards.

Using local newspapers, such as those geared toward desired populations (e.g., seniors or retirees) or that are more community oriented, particularly where the agency seeks employees in particular locations, may be very effective.

Broad reach advertising is also available through the use of television and radio spots. Potentially expensive, they have been successful. Opportunities may exist to use public service announcements, which are often free. Local access cable or government television stations are great sources for this type of advertising, whether using a professionally produced advertisement or simpler “ticker” type ads.

Where to focus recruiting efforts relates to the job functions and requirements as well as desired employee traits and skills. Additional considerations include

- The number of applicants desired,
- Technical or trade skills and certifications required,
- Cost and cost-effectiveness of effort,
- Human resources required for the effort,
- Particulars of job that may be more attractive to certain populations, and
- The audience for the effort.

When recruiting for more technical positions, such as mechanics, it may be helpful to seek out local community colleges or trade schools that offer this type of education. Administrative positions may also fit this category. Trade schools that offer driver training, particularly CDL training, can be tapped for those positions.

Positions with high turnover are candidates for the development of internship or apprentice programs, where your transit system takes part in a student’s overall education, primarily through trade schools or community colleges, by providing hands-on training opportunities while the student earns credit for coursework. Although this does not guarantee that the

Keep a Log

When determining the most effective recruiting media, a review of the disposition of former applicants is helpful. Maintaining a log that records the name of the applicant and other vital information is often required for human resources reporting purposes. In addition to this information, it is helpful to maintain information on the sources of recruits and whether or not they were hired or disqualified for some reason. Trends may surface indicating the most successful sources of recruits.

Using this information can also help determine the cost-effectiveness of certain recruiting sources. For instance, a newspaper advertisement may cost \$100, from which five applicants are generated. The cost per applicant is \$20. If two of those applicants are hired, the cost per successful recruit is \$50.

intern or apprentice will stay with the transit system once coursework is complete, a relationship has been established that may be built on through full-time employment opportunities. The apprentice has an accurate perception of the transit system as an employer, and the system has a greater understanding of the apprentice's skills and abilities.

Employment agencies offer a great deal of pre-screening, providing highly qualified temporary long-term, part-time, and full-time candidates. For administrative positions, these can be a good source, because the employer can test candidates before offering employment. There is usually a contract when an employer wants to make an offer to a person represented by an agency.

When working with employment agencies, workforce development programs, placement agencies, and job centers, transit systems have found that close and direct interaction has improved the quality of applicants. Having a designated contact who understands the business needs of the transit system may help the employment agency be more thorough in pre-screening applicants and identifying those with the right attributes. Where HR is separated from the transit function (e.g., county governments) this approach can help in coordinating the efforts of a centralized recruiting program and the transit department.

Some transit systems have found success with community-based or community-oriented recruiting efforts. In areas served by the service, the systems market themselves as a service provider and as an employer, so as to hire persons with a sense of community pride. Opportunities for this type of recruiting include local fairs and expos, community forums and discussions, and service presentations to interested groups. Sending employee referral teams to these events can be successful in demonstrating a positive work environment to prospective employees.

Many transit systems surveyed for this research indicate that they use on-vehicle advertising, such as a magnet or sign on the back of the vehicle. Drivers should have information in case they are approached. It may be helpful to have applications on the vehicle for distribution on request.

Newsletters and payroll stuffers can be useful when recruiting, particularly when the transit service is part of a larger system. This process can help in closing gaps in the process when the HR department is separate from operations by creating opportunities for interaction.

Many transit systems indicated that benefits, flexible scheduling, and working with needy populations motivate potential applicants and employees. When determining how to recruit, a quick survey of current employees to identify what it is they value may direct future efforts. Highlighting these important attributes of the job in any advertising media will help in attracting candidates with similar values.

With only part-time work to offer and limited benefits, many transit systems seek retired persons who are interested in working but want control of their lives. Benefits and wages are rarely what capture this group's attention. A well-written advertisement posted at retirement centers, senior citizen hous-

One-Stop Programs

When people are looking for work, they can be very easily frustrated by the time the process takes, and perceive a lack of timely feedback as a lack of interest by the employer. Many position announcements are open-ended or seem that way and can result in losing good candidates.

Therefore, many transit systems have streamlined their recruiting and hiring processes by conducting on-site interviews and qualifications reviews, providing instant feedback to interested applicants. This is particularly successful at job fairs and career centers. Conditional job offers are made at the time of application, contingent on background screening, etc. Applicants have a positive outlook from the beginning, and systems find they are less likely to lose qualified applicants because of a slow process.

This concept may require significant resources to secure staff capable of conducting interviews, particularly at large job fairs and events. Community fairs where the agency normally would attend to provide service information, including health fairs, senior expos, and the like are additional opportunities for this type of recruiting.

Your Good Employees Know What You Need

Many transit systems use employee referrals to attract new employees, some formally and others informally. Formal programs include bonuses paid to the employee who makes the referral, upon successful completion of a defined period of employment by the referred employee. In some cases, bonuses are paid when the employee is hired; however, agencies have found that this isn't always productive. Should the new employee not work out, the referral bonus (as well as training time, etc.) is wasted. When the bonus is tied to the success of the recruit, the transit system is more likely to get a good hire.

Good employees who want to stay with the transit system and who like their jobs are more likely to recruit others like them, rather than making referrals just for the sake of a financial incentive. Some transit systems have established recruiting teams, made up of those employees that exemplify the best, whose function is to be a sales person for the company as an employer. In addition to finding good recruits, this also helps to give the employees a feeling of ownership in the service. These teams can be deployed at job fairs, career centers, and other community events where transit is in attendance, often decreasing the number of administrative staff required at such events. Whether all employees are included in referral programs or only a designated group, employee referrals can be an excellent source of recruits.

ing, and through local retirement agencies, such as RSVP or the Veterans Administration, are effective for these prospective employees.

Every opportunity to market the transit service is also an opportunity to market the system as an employer. A simple line added to timetables, flyers, and brochures highlighting the system as a great place to work can draw potential employees from the ridership. Consistently marketing the service as an employer can be helpful in developing relationships with potential future employees by simply raising awareness.

Hiring

Once persons have filled out an application for employment, there are several steps that follow prior to making a hiring decision. They include pre-employment screening and testing as well as the interview process.

Pre-Employment Screening and Testing

A thorough screening process that includes regulatory pre-employment screening combined with an effective in-person interview process is crucial to selecting the right candidate(s) from a pool of job applicants. In most situations (at least it's highly recommended) minimum screening includes a Federal Transit Administration–approved drug test, and a review of an applicant's criminal history and driving record. In some cases, physicals and fingerprint checks may also be required.

Where this screening occurs in the hiring process can vary, although it is recommended that all screenings are conducted prior to making any offer of employment and/or training. Standardized criteria should be used as a basis for determining a candidate's approval of all of the required background checks. In situations where this screening process is time consuming, conditional offers of employment may be extended, particularly if the complete process will delay a candidate's ability to enter an existing training program.

Some positions may require or benefit from various forms of skill testing. This is usually reserved for office and administrative positions, and the skills tested must be relevant to the position. These types of tests should be used cautiously as they can complicate the HR process. Skill tests may include typing, computer usage, counting and mathematical calculations, and map reading or using navigational aids.

Personality tests are another type of pre-employment testing used. These tests attempt to demonstrate personality types and also provide insight into a prospective employee's behavior.

They can also be used to identify a person's strengths and weaknesses, and perhaps help to focus training efforts and management's approach to individual employee development.

Pre-employment physicals, whether required by law or by an employer, can be used to determine a person's ability to meet the physical demands of the job, and can be particularly useful in documenting pre-existing medical conditions that may require attention or special consideration in work assignments. This is also an effective risk management tool, as it can identify those potential employees that are at greater risk for on-the-job injuries, provide a set of guidelines for medical professionals to use when determining an injured employee's return-to-work status and light duty limitations, provides a basis for claims management and may discourage fraudulent worker's compensation claims.

There are numerous screening tools and pre-employment tests available for purchase that can be tailored to your specific needs. There are also many consulting, management and employment firms that offer their services in the development of such tools.

One such program, developed specifically for the transit industry, is the BOSS program, or Bus Operator Selection System, available through APTA.

Developing the Interview

Position benchmarks used to develop job descriptions, and the job descriptions themselves, can be used to determine what skills and behaviors are important to the success of that position. The applicant's work experience and history can then be developed into specific questions aimed at identifying the presence of the desired skills and behaviors.

Skills required to perform a job include technical skills, or skills such as reading, writing, or the ability to drive a vehicle. Soft skills are more along the lines of people skills, such as customer service, the ability to diffuse an argument, or the ability to use good judgment in difficult situations. Soft skills can be more tied to personality traits, such as patience, honesty, and the ability to reason.

Personality traits are important, providing general descriptions of the characteristics of a person, and can identify *why* a person acts a certain way. What is more important than why people do what they do is identifying *what* they do, or how they behave in particular situations. The following table helps to differentiate between traits and behaviors, as they are related to the desired characteristics of a prospective employee.

Trait	Related Behavior
"A person who is exhibits the following"
Reliable	Good attendance Completes assignments Provides accurate information
Safe	Stays within posted speed limits Checks vehicle condition thoroughly
Caring/Sensitive	Honesty Helpful to others Non-judging

Recognizing and evaluating only a person's traits can lead to stereotyping and bias based on the interviewer's belief system. Seeking further information about a person's behavior allows an

- Identify key personality traits desired for position
- Relate those traits to specific behaviors, actions or thoughts
- Determine what job skills are represented in the desired behavior
- Develop questions that allow candidate to demonstrate skills through behavioral examples

interviewer to be more objective in their analysis of a person. Seeking further information about a person's behaviors can help to determine how a person reacts in a particular situation. Past behaviors also provide examples of a candidate's use of their "soft" skills, or performance skills. Com-

pleting the sentence from the previous table, "A reliable person has a good attendance record and manages their time well."

Although personality traits are important, behaviors related to these traits are more defining than the traits themselves. For instance, a person considered to be patient may not always display this in all situations. Recognizing a person's behavior can help to determine how a person will react in particular situations.

When preparing for an interview, the interviewer should develop a list of questions from which to pull that can be modified easily to the interviewee's experience and qualifications. Questions that identify a person's skills are straightforward and easier to develop. Behavioral questions are more difficult to develop. Behavioral questions start off with some of the following leads:

- Give an example of
- How did you react when
- Tell me about
- Describe for me

Behavioral questions are aimed at determining how a person has behaved in the past, and therefore steer away from hypothetical situations, or asking how a person *may* or *will* react in the future. Hypothetical questions are easier to read by interviewees, making more likely that the response will be what the candidate *thinks* the interviewer wants to hear. For instance, rather than ask "What would you do if you got lost en route?," an interviewer may ask "Have you ever gotten lost? Tell me what you did at that time." An additional example, rather than ask "Have you ever been late for work?," an interviewer may say "Tell me about a time when you were late to work. What did you do?" These types of questions encourage more informational responses that are demonstrative of a person's behavior.

Other things to avoid in an interview include

- Close-ended questions, or those that can be answered with a simple "yes" or "no" response;
- Questions referencing age, sex, religion, disability or lifestyle;
- Directing the candidate's response to the answer you are looking for;
- Finishing a candidate's response in order to keep things moving;
- Stereotyping a candidate based on first impressions or curtailing the interview as a result; and
- Allowing the interview to be disrupted by phone calls, visitors, email, or other outside situations.

Interviewing

The goal of the interview is to provide the interviewer with information necessary to make an unbiased determination of a candidate's appropriateness for the job. There are many ways to go about the interview process, and the number of interviews as well as the number of interviewers can also vary according to local policy and job function. The initial interview processes can include

- Initial phone interview/screening, and/or
- Individual in-person interview, and/or
- Panel interview.

In some cases, the interview process may include progressive interviews (2nd and 3rd interviews) as candidates are weeded out. Generally speaking, the intensity and length of the process is directly proportionate to the level of the position within the organization. In the event of multiple or progressive interviews and panel interviews, all of those persons included in the process should be consulted for their recommendation of a hiring decision. In any case, the person who will supervise the position should be a part of the interview process and of the hiring decision.

A good interview is structured, stays focused, and includes the following elements:

- A description of the position and the organization, and recognition from the applicant that they understand the requirements of the job,
- A general question and answer session led by the interviewer, and
- An opportunity for the applicant to ask questions of the interviewer to confirm his/her understanding.

It is important, especially when interviews are held simultaneously by several persons, as may be the case when several people are being hired, that the information presented in the interview about the job, the work environment, and the organization is an accurate and fair representation, and that the presentation is consistent.

Inaccurate information provided during this process can be detrimental to the employee retention process, as it can create false impressions leading ultimately to disappointment. This is an opportunity for the employer to market itself to the employee, creating an accurate picture of the job and of the environment.

Making an Offer

Once an applicant has successfully passed all pre-screening and been recommended for employment, a specific written offer should be provided. The offer should specify job title, date of hire, rate of pay and benefits, job classification (if any), and whether the offer is contingent on anything, such as a negative drug test, physical, or background check. The offer may take the form of an offer letter or, in many cases, the provision of an employee handbook.

As a result of low unemployment and local competition, applicants have employment options and can make choices. Under these circumstances, applicants are also interviewing the potential employer. It is important that the hiring process be conducted in an organized and professional manner. This is one of the first impressions that a prospective employee gains, and can help or hurt the applicant's attraction to the job.

Initial Training

Once employees have been hired, they are most likely placed into a training program. Training is often a consideration of applicants during the recruitment process, and the extent and type of training, as well as whether it is paid or unpaid, is important as a recruiting tool. Depending on the position and the person, the training may be informal or formal, more or less detailed, and more or less time intensive. Administrative and maintenance positions are more suited to on-the-job training, where the new employee is performing the tasks under the close supervision of a fellow employee or supervisor, usually side-by-side. The positions of driver and aide frequently require a lengthier training program, one that includes both classroom and behind the wheel instruction. Whether a lot or a little, all positions require some type of training. The purpose of training is to provide employees with a clear understanding of their responsibilities and with the tools, skills, and information they need to perform their job well.

Regardless of how training is actually provided, the training program should be well structured and organized. Initial training is where the standards are set—expectations of the employee are established, and the employee develops his expectations of the employer.

Where Do We Start? . . .

Orientation training has become a priority of training programs, providing a comprehensive understanding of the organization in addition to the job skills required. In agencies where the HR process is separate from operations, and in those where HR functions are throughout a small staff, this is helpful for the employee to learn what resources are available and how to access them. Orientation programs can include facility and departmental tours, presentations by department and/or committee leaders, and staff shadowing and departmental observation. Orientation training introduces new employees to the culture, goals and functions of the system, and provides a greater understanding of the relationships between job functions, creating a strong foundation for cooperation and teamwork.

is considered successful is equally important as what information is provided. It is important that someone who fully understands the information provides the information in a positive and encouraging manner. To the greatest extent possible, training should be provided in an interactive manner and in a hands-on environment. This is especially important for positions that are oriented toward working with the public, such as a driver or customer service provider.

Depending on the size of the transit system, training may be provided by one person or by a host of persons. In all cases, the person responsible for supervising the employee once training is complete should conduct some of this training. When multiple persons provide an employee the same training, all persons responsible for the training should be well versed, have a training plan or syllabus, and should be permitted to provide some input into the determination of proficiency. This can be accomplished through written evaluations or documented observations. At the end of the training, employees should have a clear understanding of their position, and also of the roles of others within the organization, and of how each relates to the other.

Skills presented in training should be practiced throughout, and a competency test should be conducted to ensure the employee's proficiency. If proficiency is required at certain stages of the

In order to be successful, training must be engaging and dynamic, educational and practical, and well planned and organized. The training should be presented in ways that capture the attention of the audience, engage their opinions and concerns, and keep them involved.

How the training is provided, by whom, and when it

training in order to progress to the next topic or level, a need for additional instruction can be quickly identified, and one person's need will not hold up the rest of the training group. Failure to demonstrate proficiency may provide cause for a trainee to be removed from training, reducing the potential for wasting resources on these persons and permitting those who remain to receive more personal instruction.

Simulation training can be useful by placing employees in a realistic operating situation while in a controlled environment, testing their ability to use all of their skills.

What Time Is It? . . .

No matter how much training is provided, it must be made available to prospective employees. Training is generally provided in a full-time setting, during the course of the "normal" workday. When a transit system seeks to hire part-time employees, whether it be for permanent positions or for those that will transition to full-time, a full-time training requirement is often already in conflict with potential employees' needs. Those with full-time jobs seeking supplemental income may not be available for this type of training. Those who seek part-time employment in order to maintain flexibility for personal reasons, including childcare, may also have conflict as a result of these personal schedules. Single parents, students, and second wage earners make up a large part of the part-time workforce.

Solutions to this problem include the partitioning of training topics into blocks, which can be rotated throughout the training so that each block, or topic, is available more than once. This can include evening sessions, half-day sessions, and/or weekend sessions. Because this process may extend the length of time that it takes to complete training, the recruiting process may need to be adjusted to account for the longer lead-time. As well, the length of time that a new employee may need to reach proficiency may be extended, requiring a potential change in tolerances.

In operations, behind the wheel training is often provided, while not in revenue service. Following this up with mentor or cadet style training helps employees to learn how to handle the real operating environment, again in a more controlled environment, developing their sense of confidence and counteracting any feelings of abandonment that may develop after an intensive training program ends.

Training for all employees should include, at a minimum, the following topics:

- Legally required information, such as drug and alcohol testing program information,
- Corporate or organizational orientation, including a review of policy and procedures related to human resources,
- Skills-related information, such as customer service and safety,
- Operations orientation, including scheduling, dispatch, accounting or fare collections, and record keeping.

Typical human resources topics that are often included in training include Sexual Harassment and Diversity Awareness training.

Language Training

As a result of immigration and changing demographics, transit systems are finding themselves in need of employees who are bilingual. Recruiting for this need has resulted in some changes in training programs, either in an emphasis to provide training in alternate languages and forms, or to provide alternate language training so that employees can more easily communicate with their customers. In addition to increasing the size of the pool of available applicants, systems are able to ensure a diverse workforce.

Language training may be found through community colleges, churches and community education programs, as well as in the HR departments of other agencies that provide public services, such as police and fire.

Probationary Employment

Many transit systems institute a probationary period upon initial hiring or completion of initial training. The employee's perception of this period may be a cautious one; however, from an employer's perspective, it is an opportunity to closely monitor the new employee's absorption and application of the skills they learned in training. Regular and consistent follow-up during this period reaffirms the organization's commitment to its employees and demonstrates supportive employment practices.

The probationary period provides an opportunity to catch poor behaviors or incorrect actions before they become bad habits. Additional training may be provided as necessary to correct the problem. This additional training should also be provided in a positive and encouraging manner, as the goal is to foster the supportive environment. On a regular basis, the training program should be reviewed and adjusted to ensure that it is sufficient, especially if trends are spotted during the probationary period that require regular retraining.

Retention

Hiring the right people, training them to be successful, and keeping turnover to a minimum are critical to a transit system's ability to provide consistent quality service. Having applied the premises contained here in terms of job definition, recruitment efforts, interviewing, and hiring, agencies then shift their efforts to training new employees and then to continuing to help them grow within the organization, improving each individual's skills and developing them into successful employees. Although there is no sure-fire way to keep employees from leaving or

seeking other employment, there are many practices in use to encourage employees to stay and to develop a sense of loyalty. They can be summarized in the following categories:

- Compensation,
- Promotional Opportunities,
- Recognition,
- Personal and Professional Development,
- Employee Ownership, and
- Work Environment

Compensation

As discussed previously, compensation is a package, including wages and benefits. When initial wage structures are developed, they may include a wage progression directly tied to longevity. Frequently this includes a step progression linked to employment benchmarks. This may include increases in pay rates following the completion of training, at the end of any initial probationary period, and then annually or semi-annually thereafter. This concept creates an incentive for employees to stay with the transit system since their financial position improves over time.

Less Traditional Benefits

- Uniforms & Laundry Service
- Access to Computers & Internet
- Break Room with Amenities
- Credit Union Membership
- Membership Discounts
- Personal Vehicle Use Privileges

Benefits such as health care, life insurance, disability insurance, vacation, sick and other paid leave are often part of an overall compensation package available to full-time employees. As with wages, there may also be a step progression of the availability of these benefits or of their value overtime. For example, health care premiums may be the responsibility of the employee initially, with employer contribution levels increasing over time. Paid time off, including sick, vacation, holiday and personal time, accrual levels generally increase over time as well, creating an incentive to stay on.

Historically, part-time employees have not been eligible for most benefits, as one of the primary decision-making factors over the use of part-time employees has been cost.

The performance review is a good way to implement or support a merit based incentive or wage plan. Many transit systems indicate that employees receive step increases, or increases tied to longevity rather than performance. While this ensures a wage progression, it does not recognize an employee's individual contributions. This type of program can also lead to a disincentive to perform above and beyond the average level, as there is nothing tied directly to that effort and no correlation between performance and pay.

As service hours and types change, however, the use of part-time employees has developed into a practice aimed at reducing overtime wages, to accommodate service demands and also to meet the needs of this employment population. As such, reducing the turnover of a part-time workforce has become a priority, and many transit systems are beginning to offer benefits, either full or pro-rated, for part-time employees.

With regard to wages, many agencies have, in the past, implemented wage scales that vary between part-time and full-time employees filling the same position. Again, initially this was intended as a cost savings measure tied to the use of part-time employees. As decisions on use of part-time employees has evolved beyond financial considerations, wage differentials between part-time and full-time employees have been reduced or in some cases eliminated altogether.

Performance Reviews

The employee review process should be a formal process conducted at least annually. It should be conducted by the direct supervisor of each level of employment. Areas reviewed should be clearly defined and should relate back to the job description and benchmark. Should additional responsibilities added over the review period significantly affect the overall job description, the job should perhaps be reviewed against the benchmarks.

Once the review has been completed, it should be presented to and discussed with the employee. This is an excellent opportunity to develop action plans for the employee's progression, should they be interested in promotion, for their improvement in weak areas identified through the process, and with direction for continued success.

The timing of performance reviews varies among transit systems. While most formal reviews take place annually, the performance review can be used more frequently in the case of problem employees, probationary employees, and newly assigned employees.

In some cases, the employee is provided an opportunity to rate themselves, just as their supervisor would and under the same criteria, which should then be included in the discussion.

Other approaches include an opportunity for one person from each department to have input into an employee's review. This gives dispatchers, trainers, and maintenance staff, for instance, the ability to comment from their perspective, as their interactions may be more informative than a supervisor's.

Promotional Opportunities

Transit is a home grown industry, in many ways. Many transit professionals grew from the ranks, and transit is unique in that, in both the private and the public sectors, growth opportunities are limited only by one's interest in them. An experienced driver can be a good candidate for any other position in the organization, as he/she has an intimate knowledge of the core business. Many of the front line positions in transit operations require an understanding of the driver's job, and the skills required of these positions are teachable.

Because of the low unemployment rates, many people have been forced to take positions that they are over-qualified for, simply to get their foot in the door of the transit system. These employees may aggressively seek promotional opportunities, as their intent may never have been to remain in the starting position. Should the potential for advancement not exist, or not be made available, these employees may not stay long or may become otherwise discouraged. Likewise, current system employees who are overlooked for promotional opportunities in favor of external candidates may also become discouraged, regardless of their initial employment goals.

Current employees may have a lot to offer, and should never be overlooked when openings become available within the organization. When all other things are equal, the candidate with the most experience may be the best person for the job. However, a person's experience should not be considered an entitlement, and the recruiting/hiring process needs to remain fair and competitive.

Whenever a position becomes available, in-house recruiting should be included. In-house applicants, except in regard to seniority, should not expect or receive any special considerations, and should only be included in the pool of qualified applicants if they meet the requirements of the job. Some transit systems make in-house recruiting a priority, permitting in-house applicants to apply for a position prior to the general public, potentially eliminating the need to recruit externally.

When possible, systems should use this approach to promote from within, ensuring that growth opportunities are available to all employees, and potentially decreasing the amount of resources expended to recruit, hire, and train staff. Staff shortages and temporary increases in internal demands, such as when a large group of new employees is starting in new driver training, may require additional employee resources yet only for a limited time, or for special or temporary assignments.

"Special" Promotional Opportunities

These positions are frequently held by senior employees and provide more advancement opportunity, particularly in smaller systems.

- Lead Driver
- Peer Mentor
- Behind the Wheel Trainer
- Cadet Trainer
- Lot Pusher (Pull-Out Supervisor)
- Pull-In Supervisor
- Recruiter
- Transit Ambassador
- Site Coordinator

These cases may not require either a part-time or full-time dedicated employee, and create a good opportunity to assign special tasks to individuals, increasing their level of responsibility and involvement. These temporary assignments may provide for wage increases or differentials for the time during which the function is being carried out, and may offer management more flexibility in selecting these employees as a result of the temporary nature of the job. Finally, they are a good way for management to reward an employee's excellent work through the assignment of additional responsibilities.

Where services are varied by licensing requirements (CDL vs. non-CDL) or service type (fixed vs. demand-response), these differences can be used as promotional steps. For instance, all employees may be required to start at the same level and graduate into others with experience.

Some transit systems apply this sort of programming to part-time positions as well, where full-time status is earned through experience. When hiring in this manner, systems need to be realistic with regard to the length of time it takes for an employee to transition to full-time status, particularly if the employee is more interested in full-time work.

Recognition

Many transit systems implement programs that recognize and reward employees for longevity. Some of these programs are financial in nature, in the form of wage scales or bonuses based on experience. Other opportunities include giving more senior employees priority in selecting work schedules or assignments or choosing days off and vacation schedules. Additional ways to recognize seniority include awards like pins and badges that employees can proudly display on their uniforms.

Many transit systems have implemented programs that reward employees for exemplary service, providing incentives for performance above and beyond the basic job requirements or description. These programs include Employee of the Month/Year, Safe-Driver awards, and Customer Service awards, to name a few. When developing these types of incentives, systems must make sure that the goals are realistic and accomplishable, that the process for determining success is valid and not subject to be compromised, that bias is removed from the equation, and that rewards are made in a timely manner. How employees are rewarded is as important as the reward itself, with public recognition and fanfare.

Personal and Professional Development

Many transit systems offer continuing education opportunities to their employees. These opportunities can include regular ongoing training programs, certification programs, and tuition assistance or reimbursement for adult education programs. Mandatory ongoing training may be required by law or system policy, and voluntary programs are often more related to personal interests, such as financial planning, education, health and fitness, and family and relationships.

For smaller transit systems, it may be possible to “piggyback” on the professional development opportunities of other local organizations or departments, particularly if the transit system is a department within a local government or a larger organization. Alternately, the transit system could team up with other like-minded organizations, such as other local transit systems through the state transit association, or local non-profit organizations which also operate transportation services, to offer professional development opportunities through a consortium or other shared effort.

Ongoing Training

Training is a recruitment tool, offering an initial investment, and it is also a retention tool, offering continued investment. Ongoing training keeps employees abreast of rules, regulations, policies, procedures, products, and operations issues that affect their daily work. Retraining can

be provided in several ways, during employee meetings, scheduled training sessions, and in-service training sessions. Topics covered may be legally required, required by policy, simply informational, and/or current issue related.

Conducting group training offers opportunities for employees to interact with one another, and for the managers to enforce its commitment to employees. Group training is successful for general topics that apply to everyone. One-on-one training is commonly used to address an individual's performance-related problems, often discovered through an evaluation or observation. The challenge for many smaller transit systems is fitting training into busy schedules. Often smaller transit systems budget to pay employees to report for group training when the system is not in operation (for example, on a Saturday or holiday). Or, they hold multiple training sessions on a particular subject so employees can be trained at the end of each shift.

Cross Training

Cross training can be provided as a general orientation, so that everyone understands each others' roles in the organization, or more in-depth, for promotional and support purposes. As most smaller systems have limited support staff, absenteeism can contribute to an overall backlog if the absent employee's daily work assignments are not completed. Having a cross trained staff allows for temporary reassignments in order to keep the process flowing. Again because of low staff levels and frequent driver shortages, a common part of many job descriptions includes driving when necessary. Should a dispatcher need to spend a day driving, someone else in the office needs to be able to immediately fill the role of dispatcher. Cross training also provides employees with an opportunity to test out other positions that they may be interested in within the organization, or at least to give them a better taste of the duties and workload of the other positions. A person trained to fulfill other roles may be an excellent candidate in the event of a vacancy, either in a permanent or temporary/acting role. Should that person be hired into the position, their learning curve is shorter as they already have direct experience and the amount of introductory training required may be reduced.

Professional Certifications

Certification programs are available in all subject areas for all levels of employees. Frequently cited programs include those for drivers such as Passenger Assistance, Emergency Procedures, and Safe Driving. Mechanics can receive certification through dealer programs, manufacturer programs, and skills programs, such as that offered through ASE. Administrative programs include those in software applications and network management. Management programs are available in supervisory topics, finance, leadership, and in numerous transit specific topics. Most of these programs can be accessed locally through community college and adult education programs; others are offered by national and state programs and associations and through conferences and trade shows. There are many nationally offered seminar-type training programs available as well as internet-based training programs.

Trade certifications are frequently associated with wage differentials or pay incentives and promotional opportunities.

Peer Mentoring

Throughout the probationary period and sometimes longer, many transit systems have implemented mentoring programs. The purpose of the mentoring program is to provide new employees with close supervision at the hands of an experienced peer. Structured mentoring programs include goal development, regular follow-up, and scheduled counseling and training sessions. However, smaller systems may want to create a less formal program.

Mentors are frequently senior employees with excellent employment records, who volunteer for this additional responsibility. Incentives may be provided to the mentor, including pay

differentials and/or other compensation. In systems where promotional opportunities are limited, the mentor program provides additional responsibility and respect for those who volunteer, and also increases the level of employee involvement in the delivery of quality services.

Employee Ownership

Developing trust and loyalty is essential to retaining good employees. Being involved in the management, direction, and success of the transit system builds a sense of ownership and personal pride among employees. Many larger systems have created employee steering committees, focus groups, and teams where employees are tasked with developing new programs and policies, addressing management and service issues, rolling out new programs, and creating or planning incentive programs is an effective way to ensure employee participation. Involvement improves everyone's understanding of the dynamics of the organization, and is often credited with the success of new programs and initiatives, as employees develop a sense of personal responsibility toward improving their own environment.

Such approaches may be adapted to and quite effective at smaller transit systems so that employee input is both solicited and used to improve the services provided. A simple approach is to establish groups of employees around particular topics or concerns. Such groups give employees a chance to share their thoughts and interact with managers, help to foster the team environment, and give employees a sense of involvement and ownership. Common committees include:

Many transit systems cited being flexible with scheduling and considering employees' personal needs as contributing to a great work environment; especially since many small transit systems have part-time employees, many of which are single parents, retired persons, and second wage earners, employees' personal lives are more sensitive to family needs. Making schedule accommodations, changing shifts, relaxing attendance policies, and permitting employees to transport children or bring them to work in the event of an emergency are ways to minimize the impact of personal situations both on the program and on the employee.

- Safety Committee
- Accident Review Committee
- Employee Recognition Committee
- Party and Recreation Committee
- Project Committees

Every job and every function is important to the overall organization, and, in most cases, each individual job relies or directly supports others. Ways to foster teamwork in an organization include group assignments or team based competitions, development of employee committees and task forces, development of interdependent goals and objectives, establishment of mentoring or peer programs, and the creation of incentive plans that depend on the performance of the overall group rather than on individual performance. Again, use of any of these techniques will depend on the size of your system. Prob-

ably the most effective way to have your employees work as a team is to foster open communication between managers and employees, which is discussed below.

Work Environment

Providing a positive work environment is often considered a retention strategy. Open and consistent management interaction and communications, a flexible environment, employee involvement, and comfortable settings are frequently cited as ways to create a positive environment. Others describe it synonymously with a family environment, where people can have fun, be themselves, be respected and be treated as people and feel good about a place where they spend a large part of their day. Little things that make work more personal include:

- Employee Newsletters
- Birthday cakes, cards, and gifts (movie passes, lunch certificates)

- Employee outings, teams, games, and contests
- Holiday parties, picnics, awards events
- Spontaneous lunches, cookouts, breakfasts
- Management walk arounds

Open Communications

Open communications helps to foster a team environment, and encourages employee involvement. Employees should be encouraged to share their opinions with managers and to ask for assistance when needed. Employee needs and concerns should always be followed up on and treated as important, no matter how significant they are in the grand scheme of things. Employees should have opportunities to file complaints or grievances, and should never be discouraged from doing so or have restricted access to managers.

It is important that all managers practice this open approach, up to and including Boards of Directors. Where systems are part of a larger organization, the departmental nature can limit some of the opportunities for direct communication between employees and managers. When this is the case, the local supervisors or site managers must make more efforts to understand their employees and be able to represent them fairly in departmental interactions.

Employee suggestions should always be solicited, especially when determining a course of action that will affect the larger group. Staff meetings, employee surveys, suggestion boxes, training reviews, performance reviews, and daily interaction can be helpful in soliciting employee input and in maintaining an open environment.

Management Interaction

Frequent, consistent manager/employee interaction is important to creating an open environment. More importantly, however, is that this interaction not always be negative or disciplinary in nature. Managers and supervisors should make conscious efforts to communicate with employees on a regular basis, not only for the purpose of correction or discipline. Positive communications foster the team and family environment, removing the barriers between employees and managers (us vs. them) and promoting partnerships and common goals. Some interaction takes place formally, others less formally. Opportunities include:

- **Training Sessions** – In small transit systems, training is often provided by staff members or managers. Allowing employees to present training on topics that interest them is a way to encourage individual involvement and foster both the management-employee relationship and the peer relationship.
- **Monthly Meetings** – In many cases monthly meetings are held for the purposes of providing information or other training about the workplace. These meetings provide a good opportunity for managers to initiate open communications. Employees, particularly those closest to operations, need an opportunity to express problems or issues that affect the entire group, and this is a good place for this to happen. Controlling the situation, especially when emotional topics are discussed, can be difficult, but these opportunities need not be seen as gripe sessions. Employees should be encouraged to make suggestions for resolving problems in addition to identifying them.
- **Direct Observation** – Employee observations, including ride alongs, shadowing, or on-site observations, give managers the opportunity to observe an employee in their operating environment. Situations encountered can initiate conversations where better understanding can be gained and individual employee issues can be identified. Some issues may be addressed immediately during this time as they may be simple misunderstandings. Information may be gathered during this process as well on other aspects of the operation; this can help keep managers aware of current operating conditions.
- **Informal one-on-ones** – When managers and employees rarely interact as a part of regular business, as in the case with some rural systems and perhaps those with satellite operations, managers need to plan for individual contact, and may do so by making certain hours available for

employees to stop in. Even if unscheduled, managers should encourage employees, when time presents itself, to stop in and chat.

- **Spontaneous Events** (Free lunch day, coffee and donuts, etc.) – Transit system employees like to eat. Providing refreshments at any meeting always increases attendance. Impromptu opportunities exist every day, and are a way to provide quick interaction and encourage more in-depth interactions as necessary. It is a quick meet and greet that reinforces a positive and caring management approach.

Established Policies and Procedures

Having well documented policy and procedures ensures that everyone has the same understanding of how things work in an organization. It takes the guesswork and potential for bias or personal feelings out of management decisions. Procedures provide clear and distinct instruction and ensure that tasks are performed consistently throughout the organization. Each employee should be presented with a copy of the most recent policy and procedures manual or handbook, and complete a signed acknowledgement of receipt and understanding that they are held responsible for the content. Orientation to the policies and procedures should be provided

to all new employees during initial training.

Disciplinary Action vs. Corrective Counseling

In a supportive work environment the disciplinary process is aimed at correcting behaviors through consistent policy enforcement. Part of the success of this approach is that areas where an employee needs more training may be identified, and management and the employee have the chance to develop a better understanding of each other's responsibilities toward each other and the organization. Giving the employee a chance to correct the behavior helps to build a trusting relationship. The role of supervisors, and those in supervisory capacity, must clearly support this type of environment. Providing mentoring and supervisory training to all employees in these roles ensures a cooperative approach to the success of each individual employee.

Not all employees will be successful in a transit system. The corrective counseling and progressive discipline programs applied fairly and consistently weeds out those employees that don't share the overall goals of the organization. Those that do not benefit positively by the corrective counseling process and are released represents turnover that is positive for the system.

Consistent enforcement of policy and procedures provides employees with a realistic set of expectations. If a behavior or action is defined for one employee to be against policy, then it must hold the same definition for all employees. Should there be a penalty for the behavior, it should be relevant, and should take into consideration each employee's own performance, thereby being progressive in nature.

Safety Focus

Safety needs to be the top priority in every transit system. Its importance must be continually stressed across the organization. Providing a safe, clean work environment is a fundamental responsibility of every employer. Encouraging employee participation in safety programs helps to instill a safety culture. Common safety programs include the following.

Regular Safety Training Sessions

Monthly or quarterly safety meetings provide an opportunity to share safety information, including overall system performance, with all employees. Topics may be regulatory, of common interest, or incident or trend related. Soliciting the help of employees in selecting topics for discussion or in presenting those topics is effectively encouraging them to participate. In smaller systems, regular safety meetings probably will be held less frequently, perhaps semi-annually.

Strict and Fair Safety Management Policies

Safety policies must be documented and followed by all employees. Accident reporting, investigation, evaluation, and handling must be consistent and fair. Soliciting employee participation

in developing safety policies and identifying safe work procedures, as well as including employees in accident review, are ways to encourage employee participation.

The Importance of Regular Fleet and Facility Maintenance Inspections and Repair in the Work Environment

A well-documented preventive maintenance program that provides feedback to documented employee concerns or observations will not only improve safety but will also help retain employees. Both mechanical and cosmetic defects should be addressed in all maintenance inspections, ensuring that the driver's workplace is safe, comfortable, and in good working order. Mechanical breakdowns and component malfunctions that occur during service are frustrating to both drivers and passengers, can compromise their safety, and can significantly impact daily operations. If drivers feel that vehicles are not well-maintained, they may feel at risk on the job and/or care less about their own safe and professional outlook.

The drivers' role in vehicle maintenance and documentation, particularly in proper completion of both pre- and post-trip inspections, should be clearly identified during the training period. The procedures of reviewing the daily vehicle inspections, of prioritizing repairs, and of holding vehicles out of service must be established, and a consistent process of providing feedback on repairs completed or mechanic's findings on reported defects must be clearly defined.

A clean, well-maintained and reliable fleet ensures a professional outward appearance, one that instills pride in the person behind the wheel. This will be reflected in driving habits, safety focus, customer service, and overall job satisfaction.

Interaction between the maintenance staff and the driver force will ensure the satisfaction of both sets of employees. Ways to accomplish this include having a mechanic on staff during pull-outs and pull-ins, to walk the lot, monitor vehicle inspections, and provide assistance and minor repairs; providing orientation to the maintenance function during initial training, including maintenance staff; and discussing maintenance related topics in safety meetings and in ongoing training sessions. Where the maintenance function is separated from the operations function and in systems whose maintenance is provided by another department of a larger organization (such as the city or county fleet maintenance), these strategies may be helpful in creating trust and fostering teamwork.

Accident Retraining

Accidents happen. Since an integral part of job satisfaction is feeling safe in the work environment, for each and every accident, whether a vehicular accident or an employee work injury, a consistent review process should be followed to determine the cause of the accident, its preventability, and disposition. The cause and determination of preventability should then be addressed in individual employee retraining or counseling, provided that the accident was not a terminable offense. Where accident trends surface, or where the cause of an accident is found to pose a risk to other employees, retraining should be provided to all affected employees. Accident retraining helps to rebuild employee self-confidence after an accident, encourages safer work behaviors, demonstrates a commitment to safety, and reinforces the program's commitment to its employee's success.

Failure to address the causes of accidents and to provide proper

Adapt Existing Defensive Driving Programs

It isn't necessary for you to start from scratch to implement an effective defensive driving program for your drivers. Many programs have been developed in the public domain (contact your state or the national RTAP for more information). There are also many commercial programs that can be purchased for your use—with or without an on-site instructor. For example, a variety of products are available on the Smith System of Defensive Driving, developed based on five rules: (1) aim high in steering; (2) keep your eyes moving; (3) get the big picture; (4) make sure others see you; and (5) leave yourself an out, at www.smith-system.com.

retraining increases the systems' risk exposure and contributes to an environment where safety is not a priority. Poorly maintained equipment, improper or insufficient training, failure to provide the appropriate personal protective equipment and to encourage safe work habits can decrease the morale of employees and will ultimately lead to poorer work habits, increased risk, negative attitudes, a lack of trust among employees, and, ultimately, staffing shortages, wasted resources, and service disruptions.

In addition to internal training and safety programs, presentations and training provided by trained risk professionals from outside the organization may help boost a program's safety awareness. The introduction of driver wellness programs, pre-employment physical screening, health insurance benefits, work schedule and break accommodations, aggressive return to work programs, and fitness for duty evaluations can further emphasize the organization's commitment to protecting its employees and passengers.

Recognition for Safe Behaviors

Whether planned or spontaneous, employees should be formally recognized for their safe behaviors. Spontaneous opportunities to simply pat an employee on the back and demonstrate appreciation for their safe behavior present themselves over and over during the course of a day.

Wherever possible, recognition of an employee's safe behavior should be made publicly, boosting that employee's sense of personal pride and accomplishment and demonstrating the value that the organization places on safety to other employees. Public opportunities to reward and recognize employees exist through radio callouts, the use of bulletin boards, and newsletter bits or articles, uniform patches or pins, and special privileges (such as priority parking assignments).

Planned or programmed safety awards can include employee of the month/period, zero accident awards, most improved performance awards, safe driving bonuses, and recognition for adopted employee suggestions that impact safe operations. Incentives need not always be financial, and, in many cases, may take the form of special considerations or privileges or extra benefit awards (such as additional vacation time accrual).

Safety Committees/Accident Review Boards

Some transit systems rely on an employee-based accident review board and/or safety committee. Involvement in these committees is usually voluntary, and those employees who regularly exhibit safe behaviors, fully support the agency's safety focus, and have safe work histories should be encouraged to participate. While creation of a formal committee or review board may be beyond the needs of your organization, these types of boards and committees can be tasked with continuously reviewing safety policy and practice, identifying risks or risky behaviors, encouraging and motivating employees to focus on safety, establishing processes for new efforts aimed at risk minimization and reduction, and determining where training may be required or may require modification as a result of risk exposure and overall safety history.

Proactive Workers Compensation and Employee Wellness Programs

Many systems have adopted aggressive return to work programs for facilitating an injured worker's prompt return to full duties after an injury. Some of these programs start with a pre-employment physical or other assessment of an employee's ability to meet the physical requirements of the job. Working closely with occupational health organizations, ensuring that those who treat injured employees understand the goal of the system to minimize the amount of time an employee spends out of work, and providing them with the tools necessary to assess an employee's limitations can be critical to reducing the possibility of false claims and abuse of the worker's compensation system. Discouraging health care providers from prescribing medica-

tions that can affect an employee's ability to perform the basic job functions and from making automatic decisions to place the employee on an out-of-work status, rather than recognizing the availability of modified or light-duty work assignments, and providing necessary medical care or therapy should clearly be established goals of the worker's compensation program.

The expectation that an employee will accept modified duty assignments and remain a functional member of the workforce clearly demonstrates the employer's commitment to rehabilitation of its valued workforce. Proactive programs decrease the likelihood that an injured employee will simply become lost or forgotten during his/her recovery period, and can decrease the overall number of days spent out of work, reducing the overall expense of managing this risk.

Completing the Cycle

In the beginning of this manual, the human resources process was defined as cyclical in nature, as each phase, from job definition to recruitment to hiring, hiring to training, and then to retention, builds upon the previous stage. While applying the fundamentals and processes outlined in each of those phases is important to the development and deployment of a more comprehensive approach to human resources, simply doing so does not guarantee a successful approach. The last phase of the cycle must include evaluating the process to identify success and failure, and then feeding this information back into each of the previous stages and making adjustments to determine where adjustments may be required. In addition to developing employee committees and applying the fundamentals described in the section of retention, there are other ways in which management can gain feedback from employees that will help to shore up the process. These include conducting interviews of former or separating employees (exit interviews), conducting regular employee surveys frequently known as organizational health assessments, and seeking information during the performance review process, which was discussed previously.

Exit Interviews

Even with the most well planned hiring process, the most comprehensive training programs, the greatest work environment, and the most competitive wage and benefit programs, turnover, however minimal, is a fact of employment. Whether voluntary or involuntary, employee separations offer the opportunity for management to follow up with an exit interview.

Exit interviews can be useful in determining where the recruiting, hiring, training and management process may require review or adjustment. Appendix H includes some examples of exit interviews. When an employee leaves, his or her reason for leaving as well as overall opinion of the organization should be sought, preferably through a direct interview. This interview may or may not include a survey as well. The information gained through this process can be collected and tracked, potentially identifying controllable trends that may be addressed in other areas of the operation. Some agencies have hired consulting firms to conduct this type of interview, others make it available on-line or otherwise anonymous in order to encourage candid responses. When exit interviews are conducted varies; some agencies prefer to conduct them at the time of separation, others choose to wait a period of three to six months after separation, under the premise that the time will serve to remove or lessen emotional biases on the part of the employee.

Organizational Health Assessments

While the exit interview is a good opportunity to gather valuable information, it is also done after the fact—the employee has already left or has expressed a desire to leave. His/her feedback is important and an exit interview may change his/her decision (be careful, withdrawal of

an employee's resignation is most likely only a temporary decision on the part of the employee). Managers should never wait for this opportunity alone to ask questions. Instead of waiting until they are gone or lost causes, managers should be more proactive and seek similar information from current employees. This can be done through what is commonly called an organizational health assessment.

Whether conducted in-house or by an outside firm for this specific purpose, or as a part of management performance reviews, surveying current employees to determine their feelings, beliefs, and opinions about their work environment provides valuable feedback that can be used to improve current practices. These types of surveys may relate to operational issues, policy or procedural issues, management interaction, system governance and administration, compensation (pay and benefits), and/or the overall work environment. Ensuring the anonymity and confidentiality of responses to these information gathering surveys often improves the volume of feedback as well as the truthfulness of the responses, as employees can speak their minds without fear of reprisal.

Interpreting the Findings

Whether through exit interviews conducted at the end of an employment or through organizational health assessments conducted of current employees, the information gained can be used to directly influence the employment process.

Common issues identified in either surveys of current employees or in exit interviews may include

- Money and compensation,
- Operating conditions,
- Scheduling,
- Personal needs, and
- Manager/supervisory relationships.

Where issues identified are related to policy or budgetary constraints, the transit system should first look to review its recruiting and hiring processes to ensure that the employee was not given inaccurate information, and, therefore, did not develop false perceptions in the initial hiring phase, resulting in recruiting the wrong person, particularly when there is little room to make adjustments to things like wage rates and other compensation. Where issues indicate personal conflicts such as scheduling and work assignments, consideration can also be given to adopting more flexible operating rules. Where issues point to performance or skills, evaluation of training programs (or, in some cases, the documentation thereof) may be warranted. Where responses indicate management/supervisory relations and the overall environment, an emphasis on improving these soft management areas should be made, either through development of individual managers/supervisors or of programs that encourage better relationships.



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APPENDIX A

Transit Agency Survey and Survey Responses

TRANSIT AGENCIES!

We need your help! KFH Group, the research team for the Transit Cooperative Research Program (*TCRP*^{*}) *Project F-12*, is preparing *Employee Compensation Guidelines* to help providers of **transit in rural and small urban areas** make employee compensation decisions. The project also will provide transit managers with methods that can be used to attract and retain employees.

Please help us develop the *Employee Compensation Guidelines* by completing a survey on compensation at your agency or organization. Can you take a few minutes to complete the survey by the close of business **Friday October 20, 2006**?

You have three options for completing the survey:

1. You can complete the paper copy (enclosed) and mail it back to us at:
KFH Group
4920 Elm Street
Suite 350
Bethesda, MD 20814
2. You can complete the paper copy and fax it back to us at **(301) 951-0026**.
3. You can complete the survey on-line. KFH Group is using a third party survey application, Survey Monkey, for this surveying effort. The link to the survey is <http://www.surveymonkey.com/s.asp?u=871182645932> (copy into your browser to follow the link).

We estimate that it will take you about 15-20 minutes to complete the survey. You may need to look up specific wage and benefit information by job category for your employees. Please note that if you are completing the web-based survey on Survey Monkey you may stop the survey at any point and come back to finish it; your answers will be saved automatically. To come back to the survey, simply follow the link above.

ALL DATA WILL BE KEPT CONFIDENTIAL and will only be used to develop industry-wide compensation comparisons. The Employee Compensation Guidelines should be a valuable tool for small urban and rural transit managers, their boards, and local elected officials. The report will be free and distributed through TCRP.

If you have any questions regarding the survey itself or the project, please call Sue Knapp or Elisabeth Fetting of the KFH Group at (301)951-8660 or email sknapp@kfhgroup.com or efetting@kfhgroup.com.

Thank you for your participation!

^{*} TCRP is an applied research program of the Transportation Research Board (TRB), intended to develop near-term practical solutions to problems facing transit agencies. TRB serves as an independent adviser to the federal government and others on scientific and technical questions of national importance and is administered by the National Academy of Sciences, the National Academy of Engineering, and the Institute of Medicine.

PART I - CONTACT INFORMATION

Name of Organization: _____

Doing Business As (DBA)
Name or Acronym: _____

Street Address: _____

City: _____

State: _____

Zip Code: _____

Contact Person: _____

Email: _____

Phone: _____

Fax: _____

Person Completing
this Survey: _____

Phone: _____

1. Is your organization/agency responsible for the management and/or operation of public transit services?

Yes

No

PART II - SERVICE AREA CHARACTERISTICS

2. Which term best describes the public transit service area.

- single municipal service area
- multi-town service area
- single county service area
- multi-county service area
- Indian tribal reservation service area
- Other: (Please specify)

3. Please identify the city(ies)/town(s)/village(s) or county(ies) that are included in your primary public transit service area.

PART II - SERVICE AREA CHARACTERISTICS

(continued)

4. Is there an urbanized area within your primary service area?

- No
- Yes *If yes, what is the name of the urbanized area?*
-

If No, estimate how close is the nearest urbanized area to where the majority of your employees are based (in miles)

- 5 – 10 miles
- 11 – 20 miles
- 21 – 30 miles
- 31 – 40 miles
- 41 – 50 miles
- 51 – 100 miles
- > 100 miles

5. Please estimate the unemployment rate in your service area. (*i.e.* 1%, 2%, 3%, *etc.*)

PART III - TRANSIT SERVICE CHARACTERISTICS

6. What type of public transit services are provided by your agency or organization? A description of each service can be found by clicking on each of the service types. (Check all that apply)

- Fixed-route
 - Deviated fixed-route
 - Paratransit/Dial-a-Ride
 - Subscription
 - Other (please specify)
-

7. How many revenue passenger service vehicles are in your organization/agency's fleet? _____

8. Of these vehicles, how many require the driver to hold a commercial drivers license (CDL)? _____

9. How many *one-way* transit passenger trips were provided by your organization/agency in the most recent fiscal year ? _____

10. What was your agency/organization's annual operating budget for public transportation in the most recent fiscal year?

- <\$50,000
- \$50,001 - \$100,000
- \$100,001 - \$250,000
- \$250,001 - \$500,000
- \$500,001 - \$750,000
- \$750,001 - \$1,000,000
- \$1,000,001 - \$1,250,000
- \$1,250,001 - \$1,500,000
- >\$1,500,000

11. Which Federal grant funding does your organization or agency receive? (Check all that apply)

- Section 5311 (rural public program)
 - Section 5307 (small urban program)
 - Section 5416 (Job Access and Reverse Commute - JARC)
 - Section 5310 (elderly and disabled capital program)
 - Other (please specify)
-

PART VI - FUNDING CHARACTERISTICS *(continued)*

12. What local funding sources do you use to support public transportation? *(Check all that apply)*

- Local general funds
 - Specific local source - Sales Tax
 - Specific local source - Property Tax
 - Specific local source - Employer Tax
 - Specific local source - Parking or Other Vehicle Fee
 - Contract revenue - Public or Non-profit Agency
 - Contract revenue - Private Agency
 - Other (please specify)
-

PART V - ORGANIZATION/AGENCY CHARACTERISTICS

13. Which of the following best describes your organization/agency?

- Transit Authority
 - Department of County government
 - Department of City government
 - Private nonprofit agency - transportation only
 - Private nonprofit agency - multi-purpose
 - Private, for-profit transportation provider
 - Other (please specify)
-

14. What term best describes the method of public transit service delivery utilized by your organization/agency?

- Direct operation ONLY - Our organization manages & operates all public transit services
- Contract operation ONLY - Our organization contracts with another agency/company to operate all public transit services
- Combination - We use a combination of direct operation & contracted services
- Brokerage - We arrange for transportation with a network of service providers

PART VI - STAFF CHARACTERISTICS

15. How many people are employed by the public transit system?

Full-time (35 hours a week or more) _____

Part-time (34 hours a week or less) _____

Volunteers _____

16. What is the employee turnover rate at the public transit system (*the number of staff who left during the year divided by the average monthly employment for the year*)?

17. Are any of the employees of your transit system members of a union?

No

Yes *If Yes, which categories of employees are covered, and by what union?*

PART VII - JOB CATEGORIES, WAGES, AND BENEFITS *(continued)*

18a. Please use the table below to tell us about your transit staff. Complete the table using the job categories that most closely describe those within your organization/agency.

Your organization will NOT have staff in all jobs listed below. In cases where an individual has multiple functions, please classify that individual under the job title that best describes his/her predominant area of responsibility. Please classify each staff person only ONCE.

NUMBER OF POSITIONS

Please indicate the number of positions for each job.

	# Full-Time	# Part-Time
Director of Transit	_____	_____
Administrative Assistant	_____	_____
Transportation Planner	_____	_____
Bookkeeper/Finance Clerk	_____	_____
Marketing Specialist	_____	_____
Computer Operations Analyst	_____	_____
Safety & Training Manager	_____	_____
Rideshare Coordinator	_____	_____
Trainer	_____	_____
Administrative Support/Clerk	_____	_____
Operations Supervisor	_____	_____
Street Supervisor	_____	_____
Scheduler/Call Taker	_____	_____
Dispatcher	_____	_____
Maintenance Manager	_____	_____
Maintenance Clerk	_____	_____
Mechanic	_____	_____
Mechanic Assistant	_____	_____
Utility Worker	_____	_____
Bus Driver - CDL	_____	_____
Bus Driver - Non-CDL	_____	_____
Other	_____	_____

PART VII - JOB CATEGORIES, WAGES, AND BENEFITS

18b. Please use the table below to tell us about your transit staff wages. Complete the table using the job categories that most closely describe those within your organization/agency.

Your organization will NOT have staff in all jobs listed below. In cases where an individual has multiple functions, please classify that individual under the job title that best describes his/her predominant area of responsibility. Please classify each staff person only ONCE.

SALARY RANGE

Please indicate the hourly wage rate or annual salary range.

	Low Salary	High Salary
Director of Transit	_____	_____
Administrative Assistant	_____	_____
Transportation Planner	_____	_____
Bookkeeper/Finance Clerk	_____	_____
Marketing Specialist	_____	_____
Computer Operations Analyst	_____	_____
Safety & Training Manager	_____	_____
Rideshare Coordinator	_____	_____
Trainer	_____	_____
Administrative Support/Clerk	_____	_____
Operations Supervisor	_____	_____
Street Supervisor	_____	_____
Scheduler/Call Taker	_____	_____
Dispatcher	_____	_____
Maintenance Manager	_____	_____
Maintenance Clerk	_____	_____
Mechanic	_____	_____
Mechanic Assistant	_____	_____
Utility Worker	_____	_____
Bus Driver - CDL	_____	_____
Bus Driver - Non-CDL	_____	_____
Other	_____	_____

PART VII - JOB CATEGORIES, WAGES, AND BENEFITS *(continued)*

19. Do you provide overtime pay for your employees?

No

Yes

If Yes, at what rate?

Straight time

Time and half

Double time

Please estimate the percentage of overtime wages to total wages for your agency or organization?

20. Do you consider the wages paid to your employees to be?

Above the local labor market average

About average for the local labor market

Below the local labor market average

PART VII - JOB CATEGORIES, WAGES, AND BENEFITS *(continued)*

21. Please tell us about the benefits your organization or agency provides for employees (in addition to the legally-required benefits such as FICA). (Check all that apply)

Health Insurance - employee	Health Insurance - family members	Disability Insurance	Life Insurance	Retirement Plan	Vacation	Sick Leave	Compensatory Time for Overtime Hours	Educational Opportunities	Wellness Program
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate which particular benefits your organization/agency contributes to - on behalf of your employees. (Check all that apply)

Health Insurance - employee	Health Insurance - family members	Disability Insurance	Life Insurance	Retirement Plan	None
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. Are these benefits available for?

- All employees
- Full-time employees only
- Part-time employees - Minimum number of hours required to work

PART VII - JOB CATEGORIES, WAGES, AND BENEFITS *(continued)*

23. Do you consider the benefits provided for your employees to be?

- Above those found in the area
- About the same as those found in the area
- Below those found in the area

PART VIII - EMPLOYEE RECRUITMENT AND RETENTION STRATEGIES

24. Does your organization/agency currently have a shortage of staff?

No

Yes

If yes, which positions have shortages?

If yes, why?

25. Which methods does your organization/agency use to recruit potential employees? (Check all that apply, and describe additional methods as needed.)

Newspaper Advertisements

Internet Advertisements

Employee/Personal Referrals

Advertisements on the Vehicles

Job Fairs

Newsletter Advertisements

Other:

PART VIII - EMPLOYEE RECRUITMENT AND RETENTION STRATEGIES *(continued)*

**26. What strategies does your agency use to retain employees?
(Check all that apply, and describe additional strategies as needed)**

- Provide training opportunities
- Provide retirement benefits
- Provide health insurance
- Offer a working environment that promotes high morale among employees
- Provide employee recognition programs
- Provide bonus pay
- Conduct employee reviews
- Provide periodic wage increases
- Other:

PART VIII - EMPLOYEE RECRUITMENT AND RETENTION STRATEGIES *(continued)*

27. Please tell us about any methods or strategies you consider to be particularly effective and/or innovative in either attracting or retaining employees.

28. Would you be willing to discuss your innovative methods further with the research team?

No

Yes

Table A-1. Summary of survey responses.

Number of Respondents: 360		Number of States: 45	
SERVICE AREA CHARACTERISTICS			
Is your organization/agency responsible for the management and/or operation of public transit services?			
Yes	360	98%	
No	7	2%	
<i>Total</i>	367		
Which term best describes the public transit service area?			
single municipal service area	76	21%	
multi-town service area	49	14%	
single county service area	134	37%	
multi-county service area	98	27%	
Indian tribal reservation service area	3	1%	
<i>Total</i>	360	100%	
Is there an urbanized area within your primary service area?			
No	179	50%	
Yes	181	50%	
<i>Total</i>	360	100%	
If No, estimate how close is the nearest urbanized area to where the majority of your employees are based?			
5 - 10 miles	8	5%	
11 - 20 miles	12	8%	
21 - 30 miles	27	18%	
31 - 40 miles	24	16%	
41 - 50 miles	18	12%	
51 - 100 miles	43	28%	
> 100 miles	20	13%	
<i>Total</i>	152		
Unemployment Rate in Service Area			
	5.4%	Average	
	1% - 60%	Range	
	5.2%	Stand. Dev.	
BLS Region			
New England	24	7%	
Middle Atlantic	14	4%	
East North Central	64	18%	
West North Central	72	20%	
South Atlantic	58	16%	
East South Central	10	3%	
West South Central	49	14%	
Mountain	45	13%	
Pacific	22	6%	
<i>Total</i>	358		
APTA Region			
New England	24	7%	
Middle Atlantic	20	6%	
Great Lakes	64	18%	
North Central	72	20%	
Southeast	86	24%	
Southwest/Mountain	70	20%	
Pacific	20	6%	
Non-continental	2	1%	
<i>Total</i>	358		
ORGANIZATIONAL/AGENCY CHARACTERISTICS			
Which of the following best describes your organization/agency?			
Transit Authority	50	15%	
Department of County government	55	17%	
Department of City government	67	20%	
Private nonprofit agency - transportation only	46	14%	
Private nonprofit agency - multi-purpose	82	25%	
Private- for-profit transportation provider	4	1%	
Other (please specify)	26	8%	
<i>Total</i>	330		

(continued on next page)

Table A-1. (Continued).

Number of Respondents: 360		Number of States: 45	
What term best describes the method of public transit service delivery utilized by your organization/agency?			
Direct operation ONLY	245	72%	
Contract operation ONLY	25	7%	
Combination	65	19%	
Brokerage	6	2%	
<i>Total</i>	<i>341</i>		
TRANSIT SERVICE CHARACTERISTICS			
What type(s) of public transit services are provided by your agency or organization?			
fixed-route/deviated fixed-route only	51	15%	
paratransit/dial-a-ride/subscription only	131	38%	
fixed-route/paratransit/subscription mix	163	47%	
<i>Total</i>	<i>345</i>		
Number of Revenue Passenger Service Vehicles (321 respondents)	24	Average	
	1 - 550 vehicles	Range	
	38	Stand. Dev.	
Percent of Vehicles Requiring a CDL (321 respondents)	55%	Average	
	0 -100%	Range	
	44%	Stand. Dev.	
Number of Annual One-Way Transit Passenger Trips (269 respondents)	264,600	Average	
	10 trips - 8.7M trips	Range	
	719,147	Stand. Dev.	
FUNDING CHARACTERISTICS			
What was your agency/organization's annual operating budget for public transportation in the most recent fiscal year?			
Less than \$50,000	24	7%	
\$50,001 - \$100,000	28	9%	
\$100,001-\$250,000	34	11%	
\$250,001-\$500,000	54	17%	
\$500,001-\$750,000	30	9%	
\$750,001-\$1,000,000	26	8%	
\$1,000,000-\$1,250,000	23	7%	
\$1,250,001-\$1,500,000	15	5%	
Greater than \$1,500,000	88	27%	
<i>Total</i>	<i>322</i>		
Which Federal grant funding does your organization or agency receive?			
Section 5311 (rural public program) Only	235	73%	
Section 5307 (small urban program) Only	43	13%	
Section 5307 and S.5311	28	9%	
Section 5316 (Job Access & Reverse Commute-JARC) Only	3	1%	
Section 5310 (elderly and disabled capital) Only	11	3%	
Other	3	1%	
<i>Total</i>	<i>323</i>		
What local funding sources do you use to support public transportation?			
Local general funds	211	69%	
Specific local source - Sales Tax	27	9%	
Specific local source - Property Tax	32	10%	
Specific local source - Employer Tax	1	0%	
Specific local source - Parking or Other Vehicle Fee	5	2%	
Contract revenue - Public or Non-profit Agency	162	53%	
Contract revenue - Private Agency	55	18%	
Other (please specify)	99	32%	
<i>Total</i>	<i>308</i>		
STAFF CHARACTERISTICS			
Number of systems with:			
Full-Time Employees	280	92%	
Part-Time Employees	277	91%	
Volunteers	46	15%	
<i>Total</i>	<i>303</i>		

Table A-1. (Continued).

Number of Respondents: 360	Number of States: 45	
How many people are employed by the transit system? (307 respondents - systems that have employees)		
Full-Time Employees	6,247	Total
	22.3	Average
	1-300	Range
Part-Time Employees	3,199	Total
	11.6	Average
	1-200	Range
Volunteers	579	Total
	12.6	Average
	1-152	Range
Percentage of Staff that are Part-Time (301 respondents)	44%	Average
	0-100%	Range
	30%	Stand. Dev.
Number of Systems that Use Volunteers		
Yes - in Conjunction with Paid Staff	46	15%
No	256	85%
<i>Total</i>	<i>302</i>	
Number of Employees		
0 Employees	57	16%
1-9 Employees	69	19%
10-24 Employees	106	29%
25-49 Employees	68	19%
50-99 Employees	44	12%
100+ Employees	16	4%
<i>Total</i>	<i>360</i>	
What is the employee turnover rate (<i>the number of staff who left during the year divided by the average monthly employment for the year</i>)? (283 respondents)	11%	Average
	0% - 65%	Range
	13%	Stand. Dev.
Does your organization/agency currently have a shortage of staff?		
No	163	57%
Yes	121	43%
<i>Total</i>	<i>284</i>	
If shortages, which positions? (121 respondents)		
Drivers Only	101	83%
Drivers plus Other Staff	13	11%
Other Staff Only	7	6%
<i>Total</i>	<i>121</i>	
If shortages, why? (107 respondents)		
Shortage of qualified applicants	42	39%
Low pay	36	34%
Lack of benefits	11	10%
Funding	18	17%
Other	16	15%
<i>Total</i>	<i>107</i>	
Are any of the employees of your transit system members of a union?		
No	246	80%
Yes	60	20%
<i>Total</i>	<i>306</i>	
COMPENSATION - WAGES		
Do you provide overtime pay for your employees?		
No	52	18%
Yes	235	82%
<i>Total</i>	<i>287</i>	
If Yes at what rate?		
Straight time	3	1%
Time and half	242	99%
Double time	0	0%
<i>Total</i>	<i>245</i>	

(continued on next page)

Table A-1. (Continued).

Number of Respondents: 360	Number of States: 45	
Estimate the percentage of overtime wages to total wages. (222 respondents)	6.2%	Average
	1% - 80%	Range
Do you consider the wages paid to your employees to be?		
Above the local labor market average	38	14%
About average for the local labor market	154	54%
Below the local labor market average	92	32%
<i>Total</i>	<i>284</i>	
COMPENSATION - BENEFITS		
Please tell us about the benefits your organization or agency offers for employees		
Health Insurance - employee	247	88%
Health Insurance - family members	176	63%
Disability Insurance	147	52%
Life Insurance	204	73%
Retirement Plan	219	78%
Vacation	266	95%
Sick Leave	250	89%
Compensatory Time for Overtime Hours	136	48%
Educational Opportunities	115	41%
Wellness Program	75	27%
<i>Total</i>	<i>281</i>	
Please indicate which benefits your organization/agency contributes to on behalf of your employees.		
Health Insurance - employee	219	79%
Health Insurance - family members	107	39%
Disability Insurance	100	36%
Life Insurance	160	58%
Retirement Plan	197	71%
None	27	10%
<i>Total</i>	<i>277</i>	<i>100%</i>
Are these benefits available for?		
All employees	51	18%
Full-time employees only	181	65%
Part-time employees	46	17%
<i>Total</i>	<i>278</i>	
Do you consider the benefits provided for your employees to be?		
Above those found in the area	123	44%
About the same as those found in the area	112	40%
Below those found in the area	45	16%
<i>Total</i>	<i>280</i>	



APPENDIX B

Detailed Project Survey Data* Disaggregated by Service Area Descriptions (2006–2007)

* Collected from 350 rural and small urban transit systems, 2007.

Table B-1. Survey wage data by rural-urban area served.

No urban area served	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$82,500	\$42,121	\$14,542	112
Administrative Assistant	\$12,168	\$47,500	\$25,468	\$6,687	54
Transit Planner	\$16,000	\$44,190	\$27,892	\$11,393	8
Finance Clerk	\$12,168	\$62,400	\$26,716	\$10,133	41
Marketing Specialist	\$17,040	\$43,680	\$29,150	\$11,717	4
Computer Operator	\$18,720	\$26,000	\$21,573	\$3,886	3
Safety and Training Manager	\$16,640	\$41,600	\$30,260	\$8,045	10
Rideshare Coordinator	\$28,565	\$35,360	\$31,962	\$4,805	2
Trainer	\$15,816	\$35,360	\$26,072	\$9,807	3
Operations (Hourly)					
Administrative Support	\$6.44	\$15.36	\$9.83	\$1.95	33
Operations Supervisor	\$8.65	\$25.00	\$15.26	\$3.84	49
Street Supervisor	\$11.70	\$19.64	\$14.60	\$3.51	6
Scheduler/Call taker	\$6.78	\$20.43	\$10.86	\$3.49	21
Dispatcher	\$5.85	\$18.50	\$10.56	\$2.47	66
Maintenance Manager	\$7.50	\$25.48	\$15.07	\$5.37	25
Maintenance Clerk	\$7.05	\$15.89	\$11.45	\$4.17	4
Mechanic	\$9.90	\$26.06	\$14.22	\$3.42	32
Mechanic Assistant	\$7.73	\$14.81	\$10.21	\$2.61	10
Utility Worker	\$5.85	\$13.57	\$10.05	\$2.42	8
Driver - CDL	\$6.06	\$15.93	\$10.17	\$2.08	87
Driver - Non-CDL	\$5.85	\$14.50	\$8.58	\$1.56	66
Service area includes urban area	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,560	\$105,000	\$54,815	\$20,698	105
Administrative Assistant	\$12,168	\$55,000	\$30,549	\$9,410	70
Transit Planner	\$14,830	\$83,500	\$39,822	\$18,386	18
Finance Clerk	\$12,168	\$66,560	\$32,743	\$10,106	49
Marketing Specialist	\$20,800	\$57,980	\$39,374	\$10,758	15
Computer Operator	\$34,000	\$50,000	\$43,199	\$4,953	10
Safety and Training Manager	\$12,730	\$55,736	\$35,324	\$11,439	23
Rideshare Coordinator	\$19,452	\$55,736	\$28,479	\$11,412	8
Trainer	\$17,181	\$54,000	\$31,698	\$8,593	15
Operations (Hourly)					
Administrative Support	\$6.12	\$19.45	\$12.09	\$2.75	51
Operations Supervisor	\$7.25	\$32.81	\$19.32	\$5.92	74
Street Supervisor	\$10.29	\$26.80	\$16.91	\$3.86	26
Scheduler/Call taker	\$5.85	\$24.93	\$11.96	\$3.87	41
Dispatcher	\$5.85	\$20.25	\$12.55	\$3.48	76
Maintenance Manager	\$10.00	\$33.39	\$20.48	\$5.88	49
Maintenance Clerk	\$6.68	\$21.15	\$13.96	\$3.88	13
Mechanic	\$10.00	\$23.58	\$16.85	\$3.31	61
Mechanic Assistant	\$6.83	\$17.62	\$12.49	\$3.34	20
Utility Worker	\$8.50	\$18.07	\$12.19	\$2.54	23
Driver - CDL	\$5.85	\$20.00	\$12.05	\$2.84	104
Driver - Non-CDL	\$5.85	\$16.18	\$9.46	\$2.30	51

Table B-2. Survey benefit data by urban/rural - 2007.

	Percentage			N = 179
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
No Urban Area Served				
Fringe Benefits				
Health Insurance - Employee	59.2%	11.7%	29.1%	
Health Insurance - Family	26.8%	20.7%	52.5%	
Disability Insurance	22.9%	12.3%	64.8%	
Life Insurance	43.6%	12.8%	43.6%	
Retirement Plan	52.0%	6.7%	41.3%	
Other				
Vacation	NA	77.1%	22.9%	
Sick Leave	NA	71.5%	28.5%	
Compensatory Time for Overtime	NA	34.6%	65.4%	
Educational Opportunities	NA	27.9%	72.1%	
Wellness Program	NA	13.4%	86.6%	
Employees With Benefits				
All Employees	16.2%			
Full-Time Employees Only	50.3%			
Part-Time with Minimum Hours	14.5%			
Not Applicable	19.0%			
Benefits Compared to Labor Market				
Above Labor Market	43.1%			
About Labor Market	36.8%			
Below Labor Market	20.1%			
Service Area Includes Urban Area				
	Percentage			N = 181
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	62.4%	3.9%	33.7%	
Health Insurance - Family	32.6%	17.7%	49.7%	
Disability Insurance	32.6%	13.8%	53.6%	
Life Insurance	45.3%	11.6%	43.1%	
Retirement Plan	57.5%	5.5%	37.0%	
Other				
Vacation	NA	70.7%	29.3%	
Sick Leave	NA	67.4%	32.6%	
Compensatory Time for Overtime	NA	50.9%	59.1%	
Educational Opportunities	NA	35.9%	67.1%	
Wellness Program	NA	28.2%	71.3%	
Employees With Benefits				
All Employees	12.2%			
Full-Time Employees Only	50.3%			
Part-Time with Minimum Hours	11.0%			
Not Applicable	26.5%			
Benefits Compared to Labor Market				
Above Labor Market	44.9%			
About Labor Market	43.4%			
Below Labor Market	11.8%			

Table B-3. Survey wage data by federal funding source.

S. 5311 Non-Urban	N	Low	High	Average	Standard Deviation
Administration (Annual)					
Director	149	\$14,000	\$96,500	\$43,175	\$16,615
Administrative Assistant	79	\$12,168	\$47,500	\$25,848	\$7,177
Transit Planner	13	\$14,830	\$83,500	\$28,366	\$18,501
Finance Clerk	56	\$12,168	\$66,560	\$28,494	\$11,720
Marketing Specialist	6	\$17,040	\$41,101	\$29,057	\$8,545
Computer Operator	3	\$20,000	\$34,000	\$26,667	\$7,024
Safety and Training Manager	15	\$12,730	\$47,840	\$28,864	\$11,011
Rideshare Coordinator	6	\$22,880	\$35,360	\$27,207	\$4,610
Trainer	9	\$15,816	\$34,500	\$25,876	\$6,591
Operations (Hourly)					
Administrative Support	41	\$6.12	\$15.36	\$9.91	\$2.01
Operations Supervisor	69	\$7.25	\$28.85	\$15.81	\$5.17
Street Supervisor	11	\$11.90	\$19.64	\$14.57	\$2.74
Scheduler/Call taker	32	\$6.30	\$20.43	\$10.65	\$3.34
Dispatcher	94	\$5.85	\$18.50	\$10.50	\$2.51
Maintenance Manager	35	\$7.50	\$31.45	\$16.67	\$5.51
Maintenance Clerk	5	\$6.68	\$14.99	\$10.32	\$3.92
Mechanic	46	\$9.90	\$26.06	\$14.69	\$3.59
Mechanic Assistant	15	\$6.83	\$17.62	\$10.26	\$3.50
Utility Worker	11	\$5.85	\$13.57	\$10.22	\$2.21
Driver - CDL	123	\$5.85	\$17.23	\$10.27	\$2.30
Driver - Non-CDL	90	\$5.85	\$14.54	\$8.65	\$1.58
S. 5307 Small Urban					
S. 5307 Small Urban	N	Low	High	Average	Standard
Administration (Annual)					
Director	29	\$31,500	\$100,805	\$58,242	\$14,022
Administrative Assistant	19	\$2,180	\$52,210	\$33,225	\$8,599
Transit Planner	6	\$20,800	\$71,349	\$45,020	\$17,441
Finance Clerk	15	\$24,000	\$57,980	\$33,405	\$8,563
Marketing Specialist	5	\$20,800	\$57,980	\$41,133	\$13,775
Computer Operator	1	\$39,980	\$39,980	\$39,980	-
Safety and Training Manager	9	\$19,760	\$55,736	\$36,438	\$10,990
Rideshare Coordinator	3	\$24,211	\$55,736	\$36,356	\$16,963
Trainer	3	\$28,663	\$39,884	\$33,249	\$5,884
Operations (Hourly)					
Administrative Support	21	\$6.44	\$15.95	\$12.32	\$2.46
Operations Supervisor	24	\$11.50	\$32.81	\$20.28	\$5.03
Street Supervisor	10	\$13.93	\$26.80	\$18.13	\$4.37
Scheduler/Call taker	7	\$7.83	\$15.49	\$11.70	\$2.46
Dispatcher	22	\$7.50	\$20.25	\$14.68	\$3.35
Maintenance Manager	20	\$14.00	\$31.32	\$21.16	\$4.37
Maintenance Clerk	5	\$12.22	\$18.29	\$14.78	\$2.43
Mechanic	22	\$13.25	\$21.00	\$16.86	\$2.06
Mechanic Assistant	7	\$11.82	\$13.82	\$12.74	\$0.70
Utility Worker	12	\$9.00	\$18.07	\$12.29	\$2.51
Driver - CDL	32	\$7.75	\$20.00	\$13.35	\$2.43
Driver - Non-CDL	4	\$10.00	\$13.91	\$12.61	\$1.82

Table B-3. (Continued).

Small Urban	N	Low	High	Average	Deviation
Administration (Annual)					
Director	24	\$224,960	\$101,920	\$62,278	\$19,097
Administrative Assistant	16	\$23,478	\$55,000	\$35,256	\$9,854
Transit Planner	5	\$31,000	\$47,722	\$42,082	\$6,416
Finance Clerk	13	\$24,000	\$47,500	\$32,335	\$5,945
Marketing Specialist	6	\$22,880	\$54,000	\$40,383	\$10,352
Computer Operator	4	\$40,000	\$48,880	\$43,956	\$4,209
Safety and Training Manager	5	\$35,220	\$41,600	\$37,922	\$2,711
Rideshare Coordinator	1	\$19,452	\$19,452	\$19,452	-
Trainer	3	\$31,200	\$54,000	\$40,187	\$12,142
Operations (Hourly)					
Administrative Support	16	\$8.25	\$16.59	\$11.72	\$2.30
Operations Supervisor	18	\$12.40	\$28.43	\$20.27	\$4.56
Street Supervisor	6	\$10.29	\$21.15	\$16.96	\$3.97
Scheduler/Call taker	12	\$5.85	\$16.92	\$12.01	\$3.00
Dispatcher	16	\$8.75	\$18.93	\$13.20	\$2.87
Maintenance Manager	11	\$12.50	\$26.93	\$18.66	\$5.43
Maintenance Clerk	6	\$10.84	\$21.15	\$15.31	\$3.90
Mechanic	17	\$10.00	\$23.08	\$17.14	\$3.75
Mechanic Assistant	4	\$8.25	\$14.79	\$11.37	\$2.85
Utility Worker	5	\$8.50	\$16.95	\$12.93	\$3.40
Driver - CDL	22	\$7.59	\$16.59	\$12.88	\$2.19
Driver - Non-CDL	9	\$7.59	\$16.18	\$10.81	\$2.63
S. 5310 Only					
	N	Low	High	Average	Standard
Administration (Annual)					
Director	5	\$22,704	\$90,025	\$51,522	\$25,902
Administrative Assistant	3	\$12,168	\$31,262	\$24,477	\$10,678
Transit Planner	0	-	-	-	-
Finance Clerk	2	\$24,960	\$26,000	\$25,480	\$735
Marketing Specialist	0	-	-	-	-
Computer Operator	2	\$18,720	\$47,000	\$32,860	\$19,997
Safety and Training Manager	1	\$38,750	\$38,750	\$38,750	-
Rideshare Coordinator	0	-	-	-	-
Trainer	1	\$38,750	\$38,750	\$38,750	-
Operations (Hourly)					
Administrative Support	1	\$12.63	\$12.63	\$12.63	-
Operations Supervisor	3	\$12.50	\$32.45	\$20.59	\$10.50
Street Supervisor	1	\$18.63	\$18.63	\$18.63	-
Scheduler/Call taker	2	\$8.40	\$13.17	\$10.78	\$3.37
Dispatcher	2	\$12.02	\$12.63	\$12.32	\$0.43
Maintenance Manager	2	\$7.61	\$22.60	\$15.10	\$10.60
Maintenance Clerk	0	-	-	-	-
Mechanic	1	\$18.88	\$18.88	\$18.88	-
Mechanic Assistant	1	\$16.79	\$16.79	\$16.79	-
Utility Worker	0	-	-	-	-
Driver - CDL	5	\$7.16	\$12.63	\$10.60	\$2.35
Driver - Non-CDL	6	\$5.85	\$12.63	\$8.15	\$2.39

Table B-4. Survey benefit federal funding source - 2007.

	Percentage			N = 235
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
S. 5311 Non-Urban				
Fringe Benefits				
Health Insurance - Employee	63.4%	9.8%	26.8%	
Health Insurance - Family	27.2%	20.4%	52.3%	
Disability Insurance	24.3%	14.5%	61.3%	
Life Insurance	44.7%	13.6%	41.7%	
Retirement Plan	55.7%	6.4%	37.9%	
Other				
Vacation	NA	80.9%	19.1%	
Sick Leave	NA	75.3%	24.7%	
Compensatory Time for Overtime	NA	41.7%	58.3%	
Educational Opportunities	NA	32.8%	67.2%	
Wellness Program	NA	17.9%	81.7%	

Employees With Benefits				
All Employees	16.6%			
Full-Time Employees Only	53.2%			
Part-Time with Minimum Hours	14.5%			
Not Applicable	15.7%			

Benefits Compared to Labor Market				
Above Labor Market	41.9%			
About Labor Market	37.9%			
Below Labor Market	20.2%			

	Percentage			N = 43
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
S. 5307 Small Urban				
Fringe Benefits				
Health Insurance - Employee	69.8%	4.7%	25.6%	
Health Insurance - Family	58.1%	11.6%	30.2%	
Disability Insurance	51.2%	16.3%	32.6%	
Life Insurance	55.8%	16.3%	27.9%	
Retirement Plan	72.1%	4.7%	23.3%	
Other				
Vacation	NA	76.7%	23.3%	
Sick Leave	NA	74.4%	25.6%	
Compensatory Time for Overtime	NA	37.2%	62.8%	
Educational Opportunities	NA	46.5%	53.5%	
Wellness Program	NA	37.2%	62.8%	

Employees With Benefits				
All Employees	11.6%			
Full-Time Employees Only	62.8%			
Part-Time with Minimum Hours	4.7%			
Not Applicable	20.9%			

Benefits Compared to Labor Market				
Above Labor Market	64.7%			
About Labor Market	32.4%			
Below Labor Market	2.9%			

Table B-4. (Continued).

Both Non-Urban and Small Urban	Percentage			N = 28
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	85.7%	3.6%	10.7%	
Health Insurance - Family	42.9%	32.1%	25.0%	
Disability Insurance	39.3%	10.7%	50.0%	
Life Insurance	64.3%	17.9%	17.9%	
Retirement Plan	67.9%	14.3%	17.9%	
Other				
Vacation	NA	89.3%	10.7%	
Sick Leave	NA	89.3%	10.7%	
Compensatory Time for Overtime	NA	50.0%	50.0%	
Educational Opportunities	NA	39.3%	60.7%	
Wellness Program	NA	32.1%	67.9%	

Employees With Benefits				
All Employees	17.9%			
Full-Time Employees Only	53.6%			
Part-Time with Minimum Hours	17.9%			
Not Applicable	10.7%			

Benefits Compared to Labor Market				
Above Labor Market	36.0%			
About Labor Market	56.0%			
Below Labor Market	8.0%			

S. 5310 Only	Percentage			N = 11
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	45.5%	0.0%	54.5%	
Health Insurance - Family	9.1%	27.3%	63.6%	
Disability Insurance	18.2%	0.0%	81.8%	
Life Insurance	27.3%	0.0%	72.7%	
Retirement Plan	45.5%	0.0%	54.5%	
Other				
Vacation	NA	45.5%	54.5%	
Sick Leave	NA	45.5%	54.5%	
Compensatory Time for Overtime	NA	18.2%	81.8%	
Educational Opportunities	NA	27.3%	72.7%	
Wellness Program	NA	18.2%	81.8%	

Employees With Benefits				
All Employees	9.1%			
Full-Time Employees Only	36.4%			
Part-Time with Minimum Hours	27.3%			
Not Applicable	27.3%			

Benefits Compared to Labor Market				
Above Labor Market	25.0%			
About Labor Market	62.5%			
Below Labor Market	12.5%			

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Table B-4. (Continued).

JARC Only	Percentage			N = 3
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	100.0%	0.0%	0.0%	
Health Insurance - Family	33.3%	33.3%	33.3%	
Disability Insurance	100.0%	0.0%	0.0%	
Life Insurance	66.7%	0.0%	33.3%	
Retirement Plan	66.7%	0.0%	33.3%	
Other				
Vacation	NA	100.0%	0.0%	
Sick Leave	NA	66.7%	33.3%	
Compensatory Time for Overtime	NA	0.0%	100.0%	
Educational Opportunities	NA	0.0%	100.0%	
Wellness Program	NA	0.0%	100.0%	

Employees With Benefits				
All Employees	33.3%			
Full-Time Employees Only	66.7%			
Part-Time with Minimum Hours	0.0%			
Not Applicable	0.0%			

Benefits Compared to Labor Market				
Above Labor Market	33.3%			
About Labor Market	66.7%			
Below Labor Market				

Other Funding	Percentage			N = 3
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	33.3%	0.0%	66.7%	
Health Insurance - Family	0.0%	0.0%	100.0%	
Disability Insurance	33.3%	0.0%	66.7%	
Life Insurance	33.3%	0.0%	66.7%	
Retirement Plan	66.7%	0.0%	33.3%	
Other				
Vacation	NA	33.3%	66.7%	
Sick Leave	NA	33.3%	66.7%	
Compensatory Time for Overtime	NA	0.0%	100.0%	
Educational Opportunities	NA	33.3%	66.7%	
Wellness Program	NA	33.3%	66.7%	

Employees With Benefits				
All Employees	0.0%			
Full-Time Employees Only	33.3%			
Part-Time with Minimum Hours	0.0%			
Not Applicable	66.7%			

Benefits Compared to Labor Market				
Above Labor Market	50.0%			
About Labor Market	0.0%			
Below Labor Market	50.0%			

Table B-5. Survey wage data by service area.

Single Municipal Service Area	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$18,720	\$85,000	\$52,119	\$14,813	42
Administrative Assistant	\$14,560	\$52,210	\$29,669	\$8,801	22
Transit Planner	\$36,292	\$55,000	\$43,055	\$10,374	3
Finance Clerk	\$16,640	\$39,000	\$29,858	\$7,110	13
Marketing Specialist	\$20,800	\$54,000	\$37,400	\$23,475	2
Computer Operator	\$50,000	\$50,000	\$50,000	\$0	1
Safety and Training Manager	\$19,760	\$53,040	\$33,308	\$9,715	9
Rideshare Coordinator	\$24,211	\$24,211	\$24,211	\$0	1
Trainer	\$27,040	\$54,000	\$35,922	\$9,977	6
Operations (Hourly)					
Administrative Support	\$6.44	\$19.45	\$12.10	\$3.19	21
Operations Supervisor	\$8.50	\$28.13	\$17.85	\$4.69	29
Street Supervisor	\$13.00	\$25.07	\$17.74	\$3.54	12
Scheduler/Call taker	\$6.78	\$24.93	\$13.18	\$4.73	12
Dispatcher	\$6.49	\$18.79	\$13.01	\$3.03	29
Maintenance Manager	\$13.46	\$32.45	\$20.44	\$5.53	17
Maintenance Clerk	\$12.22	\$21.15	\$15.29	\$3.17	6
Mechanic	\$10.50	\$23.58	\$16.54	\$3.10	24
Mechanic Assistant	\$11.82	\$17.39	\$13.51	\$1.75	9
Utility Worker	\$10.31	\$14.52	\$12.12	\$1.39	9
Driver - CDL	\$7.25	\$16.87	\$12.02	\$2.43	47
Driver - Non-CDL	\$6.50	\$14.54	\$9.79	\$2.49	17
Multi-Town Service Area					
	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$73,626	\$49,305	\$17,417	30
Administrative Assistant	\$20,000	\$40,000	\$29,943	\$6,063	15
Transit Planner	\$15,600	\$48,804	\$25,981	\$15,364	4
Finance Clerk	\$26,950	\$57,980	\$34,682	\$9,485	10
Marketing Specialist	\$38,453	\$57,980	\$46,216	\$8,985	4
Computer Operator	\$20,000	\$20,000	\$20,000	\$0	1
Safety and Training Manager	\$13,520	\$55,736	\$34,439	\$18,555	5
Rideshare Coordinator	\$35,360	\$55,736	\$45,548	\$14,408	2
Trainer	\$29,120	\$29,120	\$29,120	\$0	1
Operations (Hourly)					
Administrative Support	\$8.63	\$15.36	\$12.23	\$2.24	11
Operations Supervisor	\$13.50	\$32.81	\$20.73	\$4.86	17
Street Supervisor	\$16.36	\$26.80	\$20.55	\$5.51	3
Scheduler/Call taker	\$6.50	\$12.21	\$9.30	\$2.37	7
Dispatcher	\$5.85	\$20.25	\$12.83	\$4.59	17
Maintenance Manager	\$13.60	\$31.32	\$22.49	\$4.69	13
Maintenance Clerk	\$14.00	\$18.29	\$16.15	\$3.04	2
Mechanic	\$12.50	\$26.06	\$17.99	\$3.20	18
Mechanic Assistant	\$8.25	\$14.81	\$10.55	\$2.93	4
Utility Worker	\$8.17	\$18.07	\$12.19	\$2.92	10
Driver - CDL	\$7.25	\$20.00	\$12.70	\$3.21	28
Driver - Non-CDL	\$5.85	\$13.78	\$8.46	\$2.12	11

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Table B-5. (Continued).

Single County Service Area	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,560	\$105,000	\$45,987	\$20,804	86
Administrative Assistant	\$12,168	\$55,000	\$27,791	\$8,569	50
Transit Planner	\$14,830	\$83,500	\$35,297	\$21,303	13
Finance Clerk	\$12,168	\$66,560	\$29,269	\$12,828	37
Marketing Specialist	\$22,880	\$45,000	\$32,480	\$9,744	4
Computer Operator	\$26,000	\$48,880	\$38,221	\$7,643	6
Safety and Training Manager	\$12,730	\$47,840	\$37,233	\$14,012	5
Rideshare Coordinator	\$26,520	\$27,040	\$26,780	\$367	2
Trainer	\$27,000	\$34,500	\$31,092	\$3,257	4
Operations (Hourly)					
Administrative Support	\$6.12	\$16.59	\$10.63	\$2.90	25
Operations Supervisor	\$7.25	\$28.13	\$16.74	\$6.30	41
Street Supervisor	\$12.50	\$20.84	\$15.39	\$2.75	9
Scheduler/Call taker	\$5.85	\$20.43	\$11.91	\$4.09	23
Dispatcher	\$6.31	\$18.93	\$11.12	\$2.87	59
Maintenance Manager	\$7.50	\$31.25	\$17.62	\$7.65	18
Maintenance Clerk	\$6.68	\$16.83	\$11.35	\$4.89	5
Mechanic	\$10.00	\$22.00	\$15.84	\$3.52	27
Mechanic Assistant	\$6.83	\$17.62	\$10.74	\$3.76	8
Utility Worker	\$5.85	\$16.95	\$11.52	\$3.55	8
Driver - CDL	\$6.06	\$17.23	\$10.65	\$2.51	70
Driver - Non-CDL	\$5.85	\$16.18	\$8.86	\$1.94	49
Multi-County Service Area	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$19,885	\$101,920	\$48,537	\$19,297	57
Administrative Assistant	\$12,168	\$52,000	\$27,631	\$9,741	37
Transit Planner	\$31,000	\$50,178	\$41,331	\$8,334	6
Finance Clerk	\$12,168	\$47,424	\$29,394	\$8,770	30
Marketing Specialist	\$17,040	\$49,920	\$35,292	\$10,230	9
Computer Operator	\$18,720	\$47,000	\$39,476	\$11,828	5
Safety and Training Manager	\$21,840	\$41,600	\$32,636	\$7,019	14
Rideshare Coordinator	\$19,452	\$29,120	\$24,579	\$4,140	5
Trainer	\$15,816	\$38,750	\$26,381	\$8,930	7
Operations (Hourly)					
Administrative Support	\$8.36	\$17.43	\$10.60	\$1.95	27
Operations Supervisor	\$9.07	\$32.45	\$17.24	\$5.26	36
Street Supervisor	\$10.29	\$19.64	\$14.27	\$3.43	8
Scheduler/Call taker	\$7.83	\$19.62	\$11.06	\$2.69	20
Dispatcher	\$7.25	\$19.62	\$10.91	\$2.56	36
Maintenance Manager	\$7.61	\$33.39	\$16.29	\$5.20	26
Maintenance Clerk	\$8.86	\$15.89	\$11.64	\$2.99	4
Mechanic	\$9.90	\$22.08	\$13.93	\$3.38	24
Mechanic Assistant	\$7.73	\$16.79	\$11.36	\$3.81	9
Utility Worker	\$8.50	\$11.06	\$9.39	\$1.14	4
Driver - CDL	\$6.50	\$16.18	\$10.35	\$2.19	45
Driver - Non-CDL	\$6.49	\$14.50	\$8.89	\$1.66	39

Table B-5. (Continued).

Indian Tribal Res Service Area	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$33,488	\$50,000	\$41,744	\$11,675	2
Administrative Assistant	NA	NA	NA	NA	NA
Transit Planner	NA	NA	NA	NA	NA
Finance Clerk	NA	NA	NA	NA	NA
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	NA	NA	NA	NA	NA
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	NA	NA	NA	NA	NA
	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	NA	NA	NA	NA	NA
Operations Supervisor	NA	NA	NA	NA	NA
Street Supervisor	NA	NA	NA	NA	NA
Scheduler/Call taker	NA	NA	NA	NA	NA
Dispatcher	\$5.85	\$5.85	\$5.85	\$0.00	1
Maintenance Manager	NA	NA	NA	NA	NA
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	NA	NA	NA	NA	NA
Mechanic Assistant	NA	NA	NA	NA	NA
Utility Worker	NA	NA	NA	NA	NA
Driver - CDL	\$5.85	\$5.85	\$5.85	\$0.00	1
Driver - Non-CDL	\$8.29	\$8.29	\$8.29	\$0.00	1

Table B-6. Survey benefit data by service area - 2007.

Single Municipal Service Area	Percentage			N = 76
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	60.5%	6.6%	32.9%	
Health Insurance - Family	47.4%	11.8%	40.8%	
Disability Insurance	32.9%	13.2%	53.9%	
Life Insurance	52.6%	7.9%	39.5%	
Retirement Plan	67.1%	1.3%	31.6%	
Other				
Vacation	NA	69.7%	30.3%	
Sick Leave	NA	63.2%	36.8%	
Compensatory Time for Overtime	NA	44.7%	55.3%	
Educational Opportunities	NA	39.5%	60.5%	
Wellness Program	NA	34.2%	65.8%	
Employees With Benefits				
All Employees	10.5%			
Full-Time Employees Only	53.9%			
Part-Time with Minimum Hours	11.8%			
Not Applicable	24%			
Benefits Compared to Labor Market				
Above Labor Market	54%			
About Labor Market	39%			
Below Labor Market	7%			
Multi-Town Service Area	Percentage			N = 49
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	65.3%	6.1%	28.6%	
Health Insurance - Family	36.7%	20.4%	42.9%	
Disability Insurance	38.8%	10.2%	51.0%	
Life Insurance	51.0%	12.2%	36.7%	
Retirement Plan	57.1%	8.2%	34.7%	
Other				
Vacation	NA	71.4%	28.6%	
Sick Leave	NA	65.3%	34.7%	
Compensatory Time for Overtime	NA	30.6%	69.4%	
Educational Opportunities	NA	34.7%	65.3%	
Wellness Program	NA	16.3%	83.7%	
Employees With Benefits				
All Employees	8.2%			
Full-Time Employees Only	55.1%			
Part-Time with Minimum Hours	10.2%			
Not Applicable	26.5%			
Benefits Compared to Labor Market				
Above Labor Market	50.0%			
About Labor Market	36.1%			
Below Labor Market	13.9%			

Table B-6. (Continued).

Single County Service Area	Percentage			N = 134
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	56.0%	11.9%	32.1%	
Health Insurance - Family	21.6%	19.4%	59.0%	
Disability Insurance	23.9%	15.7%	60.4%	
Life Insurance	38.1%	14.9%	47.0%	
Retirement Plan	47.0%	8.2%	44.8%	
Other				
Vacation	NA	76.9%	23.1%	
Sick Leave	NA	73.1%	26.9%	
Compensatory Time for Overtime	NA	33.6%	66.4%	
Educational Opportunities	NA	27.6%	72.4%	
Wellness Program	NA	15.7%	83.6%	

Employees With Benefits				
All Employees	16.4%			
Full-Time Employees Only	48.5%			
Part-Time with Minimum Hours	13.4%			
Not Applicable	21.6%			

Benefits Compared to Labor Market				
Above Labor Market	35.8%			
About Labor Market	40.6%			
Below Labor Market	23.6%			

Mult-County Service Area	Percentage			N = 98
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	65.3%	4.1%	30.6%	
Health Insurance - Family	22.4%	24.5%	53.1%	
Disability Insurance	23.5%	10.2%	66.3%	
Life Insurance	43.9%	11.2%	44.9%	
Retirement Plan	55.1%	5.1%	39.8%	
Other				
Vacation	NA	74.5%	25.5%	
Sick Leave	NA	71.4%	28.6%	
Compensatory Time for Overtime	NA	40.8%	59.2%	
Educational Opportunities	NA	29.6%	70.4%	
Wellness Program	NA	18.4%	81.6%	

Employees With Benefits				
All Employees	16.3%			
Full-Time Employees Only	48.0%			
Part-Time with Minimum Hours	21.4%			
Not Applicable				

Benefits Compared to Labor Market				
Above Labor Market	45.5%			
About Labor Market	41.6%			
Below Labor Market	13.0%			

(continued on next page)

Table B-6. (Continued).

Indian Tribal Reservation Service Area	Percentage			N = 3
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	66.7%	0.0%	33.3%	
Health Insurance - Family	66.7%	0.0%	33.3%	
Disability Insurance	33.3%	33.3%	33.3%	
Life Insurance	33.3%	33.3%	33.3%	
Retirement Plan	33.3%	33.3%	33.3%	
Other				
Vacation	NA	66.7%	33.3%	
Sick Leave	NA	66.7%	33.3%	
Compensatory Time for Overtime	NA	66.7%	33.3%	
Educational Opportunities	NA	66.7%	33.3%	
Wellness Program	NA	66.7%	33.3%	
Employees With Benefits				
All Employees	33.3%			
Full-Time Employees Only	33.3%			
Part-Time with Minimum Hours	0.0%			
Not Applicable	33.3%			
Benefits Compared to Labor Market				
Above Labor Market	50.0%			
About Labor Market	0.0%			
Below Labor Market	50.0%			

Table B-7. Survey wage data by BLS region.

New England	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$41,500	\$87,899	\$58,621	\$13,159	17
Administrative Assistant	\$20,800	\$41,873	\$29,638	\$5,907	10
Transit Planner	\$20,800	\$47,722	\$34,261	\$19,036	2
Finance Clerk	\$26,000	\$45,000	\$31,913	\$6,227	10
Marketing Specialist	\$17,040	\$40,000	\$28,300	\$10,293	4
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$39,520	\$40,200	\$39,860	\$480	2
Rideshare Coordinator	\$22,880	\$35,360	\$29,120	\$8,824	2
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	\$7.45	\$15.95	\$11.89	\$2.55	10
Operations Supervisor	\$11.78	\$26.92	\$17.93	\$4.23	13
Street Supervisor	\$16.64	\$19.64	\$18.14	\$2.12	2
Scheduler/Call taker	\$10.66	\$12.21	\$11.40	\$0.70	4
Dispatcher	\$8.25	\$19.01	\$12.80	\$4.02	9
Maintenance Manager	\$14.98	\$26.93	\$22.29	\$3.95	7
Maintenance Clerk	\$15.95	\$18.29	\$17.12	\$1.66	2
Mechanic	\$12.23	\$21.00	\$16.80	\$2.75	11
Mechanic Assistant	\$10.00	\$14.81	\$12.42	\$2.40	3
Utility Worker	\$13.36	\$13.57	\$13.46	\$0.42	2
Driver - CDL	\$7.97	\$20.00	\$12.40	\$3.05	19
Driver - Non-CDL	\$8,371.00	\$12.08	\$9.72	\$1.00	10
Middle Atlantic					
Administration (Annual)					
Director	\$47,740	\$105,000	\$69,698	\$22,019	10
Administrative Assistant	\$20,000	\$36,015	\$25,209	\$4,912	9
Transit Planner	\$22,880	\$83,500	\$48,950	\$31,186	3
Finance Clerk	\$24,025	\$49,920	\$34,875	\$7,915	9
Marketing Specialist	\$27,040	\$48,434	\$36,824	\$10,813	3
Computer Operator	\$20,000	\$40,471	\$31,490	\$10,463	3
Safety and Training Manager	\$40,000	\$47,840	\$44,485	\$3,377	4
Rideshare Coordinator	\$27,040	\$27,040	\$27,040	\$0	1
Trainer	\$27,000	\$34,500	\$30,750	\$5,303	2
Operations (Hourly)					
Administrative Support	\$8.00	\$16.59	\$12.53	\$2.86	7
Operations Supervisor	\$18.03	\$28.13	\$22.92	\$3.37	7
Street Supervisor	\$13.87	\$15.97	\$14.75	\$0.79	3
Scheduler/Call taker	\$10.99	\$17.55	\$15.12	\$3.60	3
Dispatcher	\$9.62	\$17.38	\$14.21	\$2.46	10
Maintenance Manager	\$16.59	\$31.25	\$22.61	\$5.01	8
Maintenance Clerk	\$9.99	\$9.99	\$9.99	\$0.00	1
Mechanic	\$12.50	\$21.26	\$17.48	\$2.83	9
Mechanic Assistant	\$9.13	\$15.10	\$11.15	\$3.42	3
Utility Worker	\$8.17	\$12.68	\$10.69	\$1.87	4
Driver - CDL	\$10.00	\$17.23	\$13.51	\$2.13	12
Driver - Non-CDL	\$9.00	\$12.69	\$10.85	\$2.61	2

(continued on next page)

Table B-7. (Continued).

East North Central	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$21,000	\$82,500	\$44,390	\$14,762	42
Administrative Assistant	\$14,560	\$55,000	\$26,644	\$10,725	18
Transit Planner	\$23,920	\$55,000	\$36,640	\$16,289	3
Finance Clerk	\$12,168	\$62,400	\$30,872	\$14,447	17
Marketing Specialist	\$33,000	\$57,980	\$45,326	\$12,493	3
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$21,840	\$55,736	\$33,831	\$13,502	5
Rideshare Coordinator	\$55,736	\$55,736	\$55,736	\$0	1
Trainer	\$27,040	\$27,040	\$27,040	\$0	1
Operations (Hourly)					
Administrative Support	\$7.75	\$16.59	\$10.72	\$2.63	13
Operations Supervisor	\$7.25	\$32.81	\$17.60	\$6.94	23
Street Supervisor	\$12.75	\$26.80	\$17.46	\$6.56	4
Scheduler/Call taker	\$6.30	\$17.50	\$10.06	\$3.49	8
Dispatcher	\$5.85	\$18.79	\$10.54	\$2.67	32
Maintenance Manager	\$10.50	\$31.32	\$17.38	\$6.27	11
Maintenance Clerk	\$7.05	\$16.83	\$11.94	\$6.91	2
Mechanic	\$10.00	\$20.00	\$14.77	\$2.88	21
Mechanic Assistant	\$6.83	\$13.82	\$9.85	\$2.72	5
Utility Worker	\$10.31	\$18.07	\$14.90	\$3.28	4
Driver - CDL	\$7.85	\$18.07	\$11.31	\$2.53	32
Driver - Non-CDL	\$7.00	\$10.65	\$8.62	\$0.91	25
West North Central					
	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,560	\$76,960	\$36,684	\$13,840	45
Administrative Assistant	\$17,680	\$41,600	\$27,190	\$7,735	19
Transit Planner	\$23,000	\$30,000	\$26,500	\$4,949	2
Finance Clerk	\$12,168	\$37,440	\$26,838	\$8,713	9
Marketing Specialist	\$20,800	\$20,800	\$20,800	\$0	1
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$36,400	\$37,224	\$36,811	\$582	2
Rideshare Coordinator	\$26,520	\$26,520	\$26,520	\$0	1
Trainer	\$31,200	\$31,200	\$31,200	\$0	1
Operations (Hourly)					
Administrative Support	\$6.44	\$10.18	\$8.26	\$1.87	3
Operations Supervisor	\$9.45	\$19.37	\$15.27	\$3.44	11
Street Supervisor	\$12.25	\$15.45	\$13.85	\$2.26	2
Scheduler/Call taker	\$7.00	\$12.02	\$8.94	\$2.15	4
Dispatcher	\$5.85	\$17.57	\$10.95	\$3.21	24
Maintenance Manager	\$7.50	\$19.03	\$13.74	\$4.13	6
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$10.73	\$20.00	\$15.55	\$3.39	5
Mechanic Assistant	NA	NA	NA	NA	NA
Utility Worker	\$11.10	\$12.66	\$11.83	\$0.78	3
Driver - CDL	\$5.85	\$15.46	\$9.75	\$1.97	39
Driver - Non-CDL	\$5.85	\$14.50	\$8.56	\$1.93	23

Table B-7. (Continued).

South Atlantic	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$22,704	\$100,805	\$50,960	\$19,229	37
Administrative Assistant	\$12,168	\$52,000	\$29,354	\$9,735	26
Transit Planner	\$43,649	\$71,349	\$52,949	\$15,934	3
Finance Clerk	\$16,431	\$41,600	\$28,412	\$5,900	14
Marketing Specialist	\$39,743	\$54,000	\$46,871	\$10,081	2
Computer Operator	\$18,720	\$48,880	\$35,916	\$13,041	5
Safety and Training Manager	\$24,752	\$41,600	\$34,411	\$8,382	5
Rideshare Coordinator	\$29,120	\$29,120	\$29,120	\$0	1
Trainer	\$17,181	\$54,000	\$31,977	\$19,444	3
Operations (Hourly)					
Administrative Support	\$8.41	\$15.87	\$11.05	\$2.64	13
Operations Supervisor	\$8.65	\$28.85	\$17.95	\$6.24	23
Street Supervisor	\$11.90	\$21.15	\$16.16	\$3.96	6
Scheduler/Call taker	\$7.50	\$16.92	\$11.52	\$2.90	15
Dispatcher	\$7.45	\$20.25	\$12.16	\$3.28	25
Maintenance Manager	\$7.61	\$31.45	\$17.86	\$6.73	12
Maintenance Clerk	\$13.00	\$21.15	\$16.33	\$3.47	4
Mechanic	\$10.00	\$23.08	\$14.99	\$3.57	16
Mechanic Assistant	\$9.88	\$17.39	\$13.42	\$3.77	3
Utility Worker	\$5.85	\$16.95	\$10.42	\$3.74	6
Driver - CDL	\$7.00	\$16.59	\$11.67	\$2.70	28
Driver - Non-CDL	\$6.50	\$16.18	\$9.18	\$2.50	23
East South Central					
Administration (Annual)					
Director	\$40,000	\$73,626	\$52,185	\$13,415	5
Administrative Assistant	\$19,000	\$34,028	\$27,632	\$6,807	4
Transit Planner	\$43,897	\$48,804	\$46,350	\$3,470	2
Finance Clerk	\$21,842	\$38,453	\$29,073	\$8,457	4
Marketing Specialist	\$38,453	\$38,453	\$38,453	\$0	1
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$24,403	\$24,403	\$24,403	\$0	1
Rideshare Coordinator	\$28,565	\$28,565	\$28,565	\$0	1
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	\$9.13	\$12.81	\$10.79	\$1.86	3
Operations Supervisor	\$12.98	\$18.49	\$16.26	\$2.90	3
Street Supervisor	\$16.36	\$16.36	\$16.36	\$0.00	1
Scheduler/Call taker	NA	NA	NA	NA	NA
Dispatcher	\$7.85	\$11.34	\$9.59	\$2.47	2
Maintenance Manager	\$13.35	\$20.56	\$17.71	\$3.84	3
Maintenance Clerk	\$8.86	\$8.86	\$8.86	\$0.00	1
Mechanic	\$9.90	\$18.49	\$13.71	\$3.57	4
Mechanic Assistant	\$7.73	\$8.17	\$7.95	\$0.31	2
Utility Worker	\$11.34	\$11.34	\$11.34	\$0.00	1
Driver - CDL	\$7.23	\$12.81	\$9.58	\$2.37	4
Driver - Non-CDL	\$7.74	\$10.23	\$8.98	\$1.76	2

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Table B-7. (Continued).

West South Central	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$75,542	\$44,384	\$16,643	30
Administrative Assistant	\$17,448	\$52,210	\$26,981	\$8,840	17
Transit Planner	\$14,830	\$37,876	\$24,331	\$10,314	7
Finance Clerk	\$12,168	\$47,424	\$24,084	\$9,699	15
Marketing Specialist	\$22,880	\$41,101	\$31,990	\$12,884	2
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$12,730	\$35,220	\$22,678	\$8,658	8
Rideshare Coordinator	\$19,452	\$19,452	\$19,452	\$0	1
Trainer	\$15,816	\$39,884	\$27,434	\$9,213	5
Operations (Hourly)					
Administrative Support	\$6.12	\$14.42	\$10.52	\$2.51	21
Operations Supervisor	\$7.65	\$25.07	\$15.04	\$4.42	22
Street Supervisor	\$10.29	\$25.07	\$16.11	\$5.37	6
Scheduler/Call taker	\$6.50	\$15.49	\$10.35	\$2.48	15
Dispatcher	\$6.50	\$17.35	\$10.32	\$3.03	19
Maintenance Manager	\$8.85	\$25.75	\$15.56	\$4.60	15
Maintenance Clerk	\$6.68	\$14.42	\$11.04	\$3.26	4
Mechanic	\$10.00	\$17.37	\$14.08	\$2.17	11
Mechanic Assistant	\$7.35	\$13.14	\$10.98	\$2.60	6
Utility Worker	\$8.50	\$11.98	\$9.93	\$1.72	4
Driver - CDL	\$6.06	\$13.51	\$9.59	\$2.33	26
Driver - Non-CDL	\$5.85	\$13.91	\$8.29	\$2.11	17
Mountain					
Administration (Annual)					
Director	\$24,731	\$90,025	\$48,572	\$18,078	20
Administrative Assistant	\$13,324	\$40,560	\$28,788	\$7,454	14
Transit Planner	\$16,296	\$29,120	\$22,708	\$9,067	2
Finance Clerk	\$18,720	\$39,000	\$27,747	\$9,327	5
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	\$47,000	\$5,000	\$48,500	\$2,121	2
Safety and Training Manager	\$32,750	\$53,040	\$41,513	\$10,423	3
Rideshare Coordinator	\$22,880	\$24,211	\$23,545	\$940	2
Trainer	\$32,708	\$38,750	\$35,402	\$3,073	3
Operations (Hourly)					
Administrative Support	\$8.63	\$19.45	\$11.74	\$3.11	9
Operations Supervisor	\$10.50	\$32.45	\$19.19	\$5.24	14
Street Supervisor	\$12.50	\$22.50	\$17.24	\$3.04	7
Scheduler/Call taker	\$8.00	\$24.93	\$13.04	\$5.55	7
Dispatcher	\$7.70	\$15.23	\$12.31	\$2.13	13
Maintenance Manager	\$11.25	\$32.45	\$21.43	\$7.65	7
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$12.53	\$23.58	\$17.72	\$3.94	8
Mechanic Assistant	\$8.25	\$17.62	\$13.90	\$3.86	5
Utility Worker	\$10.63	\$14.52	\$12.24	\$1.86	4
Driver - CDL	\$7.00	\$16.00	\$11.93	\$2.31	20
Driver - Non-CDL	\$7.00	\$12.77	\$9.29	\$1.94	13

Table B-7. (Continued).

Pacific	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$55,000	\$101,920	\$76,507	\$15,231	10
Administrative Assistant	\$29,000	\$51,500	\$36,978	\$8,932	7
Transit Planner	\$44,190	\$50,178	\$47,183	\$4,234	2
Finance Clerk	\$31,250	\$66,560	\$40,908	\$12,362	7
Marketing Specialist	\$36,993	\$49,920	\$43,530	\$6,464	3
Computer Operator	\$40,000	\$44,720	\$41,888	\$2,497	3
Safety and Training Manager	\$35,360	\$39,322	\$37,394	\$1,983	3
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	\$29,120	\$35,360	\$31,546	\$3,343	3
Operations (Hourly)					
Administrative Support	\$10.95	\$17.43	\$13.49	\$2.40	5
Operations Supervisor	\$16.09	\$28.43	\$21.34	\$4.25	7
Street Supervisor	\$18.50	\$18.50	\$18.50	\$0.00	1
Scheduler/Call taker	\$5.85	\$20.43	\$15.32	\$5.28	6
Dispatcher	\$8.88	\$19.62	\$14.10	\$3.63	8
Maintenance Manager	\$15.00	\$33.39	\$23.82	\$6.87	5
Maintenance Clerk	\$10.99	\$15.89	\$13.63	\$2.47	3
Mechanic	\$15.50	\$26.06	\$20.79	\$3.21	8
Mechanic Assistant	\$9.25	\$16.43	\$13.49	\$3.76	3
Utility Worker	\$10.75	\$11.83	\$11.13	\$0.61	3
Driver - CDL	\$9.63	\$16.18	\$13.19	\$2.11	11
Driver - Non-CDL	\$12.00	\$14.54	\$13.27	\$1.79	2

Table B-8. Survey benefit data by BLS wage region - 2007.

	Percentage			N = 24
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
New England				
Fringe Benefits				
Health Insurance - Employee	79.2%	0.0%	20.8%	
Health Insurance - Family	41.7%	25.0%	33.3%	
Disability Insurance	33.3%	16.7%	50.0%	
Life Insurance	50.0%	12.5%	37.5%	
Retirement Plan	58.3%	8.3%	33.3%	
Other				
Vacation	NA	79.2%	20.8%	
Sick Leave	NA	79.2%	20.8%	
Compensatory Time for Overtime	NA	29.2%	70.8%	
Educational Opportunities	NA	45.8%	54.2%	
Wellness Program	NA	33.3%	66.7%	
Employees With Benefits				
All Employees	12.5%			
Full-Time Employees Only	50.0%			
Part-Time with Minimum Hours	16.7%			
Not Applicable	21%			
Benefits Compared to Labor Market				
Above Labor Market	37%			
About Labor Market	53%			
Below Labor Market	11%			
Middle Atlantic				
Fringe Benefits				
Health Insurance - Employee	64.3%	21.4%	14.3%	
Health Insurance - Family	50.0%	14.3%	35.7%	
Disability Insurance	57.1%	14.3%	28.6%	
Life Insurance	64.3%	14.3%	21.4%	
Retirement Plan	71.4%	7.1%	21.4%	
Other				
Vacation	NA	85.7%	14.3%	
Sick Leave	NA	85.7%	14.3%	
Compensatory Time for Overtime	NA	35.7%	64.3%	
Educational Opportunities	NA	21.4%	78.6%	
Wellness Program	NA	21.4%	78.6%	
Employees With Benefits				
All Employees	7.1%			
Full-Time Employees Only	64.3%			
Part-Time with Minimum Hours	14.3%			
Not Applicable	14.3%			
Benefits Compared to Labor Market				
Above Labor Market	83.3%			
About Labor Market	16.7%			
Below Labor Market	0.0%			

Table B-8. (Continued).

East North Central	Percentage			N = 64
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	57.8%	9.4%	32.8%	
Health Insurance - Family	34.4%	10.9%	54.7%	
Disability Insurance	25.0%	10.9%	64.1%	
Life Insurance	34.4%	15.6%	50.0%	
Retirement Plan	45.3%	7.8%	46.9%	
Other				
Vacation	NA	76.6%	23.4%	
Sick Leave	NA	67.2%	32.8%	
Compensatory Time for Overtime	NA	34.4%	65.6%	
Educational Opportunities	NA	28.1%	71.9%	
Wellness Program	NA	7.8%	92.2%	

Employees With Benefits				
All Employees	18.8%			
Full-Time Employees Only	46.9%			
Part-Time with Minimum Hours	12.5%			
Not Applicable	21.9%			

Benefits Compared to Labor Market				
Above Labor Market	42.0%			
About Labor Market	38.0%			
Below Labor Market	20.0%			

West North Central	Percentage			N = 72
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	61.1%	8.3%	30.6%	
Health Insurance - Family	23.6%	20.8%	55.6%	
Disability Insurance	25.0%	12.5%	62.5%	
Life Insurance	48.6%	6.9%	44.4%	
Retirement Plan	55.6%	5.6%	38.9%	
Other				
Vacation	NA	77.8%	22.2%	
Sick Leave	NA	69.4%	30.6%	
Compensatory Time for Overtime	NA	31.9%	68.1%	
Educational Opportunities	NA	34.7%	65.3%	
Wellness Program	NA	16.7%	81.9%	

Employees With Benefits				
All Employees	15.3%			
Full -ime Employees Only	52.8%			
Part-Time with Minimum Hours	15.3%			
Not Applicable	16.7%			

Benefits Compared to Labor Market				
Above Labor Market	33.3%			
About Labor Market	49.2%			
Below Labor Market	17.5%			

(continued on next page)

Table B-8. (Continued).

	Percentage			N = 58
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
South Atlantic				
Fringe Benefits				
Health Insurance - Employee	72.4%	3.4%	24.1%	
Health Insurance - Family	32.8%	20.7%	46.6%	
Disability Insurance	31.0%	12.1%	56.9%	
Life Insurance	46.6%	15.5%	37.9%	
Retirement Plan	62.1%	6.9%	31.0%	
Other				
Vacation	NA	79.3%	20.7%	
Sick Leave	NA	74.1%	25.9%	
Compensatory Time for Overtime	NA	41.4%	58.6%	
Educational Opportunities	NA	32.8%	67.2%	
Wellness Program	NA	19.0%	81.0%	

Employees With Benefits				
All Employees	12.1%			
Full-Time Employees Only	58.6%			
Part-Time with Minimum Hours	10.3%			
Not Applicable	19.0%			

Benefits Compared to Labor Market				
Above Labor Market	51.1%			
About Labor Market	33.3%			
Below Labor Market	15.6%			

	Percentage			N = 10
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
East South Central				
Fringe Benefits				
Health Insurance - Employee	0.0%	70.0%	30.0%	
Health Insurance - Family	20.0%	40.0%	40.0%	
Disability Insurance	40.0%	20.0%	40.0%	
Life Insurance	50.0%	20.0%	30.0%	
Retirement Plan	70.0%	0.0%	30.0%	
Other				
Vacation	NA	60.0%	40.0%	
Sick Leave	NA	60.0%	40.0%	
Compensatory Time for Overtime	NA	50.0%	50.0%	
Educational Opportunities	NA	30.0%	70.0%	
Wellness Program	NA	30.0%	70.0%	

Employees With Benefits				
All Employees	10.0%			
Full-Time Employees Only	60.0%			
Part-Time with Minimum Hours	0.0%			
Not Applicable	30.0%			

Benefits Compared to Labor Market				
Above Labor Market	57.1%			
About Labor Market	42.9%			
Below Labor Market	0.0%			

Table B-8. (Continued).

West South Central	Percentage			N = 49
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	67.3%	4.1%	28.6%	
Health Insurance - Family	24.5%	24.5%	51.0%	
Disability Insurance	28.6%	16.3%	55.1%	
Life Insurance	57.1%	8.2%	34.7%	
Retirement Plan	59.2%	4.1%	36.7%	
Other				
Vacation	NA	75.5%	24.5%	
Sick Leave		77.6%	22.4%	
Compensatory Time for Overtime		44.9%	55.1%	
Educational Opportunities		34.7%	65.3%	
Wellness Program		30.6%	69.4%	

Employees With Benefits				
All Employees	14.3%			
Full-Time Employees Only	55.1%			
Part-Time with Minimum Hours	8.2%			
Not Applicable	22.4%			

Benefits Compared to Labor Market				
Above Labor Market	56.4%			
About Labor Market	33.3%			
Below Labor Market	10.3%			

Mountain	Percentage			N = 45
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	42.2%	8.9%	48.9%	
Health Insurance - Family	28.9%	15.6%	55.6%	
Disability Insurance	17.8%	11.1%	71.1%	
Life Insurance	28.9%	13.3%	57.8%	
Retirement Plan	48.9%	4.4%	46.7%	
Other				
Vacation		62.2%	37.8%	
Sick Leave		57.8%	42.2%	
Compensatory Time for Overtime		42.2%	57.8%	
Educational Opportunities		37.8%	62.2%	
Wellness Program		35.6%	64.4%	

Employees With Benefits				
All Employees	17.8%			
Full-Time Employees Only	33.3%			
Part-time with Minimum Hours	17.8%			
Not Applicable	31.1%			

Benefits Compared to Labor Market				
Above Labor Market	28.1%			
About Labor Market	40.6%			
Below Labor Market	31.3%			

(continued on next page)

Table B-8. (Continued).

Pacific	Percentage			N = 22
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	40.9%	18.2%	40.9%	
Health Insurance - Family	22.7%	18.2%	59.1%	
Disability Insurance	27.3%	13.6%	59.1%	
Life Insurance	40.9%	13.6%	45.5%	
Retirement Plan	45.5%	9.1%	45.5%	
Other				
Vacation	NA	59.1%	40.9%	
Sick Leave	NA	59.1%	40.9%	
Compensatory Time for Overtime	NA	40.9%	59.1%	
Educational Opportunities	NA	9.1%	90.9%	
Wellness Program	NA	9.1%	90.9%	
Employees With Benefits				
All Employees	4.5%			
Full-Time Employees Only	40.9%			
Part-Time with Minimum Hours	13.6%			
Not Applicable	40.9%			
Benefits Compared to Labor Market				
Above Labor Market	46.2%			
About Labor Market	46.2%			
Below Labor Market	7.7%			

Table B-9. Survey wage data by APTA region - 2007.

New England	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$41,500	\$87,899	\$58,621	\$13,260	17
Administrative Assistant	\$20,800	\$41,873	\$29,638	\$5,907	10
Transit Planner	\$20,800	\$47,722	\$34,261	\$19,037	2
Finance Clerk	\$26,000	\$45,000	\$31,914	\$6,337	10
Marketing Specialist	\$17,040	\$40,000	\$28,300	\$10,293	4
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$39,520	\$40,200	\$39,860	\$480	2
Rideshare Coordinator	\$22,880	\$35,360	\$29,120	\$8,824	2
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	\$7.45	\$15.95	\$11.89	\$2.55	10
Operations Supervisor	\$11.78	\$26.92	\$17.93	\$4.23	13
Street Supervisor	\$16.64	\$19.64	\$18.14	\$2.11	2
Scheduler/Call taker	\$10.66	\$12.21	\$11.40	\$0.70	4
Dispatcher	\$8.25	\$19.01	\$12.80	\$4.02	10
Maintenance Manager	\$14.98	\$26.93	\$22.29	\$3.95	7
Maintenance Clerk	\$15.95	\$18.29	\$17.12	\$1.65	2
Mechanic	\$12.23	\$21.00	\$16.80	\$2.74	11
Mechanic Assistant	\$10.00	\$14.81	\$12.42	\$2.40	3
Utility Worker	\$13.36	\$13.57	\$13.46	\$0.15	2
Driver - CDL	\$7.97	\$20.00	\$12.40	\$3.05	19
Driver - Non-CDL	\$8.71	\$12.08	\$9.72	\$1.00	10
Middle Atlantic	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$37,005	\$105,000	\$67,450	\$20,931	14
Administrative Assistant	\$20,000	\$41,000	\$28,210	\$7,641	13
Transit Planner	\$22,880	\$83,500	\$48,950	\$21,186	3
Finance Clerk	\$16,431	\$49,920	\$33,030	\$9,471	10
Marketing Specialist	\$27,040	\$54,000	\$41,118	\$12,316	4
Computer Operator	\$20,000	\$40,471	\$31,490	\$10,463	3
Safety and Training Manager	\$40,000	\$47,840	\$44,485	\$3,377	4
Rideshare Coordinator	\$27,040	\$27,040	\$27,040	\$0	1
Trainer	\$27,000	\$54,000	\$38,500	\$13,937	3
Operations (Hourly)					
Administrative Support	\$8.00	\$16.59	\$13.16	\$2.79	9
Operations Supervisor	\$18.03	\$28.13	\$23.34	\$3.54	10
Street Supervisor	\$13.87	\$21.15	\$16.35	\$3.26	4
Scheduler/Call taker	\$9.68	\$17.55	\$14.18	\$3.59	5
Dispatcher	\$9.04	\$20.25	\$14.28	\$3.27	12
Maintenance Manager	\$16.59	\$31.25	\$22.72	\$4.69	9
Maintenance Clerk	\$9.99	\$21.15	\$15.57	\$7.89	2
Mechanic	\$12.50	\$23.08	\$18.10	\$3.04	11
Mechanic Assistant	\$9.13	\$15.10	\$11.15	\$3.41	3
Utility Worker	\$8.17	\$12.68	\$10.91	\$1.69	5
Driver - CDL	\$9.04	\$17.23	\$13.66	\$2.40	16
Driver - Non-CDL	\$9.00	\$13.78	\$11.82	\$2.50	3

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Table B-9. (Continued).

Great Lakes	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$21,000	\$82,500	\$44,390	\$14,762	42
Administrative Assistant	\$14,560	\$55,000	\$26,644	\$10,725	18
Transit Planner	\$23,920	\$55,000	\$36,640	\$16,289	3
Finance Clerk	\$12,168	\$62,400	\$30,872	\$14,447	17
Marketing Specialist	\$33,000	\$57,980	\$45,326	\$12,493	3
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$21,840	\$55,736	\$33,831	\$13,502	5
Rideshare Coordinator	\$55,736	\$55,736	\$55,736	\$0	1
Trainer	\$27,040	\$27,040	\$27,040	\$0	1
Operations (Hourly)					
Administrative Support	\$7.75	\$16.59	\$10.72	\$2.63	13
Operations Supervisor	\$7.25	\$32.81	\$17.60	\$6.94	23
Street Supervisor	\$12.75	\$26.80	\$17.46	\$6.56	4
Scheduler/Call taker	\$6.30	\$17.50	\$10.06	\$3.49	8
Dispatcher	\$5.85	\$18.79	\$10.57	\$2.67	32
Maintenance Manager	\$10.50	\$31.32	\$17.38	\$6.27	11
Maintenance Clerk	\$7.05	\$16.83	\$11.94	\$6.91	2
Mechanic	\$10.00	\$20.00	\$14.77	\$2.88	21
Mechanic Assistant	\$6.83	\$13.82	\$9.85	\$2.72	5
Utility Worker	\$10.31	\$18.07	\$14.90	\$3.28	4
Driver - CDL	\$7.85	\$18.07	\$11.31	\$2.53	32
Driver - Non-CDL	\$7.00	\$10.65	\$8.62	\$0.91	25
North Central	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,560	\$76,960	\$36,684	\$13,840	45
Administrative Assistant	\$17,680	\$41,600	\$27,190	\$7,735	19
Transit Planner	\$23,000	\$30,000	\$26,500	\$7,735	2
Finance Clerk	\$12,168	\$37,440	\$26,838	\$8,713	9
Marketing Specialist	\$20,800	\$20,800	\$20,800	\$0	1
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$36,400	\$37,224	\$36,811	\$582	2
Rideshare Coordinator	\$26,520	\$26,520	\$26,520	\$0	1
Trainer	\$31,200	\$31,200	\$31,200	\$0	1
Operations (Hourly)					
Administrative Support	\$6.44	\$10.18	\$8.26	\$1.87	3
Operations Supervisor	\$9.45	\$19.37	\$15.27	\$3.44	11
Street Supervisor	\$12.25	\$15.45	\$13.85	\$2.26	2
Scheduler/Call taker	\$7.00	\$12.02	\$8.94	\$2.15	4
Dispatcher	\$5.85	\$17.57	\$10.95	\$3.21	24
Maintenance Manager	\$7.50	\$19.03	\$13.74	\$4.13	6
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$10.73	\$20.00	\$14.55	\$3.39	5
Mechanic Assistant	NA	NA	NA	NA	NA
Utility Worker	\$11.10	\$12.66	\$11.83	\$0.78	3
Driver - CDL	\$5.85	\$15.46	\$9.76	\$1.97	39
Driver - Non-CDL	\$5.85	\$14.50	\$8.56	\$1.93	23

Table B-9. (Continued).

Southeast	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$18,000	\$100,805	\$48,562	\$17,406	50
Administrative Assistant	\$12,168	\$52,210	\$28,043	\$9,328	34
Transit Planner	\$14,830	\$71,349	\$35,298	\$18,720	10
Finance Clerk	\$12,574	\$47,424	\$28,841	\$7,665	24
Marketing Specialist	\$22,880	\$41,101	\$35,543	\$8,511	4
Computer Operator	\$18,720	\$48,880	\$35,916	\$13,041	5
Safety and Training Manager	\$12,730	\$41,600	\$26,635	\$10,820	10
Rideshare Coordinator	\$28,565	\$29,120	\$28,842	\$392	2
Trainer	\$17,181	\$24,752	\$21,181	\$3,803	3
Operations (Hourly)					
Administrative Support	\$6.12	\$15.50	\$10.40	\$2.28	25
Operations Supervisor	\$7.65	\$28.85	\$16.05	\$5.51	31
Street Supervisor	\$11.90	\$20.84	\$15.73	\$2.99	8
Scheduler/Call taker	\$6.50	\$16.92	\$10.43	\$2.74	21
Dispatcher	\$6.50	\$18.93	\$11.62	\$2.98	28
Maintenance Manager	\$7.61	\$31.45	\$17.04	\$5.43	21
Maintenance Clerk	\$6.68	\$16.18	\$12.36	\$3.76	6
Mechanic	\$9.90	\$19.44	\$14.21	\$2.71	21
Mechanic Assistant	\$7.35	\$17.39	\$11.12	\$3.46	8
Utility Worker	\$5.85	\$16.95	\$10.15	\$3.20	8
Driver - CDL	\$6.70	\$16.18	\$10.78	\$2.52	38
Driver - Non-CDL	\$5.85	\$16.18	\$8.70	\$2.18	31
Southwest/Mountain					
Administration (Annual)					
Director	\$14,000	\$90,025	\$46,683	\$18,186	38
Administrative Assistant	\$12,324	\$43,404	\$27,919	\$7,525	23
Transit Planner	\$16,296	\$37,876	\$28,573	\$9,008	4
Finance Clerk	\$12,168	\$39,000	\$23,495	\$8,183	13
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	\$47,000	\$50,000	\$48,500	\$2,121	2
Safety and Training Manager	\$19,760	\$53,040	\$33,725	\$10,909	7
Rideshare Coordinator	\$19,452	\$24,211	\$22,180	\$2,455	3
Trainer	\$15,816	\$39,884	\$31,681	\$8,049	7
Operations (Hourly)					
Administrative Support	\$6.50	\$19.45	\$11.16	\$2.70	19
Operations Supervisor	\$8.65	\$32.45	\$17.53	\$4.97	28
Street Supervisor	\$10.29	\$25.07	\$16.69	\$4.41	11
Scheduler/Call taker	\$8.00	\$24.93	\$12.47	\$4.07	14
Dispatcher	\$6.99	\$17.35	\$11.19	\$2.75	29
Maintenance Manager	\$8.85	\$32.45	\$17.96	\$7.11	15
Maintenance Clerk	\$10.84	\$12.22	\$11.53	\$0.98	2
Mechanic	\$10.00	\$23.58	\$15.69	\$3.77	16
Mechanic Assistant	\$8.00	\$17.62	\$12.82	\$3.58	8
Utility Worker	\$8.50	\$14.52	\$11.57	\$2.09	6
Driver - CDL	\$6.06	\$16.00	\$10.74	\$2.55	36
Driver - Non-CDL	\$6.06	\$13.91	\$9.02	\$2.12	23

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Table B-9. (Continued).

Pacific	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$59,572	\$101,920	\$79,884	\$14,656	8
Administrative Assistant	\$29,000	\$51,500	\$38,288	\$9,018	6
Transit Planner	\$44,190	\$50,178	\$47,183	\$4,234	2
Finance Clerk	\$31,250	\$66,560	\$41,559	\$13,410	6
Marketing Specialist	\$36,993	\$49,920	\$43,530	\$6,464	3
Computer Operator	\$40,000	\$44,720	\$41,888	\$2,497	3
Safety and Training Manager	\$35,360	\$39,322	\$37,341	\$2,801	2
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	\$29,120	\$35,360	\$31,546	\$3,343	3
Operations (Hourly)					
Administrative Support	\$10.95	\$17.43	\$13.49	\$2.40	5
Operations Supervisor	\$16.09	\$28.43	\$21.34	\$4.25	7
Street Supervisor	\$18.50	\$18.50	\$18.50	\$0.00	1
Scheduler/Call taker	\$5.85	\$19.62	\$14.30	\$5.20	5
Dispatcher	\$8.88	\$19.62	\$14.11	\$3.92	7
Maintenance Manager	\$20.00	\$33.39	\$26.02	\$5.52	4
Maintenance Clerk	\$10.99	\$15.89	\$13.63	\$2.27	3
Mechanic	\$15.50	\$26.06	\$20.79	\$3.21	8
Mechanic Assistant	\$9.25	\$16.43	\$13.49	\$3.76	3
Utility Worker	\$10.75	\$11.83	\$11.13	\$0.61	3
Driver - CDL	\$9.63	\$16.18	\$13.10	\$2.20	10
Driver - Non-CDL	\$14.54	\$14.54	\$14.54	\$0.00	1

Table B-10. Survey benefit data by APTA region - 2007.

	Percentage			N = 24
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
New England				
Fringe Benefits				
Health Insurance - Employee	79.20%	0.00%	20.80%	
Health Insurance - Family	41.70%	25.00%	33.30%	
Disability Insurance	33.30%	16.70%	50.00%	
Life Insurance	50.00%	12.50%	37.50%	
Retirement Plan	58.30%	8.30%	33.30%	
Other				
Vacation		79.20%	20.80%	
Sick Leave		79.20%	20.80%	
Compensatory Time for Overtime		29.20%	70.80%	
Educational Opportunities		45.80%	54.20%	
Wellness Program		33.30%	66.70%	

Employees With Benefits				
All Employees	12.50%			
Full-Time Employees Only	50.00%			
Part-Time with Minimum Hours	16.70%			
Not Applicable	20.80%			

Benefits Compared to Labor Market				
Above Labor Market	36.80%			
About Labor Market	52.60%			
Below Labor Market	10.50%			

	Percentage			N = 20
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Middle Atlantic				
Fringe Benefits				
Health Insurance - Employee	70.00%	15.00%	15.00%	
Health Insurance - Family	50.00%	10.00%	40.00%	
Disability Insurance	50.00%	15.00%	30.00%	
Life Insurance	60.00%	15.00%	25.00%	
Retirement Plan	70.00%	10.00%	20.00%	
Other				
Vacation		85.00%	15.00%	
Sick Leave		85.00%	15.00%	
Compensatory Time for Overtime		35.00%	65.00%	
Educational Opportunities		30.00%	70.00%	
Wellness Program		15.00%	85.00%	

Employees With Benefits				
All Employees	5.00%			
Full-Time Employees Only	65.00%			
Part-Time with Minimum Hours	15.00%			
Not Applicable	15.00%			

Benefits Compared to Labor Market				
Above Labor Market	82.40%			
About Labor Market	17.60%			
Below Labor Market	0.00%			

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Table B-10. (Continued).

Great Lakes	Percentage			N = 64
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	57.80%	9.40%	32.80%	
Health Insurance - Family	34.40%	10.90%	54.70%	
Disability Insurance	25.00%	10.90%	64.10%	
Life Insurance	34.40%	15.60%	50.00%	
Retirement Plan	45.30%	7.80%	46.90%	
Other				
Vacation		76.60%	23.40%	
Sick Leave		67.20%	32.80%	
Compensatory Time for Overtime		34.40%	65.60%	
Educational Opportunities		28.10%	71.90%	
Wellness Program		7.80%	92.20%	

Employees With Benefits				
All Employees	18.80%			
Full Time Employees Only	46.90%			
Part Time with Minimum Hours	12.50%			
Not Applicable	21.90%			

Benefits Compared to Labor Market				
Above Labor Market	42.00%			
About Labor Market	38.00%			
Below Labor Market	20.00%			

North Central	Percentage			N = 72
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	61.10%	8.30%	30.60%	
Health Insurance - Family	23.60%	20.80%	55.60%	
Disability Insurance	25.00%	12.50%	62.50%	
Life Insurance	48.60%	6.90%	44.40%	
Retirement Plan				
Other				
Vacation		77.80%	22.20%	
Sick Leave		69.40%	30.60%	
Compensatory Time for Overtime		31.90%	68.10%	
Educational Opportunities		34.70%	65.30%	
Wellness Program		18.10%	81.90%	

Employees With Benefits				
All Employees	15.30%			
Full-Time Employees Only	52.80%			
Part-Time with Minimum Hours	15.30%			
Not Applicable	16.70%			

Benefits Compared to Labor Market				
Above Labor Market	33.30%			
About Labor Market	49.20%			
Below Labor Market	17.50%			

Table B-10. (Continued).

Southeast	Percentage			N = 86
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	67.40%	2.30%	30.20%	
Health Insurance - Family	27.90%	23.30%	48.80%	
Disability Insurance	30.20%	14.00%	55.80%	
Life Insurance	47.70%	12.80%	39.50%	
Retirement Plan	58.10%	4.70%	37.20%	
Other				
Vacation		73.30%	26.70%	
Sick Leave		70.90%	29.10%	
Compensatory Time for Overtime		39.50%	60.50%	
Educational Opportunities		30.20%	69.80%	
Wellness Program		25.60%	74.40%	

Employees With Benefits				
All Employees	12.80%			
Full-Time Employees Only	58.10%			
Part-Time with Minimum Hours	5.80%			
Not Applicable	23.30%			

Benefits Compared to Labor Market				
Above Labor Market	49.20%			
About Labor Market	35.40%			
Below Labor Market	15.40%			

Southwest/Mountain	Percentage			N = 70
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	54.30%	8.60%	37.10%	
Health Insurance - Family	27.10%	21.40%	51.40%	
Disability Insurance	22.90%	12.90%	64.30%	
Life Insurance	41.40%	12.90%	45.70%	
Retirement Plan	57.10%	4.30%	38.60%	
Other				
Vacation		70.00%	30.00%	
Sick Leave		67.10%	67.10%	
Compensatory Time for Overtime		48.60%	51.40%	
Educational Opportunities		38.60%	61.40%	
Wellness Program		32.90%	67.10%	

Employees With Benefits				
All Employees	17.10%			
Full Time Employees Only	40.00%			
Part Time with Minimum Hours	17.10%			
Not Applicable	25.70%			

Benefits Compared to Labor Market				
Above Labor Market	41.50%			
About Labor Market	37.70%			
Below Labor Market	20.80%			

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Table B-10. (Continued).

Pacific	Percentage			N = 20
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	35.00%	20.00%	45.00%	
Health Insurance - Family	25.00%	15.00%	60.00%	
Disability Insurance	30.00%	10.00%	60.00%	
Life Insurance	40.00%	10.00%	50.00%	
Retirement Plan	45.00%	5.00%	50.00%	
Other				
Vacation		55.00%	45.00%	
Sick Leave		55.00%	45.00%	
Compensatory Time for Overtime		35.00%	65.00%	
Educational Opportunities		10.00%	90.00%	
Wellness Program		1.00%	90.00%	

Employees With Benefits				
All Employees	5.00%			
Full-Time Employees Only	35.00%			
Part-Time with Minimum Hours	15.00%			
Not Applicable	45.00%			

Benefits Compared to Labor Market				
Above Labor Market	36.40%			
About Labor Market	54.50%			
Below Labor Market	9.10%			



APPENDIX C

Survey Project Data* Disaggregated by System Size Descriptors (2006–2007)

* Collected from 350 rural and small urban transit systems, 2007.

Table C-1. Survey wage data by total employees.

1-9 Employees	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$71,000	\$34,067	\$13,256	41
Administrative Assistant	\$12,324	\$27,352	\$20,748	\$4,865	7
Transit Planner	\$14,830	\$23,000	\$17,769	\$3,248	5
Finance Clerk	\$12,480	\$37,000	\$24,514	\$8,892	10
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$12,730	\$21,840	\$17,069	\$4,570	3
Rideshare Coordinator	\$22,880	\$22,880	\$22,880	\$0	1
Trainer	\$29,120	\$29,120	\$29,120	\$0	1
Operations (Hourly)					
Administrative Support	\$6.12	\$13.38	\$9.64	\$2.61	5
Operations Supervisor	\$7.65	\$20.54	\$13.17	\$4.20	10
Street Supervisor	\$19.64	\$19.64	\$19.64	\$0.00	1
Scheduler/Call taker	\$8.00	\$20.43	\$11.90	\$4.65	6
Dispatcher	\$5.85	\$13.12	\$9.76	\$2.40	21
Maintenance Manager	\$7.50	\$7.50	\$7.50	\$0.00	1
Maintenance Clerk	\$6.68	\$6.68	\$6.68	\$0.00	1
Mechanic	\$12.25	\$21.75	\$16.04	\$5.03	3
Mechanic Assistant	\$7.35	\$7.35	\$7.35	\$0.00	1
Utility Worker	NA	NA	NA	NA	NA
Driver - CDL	\$5.85	\$13.50	\$9.33	\$1.93	27
Driver - Non-CDL	\$5.85	\$14.50	\$8.44	\$1.85	37
10-24 Employees	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$15,150	\$87,899	\$41,846	\$13,903	78
Administrative Assistant	\$12,168	\$41,873	\$25,608	\$6,448	45
Transit Planner	\$15,600	\$29,120	\$22,880	\$6,819	3
Finance Clerk	\$12,168	\$62,400	\$27,065	\$11,875	25
Marketing Specialist	\$22,880	\$41,101	\$31,990	\$12,884	2
Computer Operator	\$18,720	\$26,000	\$22,360	\$5,147	2
Safety and Training Manager	\$13,520	\$37,500	\$27,280	\$11,198	4
Rideshare Coordinator	\$19,452	\$19,452	\$19,452	\$0	1
Trainer	\$21,611	\$21,611	\$21,611	\$0	1
Operations (Hourly)					
Administrative Support	\$6.44	\$14.00	\$9.31	\$1.75	25
Operations Supervisor	\$7.25	\$27.76	\$15.26	\$5.15	39
Street Supervisor	\$12.50	\$12.75	\$12.63	\$0.18	2
Scheduler/Call taker	\$6.30	\$17.50	\$9.56	\$2.94	17
Dispatcher	\$6.31	\$15.87	\$10.52	\$2.53	47
Maintenance Manager	\$7.61	\$31.45	\$14.01	\$5.69	17
Maintenance Clerk	\$14.99	\$14.99	\$14.99	\$0.00	1
Mechanic	\$10.00	\$26.06	\$15.01	\$4.13	20
Mechanic Assistant	\$6.83	\$17.39	\$11.30	\$4.43	4
Utility Worker	\$8.50	\$11.83	\$10.44	\$1.43	4
Driver - CDL	\$6.06	\$16.00	\$10.33	\$2.23	64
Driver - Non-CDL	\$6.06	\$13.39	\$8.55	\$1.46	44

Table C-1. (Continued).

25-49 Employees	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$22,505	\$87,360	\$53,373	\$13,550	51
Administrative Assistant	\$12,168	\$52,210	\$29,088	\$8,077	34
Transit Planner	\$30,000	\$55,000	\$38,072	\$11,617	4
Finance Clerk	\$16,431	\$39,000	\$29,880	\$5,515	20
Marketing Specialist	\$17,040	\$54,000	\$35,520	\$26,134	2
Computer Operator	\$20,000	\$48,880	\$34,440	\$20,421	2
Safety and Training Manager	\$19,760	\$41,600	\$31,822	\$9,484	6
Rideshare Coordinator	\$26,520	\$35,360	\$30,940	\$6,250	2
Trainer	\$17,181	\$54,000	\$32,160	\$15,880	4
Operations (Hourly)					
Administrative Support	\$8.57	\$15.87	\$11.78	\$2.28	20
Operations Supervisor	\$10.42	\$28.13	\$17.80	\$4.27	32
Street Supervisor	\$11.70	\$25.07	\$16.52	\$4.51	10
Scheduler/Call taker	\$8.00	\$17.00	\$11.90	\$2.49	17
Dispatcher	\$7.25	\$18.93	\$12.29	\$3.35	32
Maintenance Manager	\$8.85	\$28.85	\$17.49	\$4.94	21
Maintenance Clerk	\$7.05	\$21.15	\$14.16	\$5.76	4
Mechanic	\$10.00	\$23.08	\$14.76	\$3.09	27
Mechanic Assistant	\$8.00	\$17.62	\$11.17	\$3.11	12
Utility Worker	\$5.85	\$15.82	\$10.54	\$2.74	10
Driver - CDL	\$7.75	\$16.87	\$11.67	\$2.42	53
Driver - Non-CDL	\$7.41	\$14.54	\$9.47	\$2.06	16
50-99 Employees	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$27,505	\$105,000	\$64,861	\$19,379	37
Administrative Assistant	\$14,560	\$55,000	\$31,154	\$10,607	29
Transit Planner	\$20,800	\$83,500	\$41,838	\$18,480	9
Finance Clerk	\$12,168	\$66,560	\$34,333	\$12,320	24
Marketing Specialist	\$20,800	\$57,980	\$37,971	\$9,688	11
Computer Operator	\$34,000	\$50,000	\$42,188	\$6,101	5
Safety and Training Manager	\$27,000	\$55,736	\$37,464	\$7,887	15
Rideshare Coordinator	\$24,211	\$55,736	\$34,026	\$14,612	4
Trainer	\$15,816	\$39,884	\$30,437	\$6,578	10
Operations (Hourly)					
Administrative Support	\$8.17	\$16.59	\$11.95	\$2.34	23
Operations Supervisor	\$11.83	\$32.81	\$20.55	\$5.17	33
Street Supervisor	\$13.00	\$26.80	\$16.69	\$3.47	14
Scheduler/Call taker	\$5.85	\$17.55	\$12.12	\$3.46	15
Dispatcher	\$7.57	\$20.25	\$13.20	\$3.24	33
Maintenance Manager	\$15.66	\$32.45	\$22.09	\$4.63	26
Maintenance Clerk	\$10.99	\$18.29	\$14.77	\$2.70	7
Mechanic	\$11.50	\$22.00	\$17.08	\$3.01	33
Mechanic Assistant	\$8.00	\$14.79	\$11.70	\$2.35	7
Utility Worker	\$9.00	\$18.07	\$12.79	\$2.57	13
Driver - CDL	\$6.50	\$20.00	\$12.79	\$3.06	36
Driver - Non-CDL	\$6.50	\$16.18	\$10.45	\$2.51	14

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Table C-1. (Continued).

100+ Employees	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$45,000	\$100,805	\$74,179	\$17,542	9
Administrative Assistant	\$24,025	\$43,978	\$35,967	\$7,745	9
Transit Planner	\$40,471	\$71,349	\$50,723	\$12,108	5
Finance Clerk	\$21,842	\$46,800	\$32,401	\$7,976	11
Marketing Specialist	\$22,880	\$49,920	\$38,628	\$12,913	4
Computer Operator	\$39,980	\$47,000	\$43,042	\$3,389	4
Safety and Training Manager	\$24,403	\$53,040	\$40,363	\$10,626	5
Rideshare Coordinator	\$22,880	\$28,565	\$25,722	\$4,019	2
Trainer	\$31,200	\$38,750	\$34,975	\$5,338	2
Operations (Hourly)					
Administrative Support	\$9.81	\$19.45	\$13.60	\$3.09	11
Operations Supervisor	\$14.01	\$32.45	\$22.52	\$5.60	9
Street Supervisor	\$10.29	\$22.50	\$16.69	\$4.48	5
Scheduler/Call taker	\$10.83	\$24.93	\$15.54	\$5.60	6
Dispatcher	\$7.85	\$19.62	\$13.58	\$3.43	9
Maintenance Manager	\$12.50	\$33.39	\$21.46	\$7.01	9
Maintenance Clerk	\$8.86	\$15.95	\$11.41	\$3.13	4
Mechanic	\$9.90	\$23.58	\$17.23	\$3.88	10
Mechanic Assistant	\$7.73	\$16.79	\$13.92	\$3.39	6
Utility Worker	\$8.50	\$14.52	\$11.80	\$2.68	4
Driver - CDL	\$10.00	\$16.18	\$13.25	\$1.92	11
Driver - Non-CDL	\$7.74	\$12.69	\$10.33	\$2.00	6

Table C-2. Survey benefit by total employee ranking - 2007.

	Percentage			N = 57
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
No Employees				
Fringe Benefits				
Health Insurance - Employee	7.0%	0.0%	93.0%	
Health Insurance - Family	1.8%	3.5%	94.7%	
Disability Insurance	3.5%	1.8%	94.7%	
Life Insurance	3.5%	3.5%	93.0%	
Retirement Plan	3.5%	3.5%	93.0%	
Other				
Vacation	NA	7.0%	93.0%	
Sick Leave	NA	7.0%	93.0%	
Compensatory Time for Overtime	NA	3.5%	96.5%	
Educational Opportunities	NA	3.5%	96.5%	
Wellness Program	NA	1.8%	98.2%	

Employees With Benefits				
All Employees	1.8%			
Full-Time Employees Only	3.5%			
Part-Time with Minimum Hours	1.8%			
Not Applicable	93.0%			

Benefits Compared to Labor Market				
Above Labor Market	50.0%			
About Labor Market	33.3%			
Below Labor Market	16.7%			

	Percentage			N = 69
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
1 - 9 Employees				
Fringe Benefits				
Health Insurance - Employee	63.8%	11.6%	24.6%	
Health Insurance - Family	26.1%	18.8%	55.1%	
Disability Insurance	29.0%	10.1%	60.9%	
Life Insurance	47.8%	10.1%	42.0%	
Retirement Plan	50.7%	5.8%	43.5%	
Other				
Vacation	NA	82.6%	17.4%	
Sick Leave	NA	78.3%	21.7%	
Compensatory Time for Overtime	NA	49.3%	50.7%	
Educational Opportunities	NA	42.0%	58.0%	
Wellness Program	NA	20.3%	79.7%	

Employees With Benefits				
All Employees	20.3%			
Full-Time Employees Only	53.6%			
Part-Time with Minimum Hours	17.4%			
Not Applicable	8.7%			

Benefits Compared to Labor Market				
Above Labor Market	31.8%			
About Labor Market	43.1%			
Below Labor Market	26.2%			

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Table C-2. (Continued).

10- 24 Employees	Percentage			N = 106
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	66.0%	10.4%	23.6%	
Health Insurance - Family	32.1%	22.6%	45.3%	
Disability Insurance	21.7%	20.8%	57.5%	
Life Insurance	43.4%	18.9%	37.7%	
Retirement Plan	62.3%	9.4%	28.3%	
Other				
Vacation	NA	87.7%	12.3%	
Sick Leave	NA	80.2%	19.8%	
Compensatory Time for Overtime	NA	42.5%	57.5%	
Educational Opportunities	NA	33.0%	67.0%	
Wellness Program	NA	21.7%	77.4%	

Employees With Benefits				
All Employees	17.9%			
Full-Time Employees Only	59.4%			
Part-Time with Minimum Hours	13.2%			
Not Applicable	9.4%			

Benefits Compared to Labor Market				
Above Labor Market	43.0%			
About Labor Market	38.7%			
Below Labor Market	18.3%			

25 - 49 Employees	Percentage			N = 68
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	79.4%	5.9%	14.7%	
Health Insurance - Family	36.8%	27.9%	35.3%	
Disability Insurance	38.2%	16.2%	45.6%	
Life Insurance	57.4%	16.2%	26.5%	
Retirement Plan	70.6%	7.4%	22.1%	
Other				
Vacation	NA	88.2%	11.8%	
Sick Leave	NA	83.8%	16.2%	
Compensatory Time for Overtime	NA	41.2%	58.8%	
Educational Opportunities	NA	41.2%	58.8%	
Wellness Program	NA	26.5%	73.5%	

Employees With Benefits				
All Employees	16.2%			
Full-Time Employees Only	58.8%			
Part-Time with Minimum Hours	14.7%			
Not Applicable	10.3%			

Benefits Compared to Labor Market				
Above Labor Market	49.2%			
About Labor Market	41.0%			
Below Labor Market	9.8%			

Table C-2. (Continued).

	Percentage			N = 44
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
50 - 99 Employees				
Fringe Benefits				
Health Insurance - Employee	77.3%	9.1%	13.6%	
Health Insurance - Family	47.7%	15.9%	36.4%	
Disability Insurance	47.7%	9.1%	43.2%	
Life Insurance	61.4%	9.1%	29.5%	
Retirement Plan	75.0%	2.3%	22.7%	
Other				
Vacation	NA	86.4%	13.6%	
Sick Leave	NA	81.8%	18.2%	
Compensatory Time for Overtime	NA	43.2%	56.8%	
Educational Opportunities	NA	34.1%	65.9%	
Wellness Program	NA	27.3%	72.7%	

Employees With Benefits				
All Employees	9.1%			
Full-Time Employees Only	61.4%			
Part-Time with Minimum Hours	18.2%			
Not Applicable	11.4%			

Benefits Compared to Labor Market				
Above Labor Market	47.5%			
About Labor Market	42.5%			
Below Labor Market	10.0%			

+ 100 Employees				
Fringe Benefits				
Health Insurance - Employee	81.3%	6.3%	12.5%	
Health Insurance - Family	50.0%	25.0%	25.0%	
Disability Insurance	50.0%	12.5%	37.5%	
Life Insurance	81.3%	0.0%	18.8%	
Retirement Plan	81.3%	0.0%	18.8%	
Other				
Vacation	NA	87.5%	12.5%	
Sick Leave	NA	87.5%	12.5%	
Compensatory Time for Overtime	NA	50.0%	50.0%	
Educational Opportunities	NA	37.5%	62.5%	
Wellness Program	NA	43.8%	56.3%	

Employees With Benefits				
All Employees	12.5%			
Full-Time Employees Only	75.0%			
Part-Time with Minimum Hours	6.3%			
Not Applicable	6.3%			

Benefits Compared to Labor Market				
Above Labor Market	73.3%			
About Labor Market	26.7%			
Below Labor Market	0.0%			

Table C-3. Survey wage data by total operating costs.

Less than \$50,000 (1)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,560	\$56,600	\$27,919	\$12,483	11
Administrative Assistant	\$12,168	\$41,600	\$26,884	\$20,811	2
Transit Planner	NA	NA	NA	NA	NA
Finance Clerk	\$20,800	\$20,800	\$20,800	\$0	1
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	NA	NA	NA	NA	NA
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	NA	NA	NA	NA	NA
Operations Supervisor	NA	NA	NA	NA	NA
Street Supervisor	NA	NA	NA	NA	NA
Scheduler/Call taker	NA	NA	NA	NA	NA
Dispatcher	\$5.85	\$8.50	\$7.12	\$1.33	3
Maintenance Manager	NA	NA	NA	NA	NA
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	NA	NA	NA	NA	NA
Mechanic Assistant	NA	NA	NA	NA	NA
Utility Worker	NA	NA	NA	NA	NA
Driver - CDL	\$7.13	\$12.36	\$9.28	\$2.16	6
Driver - Non-CDL	\$5.85	\$8.60	\$7.39	\$1.03	9
\$50,000 to \$100,000 (2)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$50,000	\$29,244	\$10,098	13
Administrative Assistant	\$18,720	\$24,960	\$21,840	\$4,412	2
Transit Planner	\$14,830	\$23,000	\$17,531	\$3,700	4
Finance Clerk	\$18,720	\$18,720	\$18,720	\$0	1
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$12,730	\$12,730	\$12,730	\$0	1
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	\$6.12	\$10.18	\$8.15	\$2.87	2
Operations Supervisor	\$7.65	\$18.20	\$13.95	\$5.56	3
Street Supervisor	NA	NA	NA	NA	NA
Scheduler/Call taker	\$7.00	\$10.00	\$8.38	\$1.25	4
Dispatcher	\$5.85	\$13.12	\$8.56	\$2.46	7
Maintenance Manager	\$10.30	\$10.30	\$10.30	\$0.00	1
Maintenance Clerk	\$6.68	\$6.68	\$6.68	\$0.00	1
Mechanic	\$10.00	\$10.00	\$10.00	\$0.00	1
Mechanic Assistant	\$7.35	\$7.35	\$7.35	\$0.00	1
Utility Worker	\$11.10	\$11.10	\$11.10	\$0.00	1
Driver - CDL	\$5.85	\$11.75	\$8.37	\$1.78	11
Driver - Non-CDL	\$5.85	\$12.75	\$8.18	\$1.64	15

Table C-3. (Continued).

\$100,000 to \$250,000 (3)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$15,150	\$87,899	\$36,097	\$16,123	27
Administrative Assistant	\$12,324	\$41,873	\$24,509	\$9,120	11
Transit Planner	\$15,600	\$15,600	\$15,600	\$0	1
Finance Clerk	\$12,168	\$37,492	\$21,978	\$10,126	9
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$13,520	\$21,840	\$17,680	\$5,883	2
Rideshare Coordinator	\$22,880	\$22,880	\$22,880	\$0	1
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	\$6.50	\$13.08	\$9.33	\$2.74	2
Operations Supervisor	\$7.25	\$27.76	\$14.07	\$9.60	10
Street Supervisor	NA	NA	NA	NA	NA
Scheduler/Call taker	\$6.30	\$8.00	\$7.17	\$0.89	4
Dispatcher	\$6.31	\$12.80	\$9.45	\$2.02	15
Maintenance Manager	\$7.50	\$7.50	\$7.50	\$0.00	1
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$12.00	\$12.25	\$12.13	\$0.18	2
Mechanic Assistant	\$6.83	\$6.83	\$6.83	\$0.00	1
Utility Worker	NA	NA	NA	NA	NA
Driver - CDL	\$6.06	\$12.55	\$9.25	\$1.74	13
Driver - Non-CDL	\$6.06	\$12.08	\$8.51	\$1.56	22
\$250,000 to \$500,000 (4)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$24,000	\$67,600	\$39,324	\$10,579	37
Administrative Assistant	\$16,640	\$32,000	\$23,834	\$3,698	18
Transit Planner	\$18,720	\$29,120	\$23,920	\$5,200	3
Finance Clerk	\$12,168	\$62,400	\$27,089	\$13,114	14
Marketing Specialist	\$22,880	\$22,880	\$22,880	\$0	1
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$16,640	\$22,880	\$19,760	\$4,412	2
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	\$7.75	\$13.38	\$9.51	\$1.54	12
Operations Supervisor	\$8.65	\$25.00	\$13.36	\$4.75	12
Street Supervisor	\$19.64	\$19.64	\$19.64	\$0.00	1
Scheduler/Call taker	\$6.78	\$17.00	\$11.00	\$3.30	8
Dispatcher	\$7.45	\$15.50	\$10.08	\$2.17	19
Maintenance Manager	\$11.00	\$15.00	\$12.40	\$1.76	5
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$10.00	\$15.00	\$13.10	\$2.18	4
Mechanic Assistant	NA	NA	NA	NA	NA
Utility Worker	\$8.50	\$10.31	\$9.41	\$1.28	2
Driver - CDL	\$7.23	\$14.54	\$9.88	\$1.81	30
Driver - Non-CDL	\$7.12	\$14.54	\$9.14	\$1.86	24

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Table C-3. (Continued).

\$500,000 to \$750,000 (5)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$29,000	\$72,925	\$44,662	\$10,949	20
Administrative Assistant	\$19,000	\$40,000	\$27,602	\$7,088	8
Transit Planner	\$30,000	\$30,000	\$30,000	\$0	1
Finance Clerk	\$22,000	\$47,424	\$30,903	\$8,048	8
Marketing Specialist	\$41,101	\$41,101	\$41,101	\$0	1
Computer Operator	\$18,720	\$26,000	\$22,360	\$5,148	2
Safety and Training Manager	\$26,000	\$26,000	\$26,000	\$0	1
Rideshare Coordinator	\$26,520	\$26,520	\$26,520	\$0	1
Trainer	\$21,611	\$21,611	\$21,611	\$0	1
Operations (Hourly)					
Administrative Support	\$6.44	\$11.13	\$8.61	\$1.61	6
Operations Supervisor	\$11.78	\$23.03	\$16.10	\$3.48	10
Street Supervisor	NA	NA	NA	NA	NA
Scheduler/Call taker	\$7.50	\$14.45	\$10.22	\$3.09	4
Dispatcher	\$7.50	\$14.23	\$11.18	\$1.91	11
Maintenance Manager	\$7.61	\$16.66	\$11.16	\$3.86	4
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$10.67	\$26.06	\$16.31	\$5.20	8
Mechanic Assistant	\$10.98	\$10.98	\$10.98	\$0.00	1
Utility Worker	\$11.83	\$11.83	\$11.83	\$0.00	1
Driver - CDL	\$6.77	\$15.67	\$10.80	\$2.14	21
Driver - Non-CDL	\$7.10	\$10.31	\$8.39	\$1.25	6
\$750,000 to \$1 million (6)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$31,005	\$90,025	\$51,950	\$16,525	15
Administrative Assistant	\$20,280	\$31,262	\$26,534	\$4,100	11
Transit Planner	NA	NA	NA	NA	NA
Finance Clerk	\$26,000	\$37,000	\$33,291	\$5,023	4
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	\$47,000	\$47,000	\$47,000	\$0	1
Safety and Training Manager	\$37,500	\$41,600	\$39,283	\$2,101	3
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	\$17,181	\$38,750	\$28,350	\$10,805	3
Operations (Hourly)					
Administrative Support	\$8.57	\$14.00	\$11.23	\$2.51	4
Operations Supervisor	\$8.50	\$32.45	\$17.22	\$6.40	13
Street Supervisor	\$12.75	\$18.63	\$15.69	\$4.16	2
Scheduler/Call taker	\$8.25	\$20.43	\$13.03	\$4.11	6
Dispatcher	\$9.00	\$15.75	\$11.68	\$2.14	15
Maintenance Manager	\$14.00	\$31.45	\$20.46	\$7.04	5
Maintenance Clerk	\$14.99	\$14.99	\$14.99	\$0.00	1
Mechanic	\$10.50	\$21.75	\$15.16	\$4.04	9
Mechanic Assistant	\$8.17	\$17.39	\$14.12	\$5.16	3
Utility Worker	NA	NA	NA	NA	NA
Driver - CDL	\$8.65	\$16.00	\$12.08	\$2.25	13
Driver - Non-CDL	\$7.00	\$12.63	\$9.43	\$2.31	7

Table C-3. (Continued).

\$1 million to \$1.25 million (7)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$22,505	\$66,000	\$50,814	\$11,921	16
Administrative Assistant	\$14,560	\$41,500	\$28,705	\$8,667	11
Transit Planner	\$55,000	\$55,000	\$55,000	\$0	1
Finance Clerk	\$12,168	\$40,000	\$26,089	\$10,590	6
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$27,040	\$27,040	\$27,040	\$0	1
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	\$27,040	\$27,040	\$27,040	\$0	1
Operations (Hourly)					
Administrative Support	\$9.00	\$13.46	\$10.21	\$1.86	5
Operations Supervisor	\$13.00	\$21.63	\$15.89	\$2.83	10
Street Supervisor	\$13.00	\$13.30	\$13.15	\$2.12	2
Scheduler/Call taker	\$9.00	\$12.66	\$10.37	\$1.60	4
Dispatcher	\$8.00	\$15.46	\$11.50	\$2.19	13
Maintenance Manager	\$12.98	\$2.36	\$17.39	\$4.17	6
Maintenance Clerk	\$7.05	\$7.05	\$7.05	\$0.00	1
Mechanic	\$11.50	\$18.83	\$14.98	\$2.61	9
Mechanic Assistant	\$8.00	\$10.00	\$9.37	\$0.93	4
Utility Worker	\$5.85	\$10.63	\$8.24	\$3.38	2
Driver - CDL	\$6.50	\$15.93	\$10.53	\$2.04	16
Driver - Non-CDL	\$7.75	\$13.39	\$10.13	\$2.36	4
\$1.25 million to \$1.5 million (8)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$35,000	\$61,000	\$48,690	\$8,042	10
Administrative Assistant	\$17,448	\$31,346	\$23,737	\$5,178	8
Transit Planner	NA	NA	NA	NA	NA
Finance Clerk	\$18,312	\$39,000	\$29,693	\$7,415	7
Marketing Specialist	\$17,040	\$17,040	\$17,040	\$0	1
Computer Operator	\$20,000	\$20,000	\$20,000	\$0	1
Safety and Training Manager	\$19,760	\$19,760	\$19,760	\$0	1
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	\$15,816	\$15,816	\$15,816	\$0	1
Operations (Hourly)					
Administrative Support	\$8.00	\$12.00	\$10.11	\$1.66	5
Operations Supervisor	\$11.50	\$18.03	\$14.47	\$2.28	7
Street Supervisor	NA	NA	NA	NA	NA
Scheduler/Call taker	\$10.12	\$10.12	\$10.12	\$0.00	1
Dispatcher	\$7.57	\$15.87	\$11.27	\$2.82	9
Maintenance Manager	\$17.31	\$17.31	\$17.31	\$0.00	1
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$12.42	\$14.37	\$13.37	\$1.05	4
Mechanic Assistant	\$8.00	\$9.13	\$8.57	\$0.80	2
Utility Worker	\$8.17	\$11.06	\$9.62	\$2.04	2
Driver - CDL	\$7.75	\$13.38	\$10.84	\$2.00	11
Driver - Non-CDL	\$7.75	\$9.52	\$8.84	\$0.76	4

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Table C-3. (Continued).

More than \$1.5 million (9)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$27,505	\$105,000	\$65,998	\$16,992	61
Administrative Assistant	\$12,168	\$55,000	\$32,659	\$9,642	47
Transit Planner	\$20,800	\$83,500	\$43,799	\$16,480	15
Finance Clerk	\$21,842	\$66,560	\$34,619	\$9,729	36
Marketing Specialist	\$20,800	\$57,980	\$39,138	\$10,570	16
Computer Operator	\$34,000	\$50,000	\$43,066	\$5,330	8
Safety and Training Manager	\$24,403	\$55,736	\$37,835	\$7,554	20
Rideshare Coordinator	\$19,452	\$55,736	\$30,295	\$11,323	8
Trainer	\$24,752	\$54,000	\$33,682	\$7,575	12
Operations (Hourly)					
Administrative Support	\$8.17	\$17.43	\$12.54	\$2.29	42
Operations Supervisor	\$12.40	\$32.81	\$21.04	\$4.52	52
Street Supervisor	\$10.29	\$26.80	\$16.86	\$3.87	23
Scheduler/Call taker	\$5.85	\$19.62	\$12.51	\$3.11	27
Dispatcher	\$7.85	\$20.25	\$14.06	\$3.33	45
Maintenance Manager	\$12.50	\$33.39	\$20.83	\$5.57	46
Maintenance Clerk	\$8.86	\$21.15	\$14.64	\$3.49	12
Mechanic	\$9.90	\$23.08	\$16.68	\$3.36	52
Mechanic Assistant	\$7.73	\$17.62	\$12.45	\$2.89	15
Utility Worker	\$8.50	\$18.07	\$12.28	\$2.58	21
Driver - CDL	\$7.00	\$20.00	\$13.07	\$2.62	63
Driver - Non-CDL	\$6.50	\$16.18	\$10.26	\$2.52	19

Table C-4. Survey benefit by operating costs - 2007.

	Percentage			N = 24
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
<\$50,000 (1)				
Fringe Benefits				
Health Insurance - Employee	37.5%	12.5%	50.0%	
Health Insurance - Family	29.2%	12.5%	58.3%	
Disability Insurance	25.0%	4.2%	70.8%	
Life Insurance	29.2%	4.2%	66.7%	
Retirement Plan	37.5%	4.2%	58.3%	
Other				
Vacation	NA	50.0%	50.0%	
Sick Leave	NA	41.7%	58.3%	
Compensatory Time for Overtime	NA	16.7%	83.3%	
Educational Opportunities	NA	29.2%	70.8%	
Wellness Program	NA	8.3%	91.7%	

Employees With Benefits				
All Employees	8.3%			
Full-Time Employees Only	37.5%			
Part-Time with Minimum Hours	25.0%			
Not Applicable	29.2%			

Benefits Compared to Labor Market				
Above Labor Market	25.0%			
About Labor Market	50.0%			
Below Labor Market	25.0%			

\$50,000 - \$100,000 (2)				
Fringe Benefits				
Health Insurance - Employee	53.6%	17.9%	28.6%	
Health Insurance - Family	17.9%	25.0%	57.1%	
Disability Insurance	28.6%	14.3%	57.1%	
Life Insurance	35.7%	25.0%	39.3%	
Retirement Plan	53.6%	10.7%	35.7%	
Other				
Vacation	NA	85.7%	14.3%	
Sick Leave	NA	82.1%	17.9%	
Compensatory Time for Overtime	NA	39.3%	60.7%	
Educational Opportunities	NA	46.4%	53.6%	
Wellness Program	NA	25.0%	75.0%	

Employees With Benefits				
All Employees	17.9%			
Full-Time Employees Only	57.1%			
Part-Time with Minimum Hours	10.7%			
Not Applicable	14.3%			

Benefits Compared to Labor Market				
Above Labor Market	20.8%			
About Labor Market	54.2%			
Below Labor Market	25.0%			

(continued on next page)

Table C-4. (Continued).

	Percentage			N = 34
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
\$100,000 - \$250,000 (3)				
Fringe Benefits				
Health Insurance - Employee	73.5%	5.9%	20.6%	
Health Insurance - Family	11.8%	20.6%	67.6%	
Disability Insurance	23.5%	11.8%	64.7%	
Life Insurance	41.2%	11.8%	47.1%	
Retirement Plan	47.1%	2.9%	50.0%	
Other				
Vacation	NA	85.3%	14.7%	
Sick Leave	NA	88.2%	11.8%	
Compensatory Time for Overtime	NA	41.2%	58.8%	
Educational Opportunities	NA	23.5%	76.5%	
Wellness Program	NA	11.8%	88.2%	
Employees With Benefits				
All Employees	17.6%			
Full Time Employees Only	50.0%			
Part Time with Minimum Hours	23.5%			
Not Applicable	8.8%			
Benefits Compared to Labor Market				
Above Labor Market	29.0%			
About Labor Market	45.2%			
Below Labor Market	25.8%			
	Percentage			N = 54
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
\$250,000 - \$500,000 (4)				
Fringe Benefits				
Health Insurance - Employee	70.4%	5.6%	24.1%	
Health Insurance - Family	27.8%	18.5%	53.7%	
Disability Insurance	14.8%	22.2%	63.0%	
Life Insurance	44.4%	14.8%	40.7%	
Retirement Plan	61.1%	5.6%	33.3%	
Other				
Vacation	NA	88.9%	11.1%	
Sick Leave	NA	79.6%	20.4%	
Compensatory Time for Overtime	NA	46.3%	53.7%	
Educational Opportunities	NA	38.9%	61.1%	
Wellness Program	NA	18.5%	79.6%	
Employees With Benefits				
All Employees	22.2%			
Full-Time Employees Only	55.6%			
Part-Time with Minimum Hours	13.0%			
Not Applicable	9.3%			
Benefits Compared to Labor Market				
Above Labor Market	39.6%			
About Labor Market	31.3%			
Below Labor Market	29.2%			

Table C-4. (Continued).

	Percentage			N = 30
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
\$500,000 - \$750,000 (5)				
Fringe Benefits				
Health Insurance - Employee	56.7%	6.7%	36.7%	
Health Insurance - Family	23.3%	30.0%	46.7%	
Disability Insurance	20.0%	10.0%	70.0%	
Life Insurance	43.3%	10.0%	46.7%	
Retirement Plan	56.7%	10.0%	33.3%	
Other				
Vacation	NA	80.0%	20.0%	
Sick Leave	NA	70.0%	30.0%	
Compensatory Time for Overtime	NA	43.3%	56.7%	
Educational Opportunities	NA	20.0%	80.0%	
Wellness Program	NA	20.0%	80.0%	

Employees With Benefits				
All Employees	26.7%			
Full-Time Employees Only	46.7%			
Part-Time with Minimum Hours	10.0%			
Not Applicable	16.7%			

Benefits Compared to Labor Market				
Above Labor Market	52.0%			
About Labor Market	32.0%			
Below Labor Market	16.0%			

	Percentage			N = 26
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
\$750,000 - \$1,000,000 (6)				
Fringe Benefits				
Health Insurance - Employee	61.5%	11.5%	26.9%	
Health Insurance - Family	42.3%	23.1%	34.6%	
Disability Insurance	26.9%	23.1%	50.0%	
Life Insurance	46.2%	15.4%	38.5%	
Retirement Plan	61.5%	3.8%	34.6%	
Other				
Vacation	NA	76.9%	23.1%	
Sick Leave	NA	3.1%	26.9%	
Compensatory Time for Overtime	NA	50.0%	50.0%	
Educational Opportunities	NA	38.5%	61.5%	
Wellness Program	NA	38.5%	61.5%	

Employees With Benefits				
All Employees	15.4%			
Full-Time Employees Only	53.8%			
Part-Time with Minimum Hours	7.7%			
Not Applicable	23.1%			

Benefits Compared to Labor Market				
Above Labor Market	40.0%			
About Labor Market	50.0%			
Below Labor Market	10.0%			

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Table C-4. (Continued).

	Percentage			N = 23
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
\$1,000,000 - \$1,250,000 (7)				
Fringe Benefits				
Health Insurance - Employee	73.9%	4.3%	21.7%	
Health Insurance - Family	34.8%	21.7%	43.5%	
Disability Insurance	34.8%	0.0%	65.2%	
Life Insurance	56.5%	13.0%	30.4%	
Retirement Plan	60.9%	8.7%	30.4%	
Other				
Vacation	NA	78.3%	21.7%	
Sick Leave	NA	69.6%	30.4%	
Compensatory Time for Overtime	NA	34.8%	65.2%	
Educational Opportunities	NA	26.1%	73.9%	
Wellness Program	NA	13.0%	87.0%	

Employees With Benefits				
All Employees	4.3%			
Full-Time Employees Only	60.9%			
Part-Time with Minimum Hours	13.0%			
Not Applicable	21.7%			

Benefits Compared to Labor Market				
Above Labor Market	50.0%			
About Labor Market	38.9%			
Below Labor Market	11.1%			

	Percentage			N = 15
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
\$1,250,000 - \$1,500,000 (8)				
Fringe Benefits				
Health Insurance - Employee	80.0%	13.3%	6.7%	
Health Insurance - Family	40.0%	20.0%	40.0%	
Disability Insurance	40.0%	26.7%	33.3%	
Life Insurance	46.7%	33.3%	20.0%	
Retirement Plan	73.3%	20.0%	6.7%	
Other				
Vacation	NA	93.3%	6.7%	
Sick Leave	NA	86.7%	13.3%	
Compensatory Time for Overtime	NA	60.0%	40.0%	
Educational Opportunities	NA	46.7%	53.3%	
Wellness Program	NA	20.0%	80.0%	

Employees With Benefits				
All Employees	6.7%			
Full Time Employees Only	60.0%			
Part Time with Minimum Hours	26.7%			
Not Applicable	6.7%			

Benefits Compared to Labor Market				
Above Labor Market	78.6%			
About Labor Market	21.4%			
Below Labor Market	0.0%			

Table C-4. (Continued).

	Percentage			N = 88
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
+ \$1,500,000				
Fringe Benefits				
Health Insurance - Employee	71.6%	5.7%	22.7%	
Health Insurance - Family	45.5%	18.2%	36.4%	
Disability Insurance	43.2%	12.5%	44.3%	
Life Insurance	60.2%	10.2%	29.5%	
Retirement Plan	67.0%	4.5%	28.4%	
Other				
Vacation	NA	77.3%	22.7%	
Sick Leave	NA	76.1%	23.9%	
Compensatory Time for Overtime	NA	37.5%	62.5%	
Educational Opportunities	NA	37.5%	62.5%	
Wellness Program	NA	29.5%	70.5%	

Employees With Benefits				
All Employees	11.4%			
Full Time Employees Only	56.8%			
Part Time with Minimum Hours	11.4%			
Not Applicable	20.5%			

Benefits Compared to Labor Market				
Above Labor Market	56.3%			
About Labor Market	39.4%			
Below Labor Market	4.2%			



APPENDIX D

Survey Project Data* Disaggregated by Organizational Descriptors (2006–2007)

* Collected from 350 rural and small urban transit systems, 2007.

Table D-1. Survey wage data by organization type.

Transit Authority	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$22,505	\$101,920	\$55,419	\$18,640	38
Administrative Assistant	\$12,168	\$55,000	\$31,369	\$10,835	30
Transit Planner	\$20,800	\$50,178	\$33,603	\$11,088	6
Finance Clerk	\$24,025	\$49,920	\$34,236	\$7,895	19
Marketing Specialist	\$27,040	\$49,920	\$34,236	\$7,895	19
Computer Operator	\$20,000	\$46,000	\$38,689	\$9,477	6
Safety and Training Manager	\$24,752	\$47,840	\$37,456	\$7,423	10
Rideshare Coordinator	\$19,452	\$29,120	\$25,204	\$5,088	3
Trainer	\$24,752	\$24,752	\$24,752	\$0	1
Operations (Hourly)					
Administrative Support	\$8.00	\$17.43	\$11.88	\$2.70	21
Operations Supervisor	\$9.00	\$28.43	\$18.33	\$4.59	25
Street Supervisor	\$11.90	\$19.04	\$15.76	\$2.34	10
Scheduler/Call taker	\$5.85	\$19.62	\$11.94	\$3.43	13
Dispatcher	\$7.50	\$19.62	\$11.94	\$3.43	13
Maintenance Manager	\$10.38	\$33.39	\$20.21	\$5.25	23
Maintenance Clerk	\$9.99	\$18.29	\$14.15	\$3.06	7
Mechanic	\$10.00	\$22.08	\$15.75	\$3.42	33
Mechanic Assistant	\$8.00	\$16.43	\$11.30	\$2.90	9
Utility Worker	\$5.85	\$15.41	\$10.73	\$2.61	12
Driver - CDL	\$7.59	\$20.00	\$12.39	\$2.63	38
Driver - Non-CDL	\$7.48	\$12.69	\$9.97	\$1.72	12
County Department	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$105,000	\$46,584	\$22,994	33
Administrative Assistant	\$18,720	\$43,978	\$29,667	\$7,550	22
Transit Planner	\$16,296	\$71,349	\$36,682	\$21,853	5
Finance Clerk	\$12,480	\$39,127	\$27,015	\$9,714	9
Marketing Specialist	\$35,000	\$35,000	\$35,000	\$0	1
Computer Operator	\$18,720	\$39,980	\$29,350	\$15,033	2
Safety and Training Manager	\$40,000	\$44,000	\$41,866	\$2,013	3
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	\$27,000	\$27,000	\$27,000	\$0	1
Operations (Hourly)					
Administrative Support	\$8.26	\$16.59	\$12.56	\$3.27	9
Operations Supervisor	\$8.65	\$28.12	\$18.81	\$6.22	14
Street Supervisor	\$13.30	\$20.84	\$16.00	\$4.20	3
Scheduler/Call taker	\$6.78	\$16.92	\$10.87	\$3.71	13
Dispatcher	\$7.80	\$20.25	\$12.75	\$3.02	20
Maintenance Manager	\$7.50	\$31.25	\$16.24	\$9.24	8
Maintenance Clerk	\$16.18	\$16.18	\$16.18	\$0.00	1
Mechanic	\$10.00	\$21.26	\$16.09	\$4.25	9
Mechanic Assistant	NA	NA	NA	NA	NA
Utility Worker	\$11.10	\$16.95	\$13.29	\$3.19	3
Driver - CDL	\$8.00	\$17.23	\$11.77	\$2.84	23
Driver - Non-CDL	\$5.85	\$16.18	\$9.19	\$2.66	20

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Table D-1. (Continued).

City Department	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$18,720	\$85,000	\$52,793	\$16,029	39
Administrative Assistant	\$14,560	\$52,210	\$29,474	\$8,199	20
Transit Planner	\$37,876	\$48,804	\$43,340	\$7,727	2
Finance Clerk	\$22,000	\$57,980	\$36,345	\$9,562	9
Marketing Specialist	\$20,800	\$57,980	\$42,808	\$16,919	4
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$19,760	\$55,736	\$33,866	\$12,555	6
Rideshare Coordinator	\$24,211	\$55,736	\$39,973	\$22,291	2
Trainer	\$27,040	\$54,000	\$34,659	\$9,502	7
Operations (Hourly)					
Administrative Support	\$6.44	\$15.87	\$11.71	\$2.56	13
Operations Supervisor	\$8.50	\$32.81	\$19.59	\$4.92	28
Street Supervisor	\$13.00	\$26.80	\$18.35	\$4.55	10
Scheduler/Call taker	\$9.00	\$17.00	\$12.77	\$3.23	7
Dispatcher	\$5.85	\$18.79	\$12.93	\$3.11	28
Maintenance Manager	\$13.60	\$31.45	\$2,223	\$5.51	14
Maintenance Clerk	\$12.22	\$21.15	\$15.70	\$3.83	4
Mechanic	\$10.50	\$26.06	\$17.12	\$3.80	23
Mechanic Assistant	\$8.25	\$17.62	\$13.27	\$2.87	9
Utility Worker	\$10.72	\$18.07	\$12.80	\$2.48	9
Driver - CDL	\$7.75	\$18.07	\$12.56	\$2.41	44
Driver - Non-CDL	\$6.50	\$14.54	\$9.78	\$3.04	11
Private Non-Profit (Transportation Only)					
	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$21,000	\$90,025	\$46,567	\$17,061	35
Administrative Assistant	\$21,320	\$43,404	\$28,978	\$7,077	17
Transit Planner	\$30,000	\$55,000	\$44,240	\$12,858	3
Finance Clerk	\$16,058	\$45,000	\$30,156	\$7,160	17
Marketing Specialist	\$22,880	\$33,280	\$28,080	\$7,353	2
Computer Operator	\$47,000	\$47,000	\$47,000	\$0	1
Safety and Training Manager	\$37,500	\$38,750	\$38,125	\$883	2
Rideshare Coordinator	\$22,880	\$35,360	\$28,253	\$6,418	3
Trainer	\$31,200	\$38,750	\$34,975	\$5,338	2
Operations (Hourly)					
Administrative Support	\$8.17	\$15.36	\$11.40	\$1.97	11
Operations Supervisor	\$9.45	\$32.45	\$16.70	\$5.66	16
Street Supervisor	\$10.29	\$18.63	\$13.81	\$4.32	3
Scheduler/Call taker	\$8.00	\$20.43	\$11.96	\$4.18	7
Dispatcher	\$7.50	\$14.42	\$11.29	\$2.03	18
Maintenance Manager	\$11.25	\$26.93	\$16.91	\$5.08	10
Maintenance Clerk	\$7.05	\$10.84	\$8.94	\$2.68	2
Mechanic	\$10.73	\$20.00	\$15.78	\$2.73	10
Mechanic Assistant	\$9.60	\$16.79	\$13.41	\$3.10	4
Utility Worker	\$8.50	\$13.57	\$10.75	\$2.10	4
Driver - CDL	\$6.55	\$15.18	\$10.54	\$1.98	33
Driver - Non-CDL	\$7.50	\$14.50	\$9.64	\$1.79	18

Table D-1. (Continued).

Private Non-Profit (Multipurpose)	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$15,150	\$95,000	\$41,162	\$17,963	57
Administrative Assistant	\$12,168	\$41,873	\$22,471	\$6,429	24
Transit Planner	\$14,830	\$83,500	\$32,539	\$23,884	8
Finance Clerk	\$12,168	\$62,400	\$25,593	\$11,376	28
Marketing Specialist	\$17,040	\$41,101	\$27,006	\$12,550	3
Computer Operator	\$26,000	\$50,000	\$39,720	\$11,698	4
Safety and Training Manager	\$12,730	\$41,600	\$24,448	\$9,844	9
Rideshare Coordinator	\$22,880	\$28,565	\$25,722	\$4,019	2
Trainer	\$15,816	\$34,750	\$24,771	\$9,246	5
Operations (Hourly)					
Administrative Support	\$6.12	\$13.25	\$9.54	\$1.83	23
Operations Supervisor	\$7.25	\$28.13	\$15.16	\$6.30	28
Street Supervisor	\$15.00	\$19.64	\$16.75	\$2.52	3
Scheduler/Call taker	\$6.30	\$17.55	\$10.51	\$3.05	12
Dispatcher	\$6.31	\$18.93	\$9.48	\$2.36	37
Maintenance Manager	\$11.00	\$32.45	\$16.17	\$6.39	10
Maintenance Clerk	\$6.68	\$8.86	\$7.77	\$1.54	2
Mechanic	\$9.90	\$19.50	\$13.45	\$2.85	9
Mechanic Assistant	\$6.83	\$8.17	\$7.62	\$0.54	5
Utility Worker	\$8.50	\$10.82	\$9.66	\$1.64	2
Driver - CDL	\$6.06	\$13.19	\$9.15	\$1.89	35
Driver - Non-CDL	\$5.85	\$12.08	\$8.44	\$1.37	48
Private for Profit					
	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$60,000	\$60,000	\$60,000	\$0	1
Administrative Assistant	\$19,505	\$19,760	\$19,632	\$180	2
Transit Planner	NA	NA	NA	NA	NA
Finance Clerk	\$25,000	\$25,000	\$25,000	\$0	1
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	NA	NA	NA	NA	NA
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	NA	NA	NA	NA	NA
Operations Supervisor	\$28.85	\$28.85	\$28.85	\$0.00	1
Street Supervisor	NA	NA	NA	NA	NA
Scheduler/Call taker	\$8.75	\$8.75	\$8.75	\$0.00	1
Dispatcher	\$9.00	\$10.82	\$9.91	\$1.29	2
Maintenance Manager	\$17.50	\$17.50	\$17.50	\$0.00	1
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$11.50	\$13.22	\$12.36	\$1.22	2
Mechanic Assistant	NA	NA	NA	NA	NA
Utility Worker	NA	NA	NA	NA	NA
Driver - CDL	\$7.00	\$7.00	\$7.00	\$0.00	1
Driver - Non-CDL	\$6.50	\$8.50	\$7.50	\$1.41	2

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Table D-1. (Continued).

Other	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$42,000	\$96,500	\$55,967	\$16,203	10
Administrative Assistant	\$28,000	\$32,000	\$30,540	\$1,599	5
Transit Planner	\$31,000	\$44,190	\$37,594	\$9,326	2
Finance Clerk	\$20,800	\$66,560	\$33,480	\$16,949	6
Marketing Specialist	\$43,680	\$43,680	\$43,680	\$0	1
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	\$27,000	\$35,360	\$31,180	\$5,911	2
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	\$30,160	\$35,360	\$32,760	\$3,676	2
Operations (Hourly)					
Administrative Support	\$8.17	\$12.50	\$10.54	\$2.19	3
Operations Supervisor	\$16.35	\$20.00	\$17.64	\$1.32	7
Street Supervisor	\$12.25	\$12.25	\$12.25	\$0.00	1
Scheduler/Call taker	\$8.50	\$12.02	\$11.02	\$1.69	4
Dispatcher	\$5.85	\$13.18	\$10.44	\$2.69	6
Maintenance Manager	\$13.46	\$2.22	\$17.81	\$4.30	6
Maintenance Clerk	\$15.89	\$15.89	\$15.89	\$0.00	1
Mechanic	\$14.90	\$19.79	\$16.64	\$2.18	4
Mechanic Assistant	\$9.25	\$14.79	\$12.02	\$3.91	2
Utility Worker	NA	NA	NA	NA	NA
Driver - CDL	\$5.85	\$13.18	\$9.61	\$2.26	11
Driver - Non-CDL	\$7.66	\$10.23	\$8.94	\$1.82	2

Table D-2. Survey benefit by organization type - 2007.

Transit Authority	Percentage			N = 52
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	63.5%	15.4%	21.2%	
Health Insurance - Family	44.2%	21.2%	34.6%	
Disability Insurance	34.6%	21.2%	44.2%	
Life Insurance	46.2%	21.2%	32.7%	
Retirement Plan	69.2%	5.8%	25.0%	
Other				
Vacation	NA	82.7%	17.3%	
Sick Leave	NA	80.8%	19.2%	
Compensatory Time for Overtime	NA	36.5%	63.5%	
Educational Opportunities	NA	32.7%	67.3%	
Wellness Program	NA	23.1%	76.9%	
Employees With Benefits				
All Employees	17.3%			
Full-Time Employees Only	61.5%			
Part-Time with Minimum Hours	5.8%			
Not Applicable	15.4%			
Benefits Compared to Labor Market				
Above Labor Market	50.0%			
About Labor Market	38.6%			
Below Labor Market	11.4%			
<hr/>				
County Department	Percentage			N = 56
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	64.3%	10.7%	25.0%	
Health Insurance - Family	32.1%	19.6%	48.2%	
Disability Insurance	30.4%	12.5%	57.1%	
Life Insurance	48.2%	17.9%	33.9%	
Retirement Plan	55.4%	12.5%	32.1%	
Other				
Vacation	NA	76.8%	23.2%	
Sick Leave	NA	76.8%	23.2%	
Compensatory Time for Overtime	NA	35.7%	64.3%	
Educational Opportunities	NA	30.4%	69.6%	
Wellness Program	NA	28.6%	71.4%	
Employees With Benefits				
All Employees	14.3%			
Full-Time Employees Only	50.0%			
Part-Time with Minimum Hours	16.1%			
Not Applicable	19.6%			
Benefits Compared to Labor Market				
Above Labor Market	46.5%			
About Labor Market	39.5%			
Below Labor Market	14.0%			

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Table D-2. (Continued).

City Department	Percentage			N = 68
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	63.2%	5.9%	30.9%	
Health Insurance - Family	48.5%	16.2%	35.3%	
Disability Insurance	42.6%	11.8%	45.6%	
Life Insurance	54.4%	8.8%	36.8%	
Retirement Plan	69.1%	0.0%	30.9%	
Other				
Vacation	NA	67.6%	32.4%	
Sick Leave	NA	63.2%	36.8%	
Compensatory Time for Overtime	NA	51.5%	48.5%	
Educational Opportunities	NA	45.6%	54.4%	
Wellness Program	NA	29.4%	70.6%	

Employees With Benefits				
All Employees	7.4%			
Full-Time Employees Only	55.9%			
Part-Time with Minimum Hours	10.3%			
Not Applicable	26.5%			

Benefits Compared to Labor Market				
Above Labor Market	61.5%			
About Labor Market	38.5%			
Below Labor Market	0.0%			

Private, Non-Profit -- Transportation Only	Percentage			N = 47
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	63.8%	8.5%	27.7%	
Health Insurance - Family	14.9%	25.5%	59.6%	
Disability Insurance	21.3%	8.5%	70.2%	
Life Insurance	44.7%	12.8%	42.6%	
Retirement Plan	44.7%	10.6%	44.7%	
Other				
Vacation	NA	87.2%	12.8%	
Sick Leave	NA	68.1%	31.9%	
Compensatory Time for Overtime	NA	29.8%	70.2%	
Educational Opportunities	NA	21.3%	78.7%	
Wellness Program	NA	10.6%	89.4%	

Employees With Benefits				
All Employees	14.9%			
Full-Time Employees Only	63.8%			
Part-Time with Minimum Hours	10.6%			
Not Applicable	10.6%			

Benefits Compared to Labor Market				
Above Labor Market	28.6%			
About Labor Market	47.6%			
Below Labor Market	23.8%			

Table D-2. (Continued).

Private, Non-Profit -- Multipurpose	Percentage			N = 85
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	65.9%	5.9%	28.2%	
Health Insurance - Family	18.8%	21.2%	60.0%	
Disability Insurance	21.2%	15.3%	63.5%	
Life Insurance	42.4%	11.8%	45.9%	
Retirement Plan	56.5%	5.9%	37.6%	
Other				
Vacation	NA	82.4%	17.6%	
Sick Leave	NA	82.4%	17.6%	
Compensatory Time for Overtime	NA	42.4%	57.6%	
Educational Opportunities	NA	35.3%	64.7%	
Wellness Program	NA	14.1%	84.7%	

Employees With Benefits				
All Employees	21.2%			
Full-Time Employees Only	43.5%			
Part-Time with Minimum Hours	21.2%			
Not Applicable	14.1%			

Benefits Compared to Labor Market				
Above Labor Market	40.8%			
About Labor Market	32.9%			
Below Labor Market	26.3%			

Private, For Profit	Percentage			N = 2
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	50.0%	0.0%	50.0%	
Health Insurance - Family	0.0%	0.0%	100.0%	
Disability Insurance	0.0%	0.0%	100.0%	
Life Insurance	0.0%	0.0%	100.0%	
Retirement Plan	0.0%	0.0%	100.0%	
Other				
Vacation	NA	50.0%	50.0%	
Sick Leave	NA	0.0%	100.0%	
Compensatory Time for Overtime	NA	50.0%	50.0%	
Educational Opportunities	NA	0.0%	100.0%	
Wellness Program	NA	0.0%	100.0%	

Employees With Benefits				
All Employees	0.0%			
Full-Time Employees Only	100.0%			
Part-Time with Minimum Hours	0.0%			
Not Applicable	0.0%			

Benefits Compared to Labor Market				
Above Labor Market	0.0%			
About Labor Market	50.0%			
Below Labor Market	50.0%			

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Table D-2. (Continued).

Other	Percentage			N = 14
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	85.7%	7.1%	7.1%	
Health Insurance - Family	42.9%	28.6%	28.6%	
Disability Insurance	21.4%	21.4%	57.1%	
Life Insurance	57.1%	7.1%	35.7%	
Retirement Plan	64.3%	7.1%	28.6%	
Other				
Vacation	NA	92.9%	7.1%	
Sick Leave	NA	85.7%	14.3%	
Compensatory Time for Overtime	NA	57.1%	42.9%	
Educational Opportunities	NA	42.9%	57.1%	
Wellness Program	NA	50.0%	50.0%	

Employees With Benefits				
All Employees	21.4%			
Full-Time Employees Only	42.9%			
Part-Time with Minimum Hours	28.6%			
Not Applicable	7.1%			

Benefits Compared to Labor Market				
Above Labor Market	15.4%			
About Labor Market	76.9%			
Below Labor Market	7.7%			

Table D-3. Survey wage data by type of operation.

Directly Operative System	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,560	\$101,920	\$46,447	\$17,511	164
Administrative Assistant	\$12,168	\$55,000	\$27,862	\$8,598	95
Transit Planner	\$14,830	\$83,500	\$34,581	\$16,334	19
Finance Clerk	\$12,168	\$62,400	\$28,803	\$10,304	69
Marketing Specialist	\$17,040	\$57,980	\$36,039	\$12,053	15
Computer Operator	\$26,000	\$48,880	\$39,382	\$8,314	6
Safety and Training Manager	\$12,730	\$55,736	\$33,610	\$10,113	23
Rideshare Coordinator	\$19,452	\$55,736	\$29,875	\$10,666	9
Trainer	\$15,816	\$54,000	\$31,601	\$10,024	11
Operations (Hourly)					
Administrative Support	\$6.12	\$16.59	\$10.84	\$2.39	59
Operations Supervisor	\$7.25	\$32.81	\$17.32	\$5.56	90
Street Supervisor	\$10.29	\$26.80	\$16.63	\$3.61	22
Scheduler/Call taker	\$6.30	\$17.55	\$10.94	\$2.98	39
Dispatcher	\$5.85	\$19.01	\$11.44	\$3.16	107
Maintenance Manager	\$7.50	\$31.45	\$18.28	\$5.66	56
Maintenance Clerk	\$6.68	\$21.15	\$13.37	\$3.97	17
Mechanic	\$9.90	\$26.06	\$15.59	\$3.54	70
Mechanic Assistant	\$6.83	\$17.62	\$11.41	\$3.13	25
Utility Worker	\$5.85	\$18.07	\$11.60	\$2.84	22
Driver - CDL	\$5.85	\$20.00	\$11.06	\$2.76	147
Driver - Non-CDL	\$5.85	\$16.18	\$8.74	\$1.89	88
Combination	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$105,000	\$54,544	\$22,334	49
Administrative Assistant	\$14,560	\$51,500	\$30,178	\$9,057	24
Transit Planner	\$15,600	\$71,349	\$40,413	\$20,280	7
Finance Clerk	\$16,120	\$66,560	\$33,923	\$10,438	21
Marketing Specialist	\$33,280	\$49,920	\$41,658	\$8,731	4
Computer Operator	\$18,720	\$50,000	\$37,202	\$12,710	7
Safety and Training Manager	\$13,520	\$46,103	\$32,107	\$11,143	9
Rideshare Coordinator	\$22,880	\$22,880	\$22,880	\$0	1
Trainer	\$17,181	\$38,750	\$29,440	\$6,837	7
Operations (Hourly)					
Administrative Support	\$6.44	\$17.43	\$11.80	\$2.89	23
Operations Supervisor	\$10.42	\$32.50	\$18.95	\$5.52	30
Street Supervisor	\$11.70	\$25.07	\$15.43	\$4.19	9
Scheduler/Call taker	\$5.85	\$20.43	\$12.16	\$3.90	19
Dispatcher	\$6.50	\$20.25	\$12.17	\$3.33	31
Maintenance Manager	\$7.61	\$33.39	\$20.93	\$8.04	15
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$12.50	\$22.08	\$17.02	\$3.14	20
Mechanic Assistant	\$9.13	\$16.79	\$12.90	\$4.28	4
Utility Worker	\$8.17	\$15.82	\$11.36	\$2.13	8
Driver - CDL	\$7.75	\$17.23	\$11.64	\$2.44	39
Driver - Non-CDL	\$6.50	\$13.91	\$9.56	\$2.09	24

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Table D-3. (Continued).

Brokerage	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$37,440	\$60,532	\$48,985	\$16,328	2
Administrative Assistant	\$19,760	\$35,500	\$26,740	\$8,019	3
Transit Planner	NA	NA	NA	NA	NA
Finance Clerk	NA	NA	NA	NA	NA
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	NA	NA	NA	NA	NA
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	NA	NA	NA	NA	NA
Operations Supervisor	\$16.27	\$16.27	\$16.27	\$0.00	1
Street Supervisor	NA	NA	NA	NA	NA
Scheduler/Call taker	\$8.75	\$8.75	\$8.75	\$0.00	1
Dispatcher	\$9.00	\$15.46	\$12.23	\$4.57	2
Maintenance Manager	\$15.00	\$17.50	\$16.25	\$1.77	2
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$11.50	\$11.50	\$11.50	\$0.00	1
Mechanic Assistant	NA	NA	NA	NA	NA
Utility Worker	NA	NA	NA	NA	NA
Driver - CDL	\$10.96	\$11.00	\$10.98	\$0.03	2
Driver - Non-CDL	\$8.50	\$13.39	\$10.46	\$2.59	3

Table D-4. Survey benefit by type of operation - 2007.

Directly Operate Service	Percentage			N = 242
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	70.7%	8.7%	20.7%	
Health Insurance - Family	32.6%	24.0%	43.4%	
Disability Insurance	31.4%	15.7%	52.9%	
Life Insurance	51.2%	14.5%	34.3%	
Retirement Plan	63.2%	7.0%	29.8%	
Other				
Vacation	NA	86.0%	14.0%	
Sick Leave	NA	81.4%	18.6%	
Compensatory Time for Overtime	NA	44.6%	55.4%	
Educational Opportunities	NA	37.2%	62.8%	
Wellness Program	NA	24.0%	75.6%	
Employees With Benefits				
All Employees	16.5%			
Full-Time Employees Only	58.3%			
Part-Time with Minimum Hours	14.9%			
Not Applicable	10.3%			
Benefits Compared to Labor Market				
Above Labor Market	42.0%			
About Labor Market	42.9%			
Below Labor Market	15.1%			
<hr/>				
Contract for Service	Percentage			N = 23
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	0.0%	0.0%	100.0%	
Health Insurance - Family	0.0%	0.0%	100.0%	
Disability Insurance	0.0%	0.0%	100.0%	
Life Insurance	0.0%	0.0%	100.0%	
Retirement Plan	0.0%	0.0%	100.0%	
Other				
Vacation	NA	0.0%	100.0%	
Sick Leave	NA	0.0%	100.0%	
Compensatory Time for Overtime	NA	0.0%	100.0%	
Educational Opportunities	NA	0.0%	100.0%	
Wellness Program	NA	0.0%	100.0%	
Employees With Benefits				
All Employees	0.0%			
Full-Time Employees Only	0.0%			
Part-Time with Minimum Hours	0.0%			
Not Applicable	100.0%			
Benefits Compared to Labor Market				
Above Labor Market	NA			
About Labor Market	NA			
Below Labor Market	NA			

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Table D-4. (Continued).

Combination	Percentage			N = 61
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	68.9%	11.5%	19.7%	
Health Insurance - Family	41.0%	16.4%	42.6%	
Disability Insurance	34.4%	13.1%	52.5%	
Life Insurance	52.5%	13.1%	34.4%	
Retirement Plan	67.2%	4.9%	27.9%	
Other				
Vacation	NA	86.9%	13.1%	
Sick Leave	NA	80.3%	19.7%	
Compensatory Time for Overtime	NA	39.3%	60.7%	
Educational Opportunities	NA	37.7%	62.3%	
Wellness Program	NA	23.0%	77.0%	
Employees With Benefits				
All Employees	18.0%			
Full-Time Employees Only	57.4%			
Part-Time with Minimum Hours	14.8%			
Not Applicable	9.8%			
Benefits Compared to Labor Market				
Above Labor Market	50.9%			
About Labor Market	29.1%			
Below Labor Market	50.0%			
Brokerage				
Fringe Benefits				
Health Insurance - Employee	60.0%	0.0%	40.0%	
Health Insurance - Family	20.0%	0.0%	80.0%	
Disability Insurance	20.0%	0.0%	80.0%	
Life Insurance	20.0%	20.0%	60.0%	
Retirement Plan	20.0%	20.0%	60.0%	
Other				
Vacation	NA	40.0%	60.0%	
Sick Leave	NA	40.0%	60.0%	
Compensatory Time for Overtime	NA	40.0%	60.0%	
Educational Opportunities	NA	20.0%	80.0%	
Wellness Program	NA	20.0%	80.0%	
Employees With Benefits				
All Employees	0.0%			
Full-Time Employees Only	40.0%			
Part-Time with Minimum Hours	20.0%			
Not Applicable	40.0%			
Benefits Compared to Labor Market				
Above Labor Market	66.7%			
About Labor Market	0.0%			
Below Labor Market	33.3%			



APPENDIX E

Survey Project Data* Disaggregated by Transit Service Descriptors (2006–2007)

* Collected from 350 rural and small urban transit systems, 2007.

Table E-1. Survey wage data by service types.

Fixed-Route/Deviated Fixed-Route	N	Low	High	Average	Standard Deviation
Administration (Annual)					
Director	27	\$20,800	\$72,925	\$48,066	\$15,587
Administrative Assistant	15	\$14,560	\$35,500	\$26,758	\$5,326
Transit Planner	4	\$16,296	\$36,292	\$23,027	\$9,033
Finance Clerk	8	\$26,000	\$62,400	\$33,041	\$12,148
Marketing Specialist	1	\$40,000	\$40,000	\$40,000	-
Computer Operator	0	-	-	-	-
Safety and Training Manager	4	\$16,640	\$40,200	\$26,690	\$9,969
Rideshare Coordinator	1	\$35,360	\$35,360	\$35,360	-
Trainer	1	\$31,200	\$31,200	\$31,200	-
Operations (Hourly)					
Administrative Support	10	\$9.13	\$15.36	\$11.92	\$2.01
Operations Supervisor	15	\$13.00	\$27.76	\$19.52	\$4.36
Street Supervisor	3	\$15.45	\$19.64	\$18.04	\$2.26
Scheduler/Call taker	4	\$7.00	\$17.50	\$11.84	\$4.36
Dispatcher	11	\$7.93	\$19.01	\$13.51	\$3.64
Maintenance Manager	12	\$7.50	\$25.96	\$16.98	\$6.14
Maintenance Clerk	1	\$18.29	\$18.29	\$18.29	-
Mechanic	13	\$10.00	\$26.06	\$17.29	\$3.89
Mechanic Assistant	3	\$6.83	\$14.81	\$10.55	\$4.01
Utility Worker	4	\$10.31	\$13.57	\$11.86	\$1.33
Driver - CDL	30	\$7.23	\$20.00	\$11.70	\$3.05
Driver - Non-CDL	16	\$5.85	\$14.50	\$9.07	\$2.24
Paratransit/Subscription					
Administration (Annual)					
Director	78	\$14,560	\$87,899	\$40,393	\$16,088
Administrative Assistant	37	\$12,168	\$4,187	\$24,640	\$7,664
Transit Planner	5	\$16,000	\$55,000	\$29,584	\$15,051
Finance Clerk	32	\$12,168	\$47,424	\$25,009	\$9,259
Marketing Specialist	2	\$17,040	\$41,101	\$29,070	\$17,014
Computer Operator	2	\$18,720	\$50,000	\$34,360	\$22,118
Safety and Training Manager	3	\$21,840	\$35,220	\$29,937	\$7,120
Rideshare Coordinator	3	\$19,452	\$26,520	\$22,951	\$3,535
Trainer	5	\$15,816	\$34,750	\$23,696	\$8,070
Operations (Hourly)					
Administrative Support	22	\$6.50	\$13.46	\$9.63	\$1.76
Operations Supervisor	34	\$7.25	\$28.85	\$15.37	\$5.60
Street Supervisor	4	\$11.70	\$25.07	\$16.16	\$6.19
Scheduler/Call taker	21	\$6.30	\$20.43	\$10.53	\$3.45
Dispatcher	52	\$5.85	\$17.35	\$10.09	\$2.35
Maintenance Manager	13	\$7.61	\$32.45	\$15.40	\$7.22
Maintenance Clerk	1	\$7.05	\$7.05	\$7.05	-
Mechanic	16	\$10.50	\$21.75	\$14.44	\$3.29
Mechanic Assistant	2	\$8.00	\$9.60	\$8.80	\$1.13
Utility Worker	1	\$10.82	\$10.82	\$10.82	-
Driver - CDL	56	\$6.06	\$13.59	\$9.51	\$1.90
Driver - Non-CDL	56	\$5.85	\$13.91	\$8.49	\$1.68

Table E-1. (Continued).

Fixed- Route/Paratransit/Subscription Mix	N	Low	High	Average	Standard Deviation
Administration (Annual)					
Director	110	\$14,000	\$105,000	\$54,019	\$19,614
Administrative Assistant	71	\$12,168	\$55,000	\$30,425	\$9,066
Transit Planner	17	\$14,830	\$83,500	\$41,171	\$17,607
Finance Clerk	49	\$16,431	\$66,560	\$32,649	\$10,090
Marketing Specialist	15	\$20,800	\$57,980	\$39,080	\$10,938
Computer Operator	11	\$20,000	\$48,880	\$38,909	\$8,979
Safety and Training Manager	25	\$12,730	\$55,736	\$34,618	\$10,422
Rideshare Coordinator	6	\$22,880	\$55,735	\$31,259	\$12,236
Trainer	12	\$24,752	\$54,000	\$33,668	\$7,941
Operations (Hourly)					
Administrative Support	50	\$6.12	\$17.43	\$11.62	\$2.71
Operations Supervisor	72	\$7.65	\$32.81	\$18.61	\$5.40
Street Supervisor	24	\$10.29	\$26.80	\$16.08	\$3.53
Scheduler/Call taker	35	\$5.85	\$19.62	\$11.88	\$3.23
Dispatcher	77	\$5.85	\$20.25	\$12.37	\$3.27
Maintenance Manager	49	\$11.25	\$33.39	\$19.93	\$5.67
Maintenance Clerk	15	\$6.68	\$21.15	\$13.47	\$3.66
Mechanic	63	\$9.90	\$23.08	\$15.93	\$3.36
Mechanic Assistant	24	\$7.35	\$17.62	\$11.99	\$3.24
Utility Worker	24	\$5.85	\$18.07	\$11.64	\$2.84
Driver - CDL	103	\$5.85	\$18.07	\$11.94	\$2.54
Driver - Non-CDL	43	\$6.50	\$16.18	\$9.51	\$2.11

Table E-2. Survey benefit data by service types - 2007.

Fixed-Route/Deviated Fixed-Route Only	Percentage			N = 51
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	60.8%	9.8%	29.4%	
Health Insurance - Family	31.4%	25.5%	43.1%	
Disability Insurance	25.5%	17.6%	56.9%	
Life Insurance	37.3%	27.5%	35.3%	
Retirement Plan	54.9%	13.7%	31.4%	
Other				
Vacation	NA	76.5%	23.5%	
Sick Leave	NA	62.7%	37.3%	
Compensatory Time for Overtime	NA	43.1%	56.9%	
Educational Opportunities	NA	29.4%	70.6%	
Wellness Program	NA	29.4%	70.6%	
Employees With Benefits				
All Employees	17.6%			
Full-Time Employees Only	51.0%			
Part-Time with Minimum Hours	11.8%			
Not Applicable	19.6%			
Benefits Compared to Labor Market				
Above Labor Market	37.5%			
About Labor Market	47.5%			
Below Labor Market	15.0%			
<hr/>				
Paratransit/ Subscription Only	Percentage			N = 131
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	61.8%	6.9%	31.3%	
Health Insurance - Family	21.4%	20.6%	58.0%	
Disability Insurance	22.9%	10.7%	66.4%	
Life Insurance	42.7%	6.9%	50.4%	
Retirement Plan	48.9%	6.9%	44.3%	
Other				
Vacation	NA	77.1%	22.9%	
Sick Leave	NA	71.8%	28.2%	
Compensatory Time for Overtime	NA	35.1%	64.9%	
Educational Opportunities	NA	29.8%	70.2%	
Wellness Program	NA	12.2%	87.0%	
Employees With Benefits				
All Employees	13.0%			
Full-Time Employees Only	53.4%			
Part-Time with Minimum Hours	15.3%			
Not Applicable	18.3%			
Benefits Compared to Labor Market				
Above Labor Market	35.8%			
About Labor Market	44.0%			
Below Labor Market	20.2%			

Table E-2. (Continued).

Fixed-Route/Paratransit/ Subscription Mix	Percentage			N = 162
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	64.2%	8.6%	27.2%	
Health Insurance - Family	38.3%	17.3%	44.4%	
Disability Insurance	34.0%	14.2%	51.9%	
Life Insurance	50.6%	13.0%	36.4%	
Retirement Plan	63.0%	3.7%	33.3%	
Other				
Vacation	NA	75.9%	24.1%	
Sick Leave	NA	74.7%	25.3%	
Compensatory Time for Overtime	NA	40.7%	59.3%	
Educational Opportunities	NA	37.0%	63.0%	
Wellness Program	NA	26.5%	73.5%	

Employees With Benefits				
All Employees	15.4%			
Full-Time Employees Only	50.6%			
Part-Time with Minimum Hours	12.3%			
Not Applicable	21.6%			

Benefits Compared to Labor Market				
Above Labor Market	52.8%			
About Labor Market	33.9%			
Below Labor Market	13.4%			



APPENDIX F

Detailed Project Survey Data* Disaggregated by Selected Employee Characteristics (2006–2007)

* Collected from 350 rural and small urban transit systems, 2007.

Table F-1. Survey wage data by volunteer use.

Yes w/Paid Staff	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$20,800	\$100,805	\$45,904	\$19,642	31
Administrative Assistant	\$12,168	\$43,978	\$26,833	\$9,060	18
Transit Planner	\$14,830	\$71,349	\$40,975	\$24,304	4
Finance Clerk	\$12,168	\$45,000	\$27,097	\$9,622	16
Marketing Specialist	\$17,040	\$33,280	\$24,400	\$8,226	3
Computer Operator	\$39,980	\$47,000	\$43,490	\$4,963	2
Safety and Training Manager	\$12,730	\$38,750	\$26,229	\$12,060	4
Rideshare Coordinator	\$22,880	\$26,520	\$24,700	\$2,573	2
Trainer	\$38,750	\$38,750	\$38,750	\$0	1
Operations (Hourly)					
Administrative Support	\$6.12	\$15.50	\$10.50	\$2.37	12
Operations Supervisor	\$7.65	\$32.45	\$17.43	\$6.70	13
Street Supervisor	\$18.63	\$18.63	\$18.63	\$0.00	1
Scheduler/Call taker	\$6.78	\$17.00	\$11.96	\$3.49	6
Dispatcher	\$7.00	\$14.34	\$10.27	\$2.07	18
Maintenance Manager	\$10.30	\$26.93	\$18.70	\$7.47	4
Maintenance Clerk	\$6.68	\$6.68	\$6.68	\$0.00	1
Mechanic	\$12.00	\$18.88	\$14.88	\$2.75	6
Mechanic Assistant	\$7.35	\$16.79	\$12.20	\$4.72	3
Utility Worker	\$11.10	\$11.10	\$11.10	\$0.00	1
Driver - CDL	\$6.50	\$14.54	\$10.05	\$2.07	28
Driver - Non-CDL	\$6.73	\$14.54	\$9.21	\$1.83	21
No Volunteers	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$105,000	\$48,789	\$18,747	184
Administrative Assistant	\$12,168	\$55,000	\$28,592	\$8,632	106
Transit Planner	\$15,600	\$83,500	\$35,274	\$16,274	22
Finance Clerk	\$12,168	\$66,560	\$30,625	\$10,643	74
Marketing Specialist	\$20,800	\$57,980	\$39,626	\$10,461	16
Computer Operator	\$18,720	\$50,000	\$37,248	\$11,134	11
Safety and Training Manager	\$13,520	\$55,736	\$34,832	\$10,253	29
Rideshare Coordinator	\$19,452	\$55,736	\$30,295	\$11,322	8
Trainer	\$15,816	\$54,000	\$30,290	\$8,795	17
Operations (Hourly)					
Administrative Support	\$6.44	\$19.45	\$11.32	\$2.74	72
Operations Supervisor	\$7.25	\$32.81	\$17.73	\$5.43	110
Street Supervisor	\$10.29	\$26.80	\$16.41	\$3.90	31
Scheduler/Call taker	\$5.85	\$24.93	\$11.63	\$3.80	55
Dispatcher	\$5.85	\$20.25	\$11.82	\$3.30	124
Maintenance Manager	\$7.50	\$33.39	\$18.65	\$6.22	70
Maintenance Clerk	\$7.05	\$21.15	\$13.79	\$3.69	16
Mechanic	\$9.90	\$26.06	\$16.02	\$3.60	87
Mechanic Assistant	\$6.83	\$17.62	\$11.68	\$3.18	27
Utility Worker	\$5.85	\$18.07	\$11.65	\$2.69	30
Driver - CDL	\$5.85	\$20.00	\$11.39	\$2.74	163
Driver - Non-CDL	\$5.85	\$16.18	\$8.91	\$1.99	96

Table F-2. Survey benefit by volunteer use - 2007.

Use Volunteers	Percentage			N = 1
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	0.0%	0.0%	100.0%	
Health Insurance - Family	0.0%	0.0%	100.0%	
Disability Insurance	0.0%	0.0%	100.0%	
Life Insurance	0.0%	0.0%	100.0%	
Retirement Plan	0.0%	0.0%	100.0%	
Other				
Vacation	NA		100.0%	
Sick Leave	NA		100.0%	
Compensatory Time for Overtime	NA		100.0%	
Educational Opportunities	NA		100.0%	
Wellness Program	NA		100.0%	

Employees With Benefits				
All Employees	0.0%			
Full-Time Employees Only	0.0%			
Part-Time with Minimum Hours	0.0%			
Not Applicable	100.0%			

Benefits Compared to Labor Market				
Above Labor Market	NA			
About Labor Market	NA			
Below Labor Market	NA			

Use Volunteers and Paid Staff	Percentage			N = 46
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	71.7%	6.5%	21.7%	
Health Insurance - Family	21.7%	23.9%	54.3%	
Disability Insurance	30.4%	13.0%	56.5%	
Life Insurance	39.1%	6.5%	54.3%	
Retirement Plan	56.5%	6.5%	37.0%	
Other				
Vacation	NA	82.6%	17.4%	
Sick Leave	NA	78.3%	21.7%	
Compensatory Time for Overtime	NA	37.0%	63.0%	
Educational Opportunities	NA	39.1%	60.9%	
Wellness Program	NA	19.6%	80.4%	

Employees With Benefits				
All Employees	13.0%			
Full-Time Employees Only	50.0%			
Part-Time with Minimum Hours	26.1%			
Not Applicable	10.9%			

Benefits Compared to Labor Market				
Above Labor Market	41.5%			
About Labor Market	41.5%			
Below Labor Market	17.1%			

Table F-2. (Continued).

No Volunteers	Percentage			N = 256
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	71.1%	9.4%	19.5%	
Health Insurance - Family	37.5%	21.9%	40.6%	
Disability Insurance	32.8%	15.6%	51.6%	
Life Insurance	54.7%	15.2%	30.1%	
Retirement Plan	66.0%	6.6%	27.3%	
Other				
Vacation	NA	87.5%	12.5%	
Sick Leave	NA	82.0%	18.0%	
Compensatory Time for Overtime	NA	45.7%	54.3%	
Educational Opportunities	NA	37.1%	62.9%	
Wellness Program	NA	25.4%	74.2%	

Employees With Benefits				
All Employees	17.2%			
Full-Time Employees Only	60.5%			
Part-Time with Minimum Hours	12.9%			
Not Applicable	9.4%			

Benefits Compared to Labor Market				
Above Labor Market	44.2%			
About Labor Market	39.9%			
Below Labor Market	15.9%			

Table F-3. Survey wage data by labor union.

Employees Not In Union	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$96,500	\$44,805	\$16,992	175
Administrative Assistant	\$12,168	\$52,210	\$26,865	\$8,319	89
Transit Planner	\$14,830	\$83,500	\$34,703	\$17,866	18
Finance Clerk	\$12,168	\$66,560	\$28,294	\$10,652	66
Marketing Specialist	\$17,040	\$41,101	\$31,046	\$9,023	8
Computer Operator	\$18,720	\$48,880	\$34,720	\$12,848	5
Safety and Training Manager	\$12,730	\$41,600	\$28,301	\$9,045	20
Rideshare Coordinator	\$19,452	\$35,360	\$26,396	\$5,250	7
Trainer	\$15,816	\$39,884	\$27,592	\$7,327	11
Operations (Hourly)					
Administrative Support	\$6.12	\$15.36	\$10.06	\$2.01	54
Operations Supervisor	\$7.25	\$28.85	\$16.31	\$5.08	88
Street Supervisor	\$10.29	\$25.07	\$15.17	\$3.84	17
Scheduler/Call taker	\$6.30	\$20.43	\$10.78	\$3.11	48
Dispatcher	\$5.85	\$18.93	\$10.78	\$2.75	109
Maintenance Manager	\$7.50	\$31.45	\$16.22	\$5.28	50
Maintenance Clerk	\$6.68	\$16.18	\$11.63	\$3.61	6
Mechanic	\$9.90	\$26.06	\$14.62	\$3.38	50
Mechanic Assistant	\$6.83	\$17.62	\$10.72	\$3.26	19
Utility Worker	\$5.85	\$16.95	\$10.66	\$2.74	13
Driver - CDL	\$5.85	\$16.18	\$10.29	\$2.19	141
Driver - Non-CDL	\$5.85	\$16.18	\$8.71	\$1.76	108
Employees Are In Union	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$27,505	\$105,000	\$62,673	\$19,572	42
Administrative Assistant	\$20,000	\$55,000	\$32,078	\$8,563	35
Transit Planner	\$20,800	\$71,349	\$39,409	\$16,454	8
Finance Clerk	\$24,025	\$57,980	\$34,683	\$8,667	24
Marketing Specialist	\$20,800	\$57,980	\$41,713	\$11,250	11
Computer Operator	\$20,000	\$50,000	\$40,389	\$9,033	8
Safety and Training Manager	\$32,750	\$55,736	\$42,232	\$6,812	13
Rideshare Coordinator	\$24,211	\$55,736	\$35,662	\$17,441	3
Trainer	\$27,000	\$54,000	\$35,740	\$8,985	7
Operations (Hourly)					
Administrative Support	\$8.41	\$19.45	\$13.26	\$2.54	30
Operations Supervisor	\$14.01	\$32.81	\$21.20	\$5.17	35
Street Supervisor	\$13.87	\$26.80	\$17.96	\$3.40	15
Scheduler/Call taker	\$5.85	\$24.93	\$14.34	\$4.55	14
Dispatcher	\$9.62	\$20.25	\$14.42	\$3.02	33
Maintenance Manager	\$14.90	\$33.39	\$23.72	\$4.92	24
Maintenance Clerk	\$7.05	\$21.15	\$14.32	\$3.98	11
Mechanic	\$10.67	\$23.58	\$17.48	\$3.14	43
Mechanic Assistant	\$9.13	\$16.79	\$13.48	\$2.53	11
Utility Worker	\$8.17	\$18.07	\$12.34	\$2.41	18
Driver - CDL	\$8.68	\$20.00	\$13.73	\$2.31	50
Driver - Non-CDL	\$9.00	\$14.54	\$11.92	\$1.83	9

Table F-4. Survey benefit by labor union - 2007.

Not In Union	Percentage			N = 246
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	70.7%	8.5%	20.7%	
Health Insurance - Family	28.5%	23.6%	48.0%	
Disability Insurance	29.3%	14.6%	56.1%	
Life Insurance	50.4%	13.4%	36.2%	
Retirement Plan	60.6%	7.7%	31.7%	
Other				
Vacation	NA	87.0%	13.0%	
Sick Leave	NA	81.7%	18.3%	
Compensatory Time for Overtime	NA	45.5%	54.5%	
Educational Opportunities	NA	36.2%	63.8%	
Wellness Program	NA	22.8%	76.8%	
Employees With Benefits				
All Employees	17.1%			
Full-Time Employees Only	60.2%			
Part-Time with Minimum Hours	14.6%			
Not Applicable	8.1%			
Benefits Compared to Labor Market				
Above Labor Market	40.3%			
About Labor Market	41.2%			
Below Labor Market	18.6%			
<hr/>				
Employees in Union	Percentage			N = 60
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	75.0%	11.7%	13.3%	
Health Insurance - Family	61.7%	18.3%	20.0%	
Disability Insurance	46.7%	18.3%	35.0%	
Life Insurance	60.0%	18.3%	21.7%	
Retirement Plan	80.0%	5.0%	15.0%	
Other				
Vacation	NA	86.7%	13.3%	
Sick Leave	NA	81.7%	18.3%	
Compensatory Time for Overtime	NA	40.0%	60.0%	
Educational Opportunities	NA	43.3%	56.7%	
Wellness Program	NA	31.7%	68.3%	
Employees With Benefits				
All Employees	15.0%			
Full-Time Employees Only	55.0%			
Part-Time with Minimum Hours	16.7%			
Not Applicable	13.3%			
Benefits Compared to Labor Market				
Above Labor Market	60.4%			
About Labor Market	34.0%			
Below Labor Market	5.7%			

Table F-5. Survey wage data by staff shortage.

No Shortage	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,560	\$105,000	\$48,640	\$18,670	124
Administrative Assistant	\$12,168	\$55,000	\$29,592	\$9,027	77
Transit Planner	\$14,830	\$83,500	\$36,327	\$17,643	17
Finance Clerk	\$12,168	\$47,500	\$29,285	\$8,331	54
Marketing Specialist	\$20,800	\$49,920	\$38,596	\$8,280	11
Computer Operator	\$18,720	\$44,720	\$34,142	\$10,023	6
Safety and Training Manager	\$12,730	\$46,103	\$32,571	\$9,181	19
Rideshare Coordinator	\$22,880	\$35,360	\$27,554	\$4,672	6
Trainer	\$24,752	\$35,360	\$30,150	\$4,020	7
Operations (Hourly)					
Administrative Support	\$6.12	\$17.43	\$11.32	\$2.75	45
Operations Supervisor	\$7.25	\$28.85	\$17.38	\$5.35	67
Street Supervisor	\$10.29	\$19.64	\$14.54	\$5.35	17
Scheduler/Call taker	\$6.30	\$20.43	\$11.65	\$3.94	30
Dispatcher	\$5.85	\$20.25	\$12.09	\$3.37	77
Maintenance Manager	\$7.50	\$33.39	\$17.79	\$6.20	45
Maintenance Clerk	\$6.68	\$18.29	\$12.98	\$3.54	12
Mechanic	\$9.90	\$22.08	\$15.76	\$3.32	47
Mechanic Assistant	\$6.83	\$16.43	\$11.23	\$3.27	16
Utility Worker	\$5.85	\$15.41	\$10.91	\$2.15	18
Driver - CDL	\$6.55	\$20.00	\$11.29	\$2.69	111
Driver - Non-CDL	\$5.85	\$14.54	\$8.96	\$1.84	70
Driver Shortage Only					
Administration (Annual)					
Director	\$15,150	\$100,805	\$48,468	\$19,319	75
Administrative Assistant	\$12,168	\$51,500	\$26,116	\$7,956	41
Transit Planner	\$16,000	\$71,349	\$35,504	\$21,479	5
Finance Clerk	\$12,168	\$66,560	\$31,539	\$13,621	33
Marketing Specialist	\$17,040	\$578,980	\$37,111	\$15,547	7
Computer Operator	\$20,000	\$48,880	\$40,310	\$10,613	6
Safety and Training Manager	\$19,760	\$55,736	\$37,494	\$11,747	12
Rideshare Coordinator	\$19,452	\$55,736	\$31,609	\$16,386	4
Trainer	\$15,816	\$54,000	\$29,778	\$11,715	9
Operations (Hourly)					
Administrative Support	\$6.50	\$19.45	\$11.11	\$2.76	35
Operations Supervisor	\$8.65	\$32.80	\$17.97	\$5.93	47
Street Supervisor	\$13.87	\$26.80	\$19.18	\$3.95	12
Scheduler/Call taker	\$5.85	\$24.93	\$11.44	\$3.84	24
Dispatcher	\$6.49	\$18.93	\$11.13	\$2.96	51
Maintenance Manager	\$10.00	\$31.45	\$19.51	\$5.90	25
Maintenance Clerk	\$7.05	\$21.15	\$13.85	\$5.88	4
Mechanic	\$10.00	\$26.06	\$16.69	\$3.99	35
Mechanic Assistant	\$8.00	\$17.62	\$12.23	\$3.54	12
Utility Worker	\$8.17	\$18.07	\$12.45	\$3.10	10
Driver - CDL	\$6.06	\$78.07	\$11.09	\$2.76	66
Driver - Non-CDL	\$5.85	\$13.91	\$8.87	\$1.94	38

Table F-5. (Continued).

Short Drivers Plus Other Staff	Low	High	Average	Standard Deviation	N
Administration (Annual)					
Director	\$14,000	\$80,000	\$44,379	\$16,727	12
Administrative Assistant	\$20,280	\$33,616	\$26,098	\$6,828	3
Transit Planner	\$37,876	\$37,876	\$37,876	\$0	1
Finance Clerk	\$20,519	\$26,936	\$23,727	\$4,537	2
Marketing Specialist	NA	NA	NA	NA	NA
Computer Operator	\$5,000	\$50,000	\$50,000	\$0	1
Safety and Training Manager	\$32,750	\$32,750	\$32,750	\$0	1
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	\$34,750	\$39,884	\$37,317	\$3,630	2
Operations (Hourly)					
Administrative Support	\$9.45	\$11.73	\$10.31	\$1.24	3
Operations Supervisor	\$11.47	\$25.24	\$17.00	\$4.75	6
Street Supervisor	\$13.30	\$15.63	\$14.46	\$1.64	2
Scheduler/Call taker	\$9.27	\$13.34	\$11.82	\$1.79	4
Dispatcher	\$5.85	\$13.75	\$10.66	\$2.44	9
Maintenance Manager	\$19.18	\$32.45	\$25.81	\$9.39	2
Maintenance Clerk	NA	NA	NA	NA	NA
Mechanic	\$10.67	\$17.37	\$14.06	\$2.26	7
Mechanic Assistant	\$13.14	\$13.14	\$13.14	\$0.00	1
Utility Worker	\$10.82	\$11.98	\$11.40	\$0.82	2
Driver - CDL	\$5.85	\$13.14	\$10.21	\$2.09	9
Driver - Non-CDL	\$7.00	\$11.50	\$9.15	\$1.84	4
Other Staff Shortage Only					
Administration (Annual)					
Director	\$24,731	\$80,000	\$50,254	\$24,094	5
Administrative Assistant	\$25,000	\$37,206	\$31,103	\$8,630	2
Transit Planner	\$43,649	\$47,722	\$45,685	\$2,880	2
Finance Clerk	\$30,160	\$30,160	\$30,160	\$0	1
Marketing Specialist	\$22,880	\$22,880	\$22,880	\$0	1
Computer Operator	NA	NA	NA	NA	NA
Safety and Training Manager	NA	NA	NA	NA	NA
Rideshare Coordinator	NA	NA	NA	NA	NA
Trainer	NA	NA	NA	NA	NA
Operations (Hourly)					
Administrative Support	\$11.61	\$11.61	\$11.61	\$0.00	1
Operations Supervisor	\$16.00	\$27.18	\$22.04	\$5.65	3
Street Supervisor	\$20.84	\$20.84	\$20.84	\$0.00	1
Scheduler/Call taker	\$10.00	\$16.92	\$13.46	\$0.00	1
Dispatcher	\$9.00	\$16.68	\$12.28	\$3.34	4
Maintenance Manager	\$14.98	\$25.63	\$20.31	\$7.53	2
Maintenance Clerk	\$16.18	\$16.18	\$16.18	\$0.00	1
Mechanic	\$11.54	\$19.44	\$14.94	\$3.29	4
Mechanic Assistant	\$12.45	\$12.45	\$12.45	\$0.00	1
Utility Worker	\$16.95	\$16.95	\$16.95	\$0.00	1
Driver - CDL	\$9.52	\$16.18	\$12.20	\$2.66	5
Driver - Non-CDL	\$7.50	\$16.18	\$11.06	\$4.55	3

Table F-6. Survey benefit by staff shortage - 2007.

No Shortage	Percentage			N = 163
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	77.3%	8.6%	14.1%	
Health Insurance - Family	35.6%	22.7%	41.7%	
Disability Insurance	33.1%	13.5%	53.4%	
Life Insurance	51.5%	15.3%	33.1%	
Retirement Plan	68.1%	8.0%	23.9%	
Other				
Vacation	NA	93.3%	6.7%	
Sick Leave	NA	87.1%	12.9%	
Compensatory Time for Overtime	NA	43.6%	56.4%	
Educational Opportunities	NA	39.9%	60.1%	
Wellness Program	NA	23.3%	76.7%	
Employees With Benefits				
All Employees	18.4%			
Full-Time Employees Only	63.2%			
Part-Time with Minimum Hours	16.0%			
Not Applicable	2.5%			
Benefits Compared to Labor Market				
Above Labor Market	45.0%			
About Labor Market	41.3%			
Below Labor Market	13.8%			
<hr/>				
Driver Shortage Only	Percentage			N = 101
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	77.2%	11.9%	10.9%	
Health Insurance - Family	41.6%	27.7%	30.7%	
Disability Insurance	37.6%	20.8%	41.6%	
Life Insurance	66.3%	13.9%	19.8%	
Retirement Plan	72.3%	6.9%	20.8%	
Other				
Vacation	NA	94.1%	5.9%	
Sick Leave	NA	91.1%	8.9%	
Compensatory Time for Overtime	NA	56.4%	43.6%	
Educational Opportunities	NA	40.6%	59.4%	
Wellness Program	NA	31.7%	67.3%	
Employees With Benefits				
All Employees	15.8%			
Full-Time Employees Only	64.4%			
Part-Time with Minimum Hours	18.8%			
Not Applicable	1.0%			
Benefits Compared to Labor Market				
Above Labor Market	45.5%			
About Labor Market	38.4%			
Below Labor Market	16.2%			

Table F-6. (Continued).

Driver and Staff Shortage	Percentage			N = 13
	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	
Fringe Benefits				
Health Insurance - Employee	92.3%	0.0%	7.7%	
Health Insurance - Family	46.2%	23.1%	30.8%	
Disability Insurance	53.8%	15.4%	30.8%	
Life Insurance	61.5%	7.7%	30.8%	
Retirement Plan	69.2%	7.7%	23.1%	
Other				
Vacation	NA	92.3%	7.7%	
Sick Leave	NA	84.6%	15.4%	
Compensatory Time for Overtime	NA	38.5%	61.5%	
Educational Opportunities	NA	46.2%	53.8%	
Wellness Program	NA	23.1%	76.9%	
Employees With Benefits				
All Employees	15.4%			
Full-Time Employees Only	69.2%			
Part-Time with Minimum Hours	7.7%			
Not Applicable	7.7%			
Benefits Compared to Labor Market				
Above Labor Market	38.5%			
About Labor Market	23.1%			
Below Labor Market	38.5%			
Other Staff Shortage Only				
Percentage				
Other Staff Shortage Only	Employer Offers and Contributes	Employer Offers Only	Employer Does Not Offer	N = 7
Fringe Benefits				
Health Insurance - Employee	42.9%	28.6%	28.6%	
Health Insurance - Family	14.3%	14.3%	71.4%	
Disability Insurance	14.3%	28.6%	57.1%	
Life Insurance	14.3%	57.1%	28.6%	
Retirement Plan	57.1%	14.3%	28.6%	
Other				
Vacation	NA	100.0%	0.0%	
Sick Leave	NA	71.4%	28.6%	
Compensatory Time for Overtime	NA	42.9%	57.1%	
Educational Opportunities	NA	42.9%	57.1%	
Wellness Program	NA	28.6%	71.4%	
Employees With Benefits				
All Employees	42.9%			
Full-Time Employees Only	57.1%			
Part-Time with Minimum Hours	0.0%			
Not Applicable	0.0%			
Benefits Compared to Labor Market				
Above Labor Market	14.3%			
About Labor Market	57.1%			
Below Labor Market	28.6%			



APPENDIX G

Bureau of Labor Statistics Selected Wage Data, May 2006

Table G-1. Definitions of Jobs Standard Occupational Classification System.

53-3021	Bus Drivers, Transit, and Intercity Drive bus or motor coach, including regular route operations, charters, and private carriage. May assist passengers with baggage. May collect fares or tickets.
53-3022	Bus Drivers, School Transport students or special clients, such as the elderly or persons with disabilities. Ensure adherence to safety rules. May assist passengers in boarding or exiting.
43-5032	Dispatchers, Except Police, Fire, and Ambulance Schedule and dispatch workers, work crews, equipment, or service vehicles for conveyance of materials, freight, or passengers, or for normal installation, service, or emergency repairs rendered outside the place of business. Duties may include using radio, telephone, or computer to transmit assignments and compiling statistics and reports on work progress.
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists Diagnose, adjust, repair, or overhaul trucks, buses, and all types of diesel engines. Includes mechanics working primarily with automobile diesel engines.
53-1031	First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators Directly supervise and coordinate activities of transportation and material-moving machine and vehicle operators and helpers.
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers Supervise and coordinate the activities of clerical and administrative support workers.

Source: <http://www.bls.gov/soc/home.htm>.

Table G-2. Bus drivers, transit and inter-city driver wages.

State	Hourly Mean Wage	Hourly Median Wage
Alabama	9.50	7.76
Alaska	15.90	13.98
Arizona	12.91	12.70
Arkansas	11.21	10.19
California	17.51	16.88
Colorado	14.27	14.10
Connecticut	13.52	12.92
Florida	12.77	11.45
Georgia	13.07	13.46
Hawaii	16.40	16.31
Idaho	12.31	10.96
Indiana	12.59	12.52
Iowa	11.61	10.69
Kansas	10.87	10.57
Kentucky	14.20	15.04
Maine	15.20	14.48
Maryland	17.29	16.50
Massachusetts	14.66	14.10
Michigan	14.09	14.06
Minnesota	15.46	15.43
Mississippi	9.07	8.71
Montana	12.29	12.16
Nebraska	13.90	12.31
Nevada	13.66	13.41
New Hampshire	14.84	15.16
New Jersey	15.55	14.86
New Mexico	12.58	11.73
New York	20.30	21.08
North Carolina	12.59	12.04
North Dakota	11.67	10.41
Ohio	17.50	18.43
Oklahoma	11.92	11.57
Pennsylvania	14.12	13.02
Rhode Island	16.85	15.49
South Carolina	9.94	8.79
South Dakota	11.01	10.60
Tennessee	12.54	10.98
Texas	14.53	15.33
Utah	14.17	14.83
Vermont	13.42	12.99
Virginia	12.95	12.52
Washington	19.32	19.66
West Virginia	11.45	10.64
Wisconsin	15.83	16.68
Wyoming	12.76	11.45

Source: Bureau of Labor Statistics, May 2006.

Table G-3. School bus driver wage.

State	Hourly Mean Wage	Hourly Median Wage
Alabama	6.84	6.42
Alaska	16.32	14.22
Arizona	10.69	10.88
Arkansas	8.87	8.76
California	14.71	14.36
Colorado	13.67	13.47
Connecticut	13.19	12.89
Delaware	11.59	12.27
Florida	11.82	11.45
Georgia	8.47	7.05
Hawaii	13.95	14.41
Illinois	12.62	12.37
Indiana	13.39	12.53
Iowa	12.40	12.54
Kansas	11.13	10.84
Kentucky	12.71	12.67
Louisiana	7.20	6.90
Maine	12.84	12.64
Maryland	13.03	12.72
Massachusetts	14.28	14.35
Michigan	14.14	14.69
Minnesota	13.71	13.77
Mississippi	7.51	6.68
Missouri	11.34	11.46
Montana	12.29	11.81
Nebraska	11.61	11.63
Nevada	14.15	14.28
New Hampshire	11.77	11.79
New Jersey	13.35	13.07
New Mexico	9.36	9.28
New York	15.05	14.70
North Carolina	10.73	10.75
North Dakota	14.16	13.13
Ohio	12.98	13.22
Oklahoma	8.41	7.80
Oregon	12.58	12.55
Pennsylvania	10.93	10.85
Rhode Island	12.54	12.57
South Dakota	11.38	11.22
Tennessee	8.58	7.27
Texas	9.91	9.49
Utah	13.08	13.43
Vermont	13.12	12.80
Virginia	12.07	11.57
West Virginia	10.15	10.14
Wisconsin	11.79	11.52
Wyoming	10.36	10.15

Source: Bureau of Labor Statistics, May 2006.

Table G-4. Dispatchers (except police, fire, and ambulance) wages.

State	Hourly Mean Wage	Hourly Median Wage
Alabama	15.21	14.17
Alaska	20.41	18.82
Arizona	15.63	14.73
Arkansas	15.91	14.83
California	17.51	16.34
Colorado	16.72	15.90
Connecticut	17.64	16.41
Delaware	16.52	15.09
District of Columbia	16.31	16.21
Florida	15.01	13.95
Georgia	16.10	15.93
Hawaii	15.63	14.37
Idaho	15.91	14.70
Illinois	17.97	16.88
Indiana	16.15	15.23
Iowa	15.43	15.04
Kansas	16.24	15.06
Kentucky	15.29	14.67
Louisiana	15.26	13.91
Maine	16.22	15.05
Maryland	16.51	15.57
Massachusetts	19.22	17.48
Michigan	17.64	16.94
Minnesota	18.74	17.69
Mississippi	14.07	12.83
Missouri	15.68	14.28
Montana	15.12	13.82
Nebraska	17.39	15.77
Nevada	15.25	13.95
New Hampshire	15.85	15.42
New Jersey	18.46	17.91
New Mexico	15.19	14.46
New York	16.08	14.56
North Carolina	15.38	14.84
North Dakota	16.20	16.34
Ohio	16.57	15.82
Oklahoma	15.04	13.90
Oregon	16.71	15.42
Pennsylvania	16.54	15.19
Rhode Island	15.70	14.26
South Carolina	15.29	14.12
South Dakota	12.93	12.28
Tennessee	16.13	15.76
Texas	16.49	15.06
Utah	15.86	15.27
Vermont	16.70	16.14
Virginia	16.14	15.21
Washington	19.21	18.28
West Virginia	13.80	12.75
Wisconsin	16.79	16.09
Wyoming	17.18	16.19

Source: Bureau of Labor Statistics, May 2006

Table G-5. Bus and truck mechanics (diesel engine specialists) wages.

State	Hourly Mean Wage	Hourly Median Wage
Alabama	15.95	15.56
Alaska	24.41	23.57
Arizona	17.64	17.19
Arkansas	16.02	15.65
California	20.72	20.46
Colorado	19.91	19.49
Connecticut	21.57	21.13
Delaware	20.39	20.20
District of Columbia	20.92	20.99
Florida	17.78	17.28
Georgia	18.59	18.25
Hawaii	20.88	20.59
Idaho	16.53	16.26
Illinois	19.82	19.84
Indiana	17.83	17.45
Iowa	16.38	16.18
Kansas	16.92	16.47
Kentucky	16.13	15.74
Louisiana	16.03	15.46
Maine	16.25	15.85
Maryland	20.44	20.3
Massachusetts	21.41	20.95
Michigan	19.69	19.24
Minnesota	18.94	18.94
Mississippi	15.12	14.43
Missouri	17.57	17.53
Montana	16.99	16.11
Nebraska	18.93	18.75
Nevada	20.49	20.41
New Hampshire	19.15	18.88
New Jersey	21.38	21.13
New Mexico	16.78	15.97
New York	21.04	21.48
North Carolina	17.49	17.11
North Dakota	16.88	16.67
Ohio	17.68	17.38
Oklahoma	15.71	15.58
Oregon	18.82	18.94
Pennsylvania	17.60	17.40
Rhode Island	19.99	20.02
South Carolina	16.27	15.66
South Dakota	15.31	15.11
Tennessee	16.66	16.64
Texas	16.35	16.14
Utah	18.39	18.86
Vermont	16.91	16.51
Virginia	17.95	17.61
Washington	20.61	20.46
West Virginia	14.53	13.61
Wisconsin	18.32	18.11
Wyoming	19.62	19.84

Source: Bureau of Labor Statistics, May 2006.

Table G-6. First-line supervisors/managers of transportation and material-moving machine and vehicle operators wages.

Area Name	Hourly Mean Wage	Hourly Median Wage
Alabama	22.25	21.23
Alaska	31.48	28.96
Arizona	24.34	23.29
Arkansas	21.37	20.26
California	25.76	24.65
Colorado	24.31	23.28
Connecticut	25.76	25.02
Delaware	24.38	24.23
District of Columbia	21.87	15.04
Florida	24.76	22.87
Georgia	23.32	21.72
Idaho	20.22	18.72
Illinois	25.99	25.45
Indiana	24.23	22.53
Iowa	22.59	21.69
Kansas	22.29	20.84
Kentucky	21.91	20.53
Louisiana	23.25	21.67
Maine	22.22	21.17
Maryland	24.41	23.46
Massachusetts	26.73	25.58
Michigan	25.81	24.16
Minnesota	22.61	22.04
Mississippi	21.03	19.10
Missouri	25.03	24.19
Montana	22.11	20.57
Nebraska	24.83	24.21
Nevada	23.69	22.36
New Hampshire	23.62	22.51
New Jersey	27.24	26.30
New Mexico	24.05	22.38
New York	26.88	26.38
North Carolina	21.99	20.89
North Dakota	23.83	21.70
Ohio	24.59	23.14
Oklahoma	22.65	20.27
Oregon	23.30	22.33
Pennsylvania	24.15	22.93
South Carolina	22.18	21.39
South Dakota	22.73	22.01
Tennessee	23.88	20.80
Texas	23.53	22.30
Utah	24.26	23.16
Vermont	25.42	24.50
Washington	27.79	26.80
West Virginia	21.97	20.24
Wisconsin	25.01	23.33
Wyoming	23.46	21.68

Source: Bureau of Labor Statistics, May 2006

Table G-7. First-line supervisors/managers of office and administrative support workers wages.

State	Hourly Mean Wage	Hourly Median Wage
Alabama	19.75	18.02
Alaska	23.05	21.64
Arizona	22.37	20.38
Arkansas	18.03	16.64
California	24.15	22.78
Colorado	23.07	21.71
Connecticut	23.85	22.97
Delaware	24.24	22.14
District of Columbia	29.59	27.12
Florida	21.28	19.81
Georgia	21.25	19.80
Hawaii	21.64	19.97
Idaho	19.00	17.50
Illinois	23.68	21.57
Indiana	20.95	19.56
Iowa	20.78	19.94
Kansas	19.28	18.08
Kentucky	18.97	17.77
Louisiana	17.05	15.76
Maine	18.67	17.75
Maryland	23.45	21.93
Massachusetts	24.97	23.74
Michigan	23.33	21.54
Minnesota	21.97	21.17
Mississippi	19.88	18.17
Missouri	22.23	20.82
Montana	18.70	16.68
Nebraska	20.55	19.48
Nevada	20.62	19.11
New Hampshire	21.35	20.54
New Jersey	24.98	23.43
New Mexico	19.01	17.31
New York	24.93	23.48
North Carolina	20.43	19.23
North Dakota	19.26	18.09
Ohio	21.20	20.13
Oklahoma	18.49	17.25
Oregon	21.96	20.64
Pennsylvania	23.18	21.41
Rhode Island	22.68	21.98
South Carolina	19.78	18.58
South Dakota	19.43	18.83
Tennessee	20.01	18.51
Texas	21.66	20.07
Utah	19.33	18.21
Vermont	22.48	21.58
Virginia	24.76	22.26
Washington	24.73	23.59
West Virginia	18.36	16.32
Wisconsin	21.65	20.51
Wyoming	18.52	17.31

Source: Bureau of Labor Statistics, May 2006.



APPENDIX H

Exit Interviews

EXAMPLE – EXIT INTERVIEW CONFIDENTIAL EMPLOYEE SURVEY

Employment Basics

How long have you worked for the agency?

- < 3 months
- 3 months to 1 Year
- 1-2 Years
- 3-5 Years
- 5 Years +

What is your primary reason for leaving?

- Other employment
- Hours
- Wages
- Benefits
- Retirement
- Relocating
- Family Reasons
- Medical Reasons
- Education
- Personal
- Other (describe)

Did you like working for the agency?

Will you be seeking other employment upon leaving the agency?

Have you already found other employment?

Training

Please answer the following questions using the scale below

1-Strongly Agree 2-Agree 3-No Opinion 4-Disagree 5-Strongly Disagree

Do you feel you received the appropriate level of training to perform your job in your initial training program? 1 2 3 4 5

My initial training was complete and appropriate for me to do my job.

 1 2 3 4 5
Additional training was provided when I needed it.
1 2 3 4 5

Additional training was appropriate and relevant to the job.

1 2 3 4 5

Annual and Monthly training was appropriate for the job and addressed my concerns.

1 2 3 4 5

I was provided with the right equipment for my job (uniforms, map books, etc.)

1 2 3 4 5

Safety was a part of everyday operations.

1 2 3 4 5

My fellow employees had a genuine concern for safety.

1 2 3 4 5

Meeting the time schedule was more important than safety.

1 2 3 4 5

Safety goals and incentives were clearly explained to me.

1 2 3 4 5

Safety awards and rewards were appropriate for the accomplishment.

1 2 3 4 5

While working at THE AGENCY, I learned valuable information that I use everyday.

1 2 3 4 5

Maintenance

The vehicle fleet was well maintained.

1 2 3 4 5

The vehicles were kept clean inside and out.

1 2 3 4 5

The vehicles had all of the required equipment (farebox, mdt, fire extinguishers, first-aid kit, body fluid kit, triangles, etc.).

1 2 3 4 5

Items noted on DVI's were addressed promptly by maintenance.

1 2 3 4 5

I was able to talk with maintenance staff openly when I had concerns about the fleet.

1 2 3 4 5

Operations

I clearly understood the expectations of my job.

1 2 3 4 5
Operations policies and procedures were clearly defined and explained.

1 2 3 4 5
The Operations staff was helpful to me when I had questions.

1 2 3 4 5
Changes in my work schedule or assignment were clearly explained.

1 2 3 4 5
I was given proper notice if my work schedule was to change.

Compensation and Benefits

I understood how my pay was calculated.

1 2 3 4 5
I understood what deductions were taken from my pay.

1 2 3 4 5
If there was an error on my pay, it was handled quickly and professionally.

1 2 3 4 5
I understood what benefits were available to me and at what cost.

1 2 3 4 5
The benefits available were attractive and suitable for my needs and my family's needs.

1 2 3 4 5
The benefits available to me were affordable.

1 2 3 4 5

Overall Management

Seniority was used appropriately in raises, promotion, and scheduling.

1 2 3 4 5
I felt that management cared for my concerns and those of my fellow employees.

1 2 3 4 5
I felt that management understood the challenges I faced in performing my job.

1 2 3 4 5
I felt that disciplinary action was administered fairly.

1 2 3 4 5
I felt that attendance and safety points were assessed fairly and according to the policies outlined in the handbook.

1 2 3 4 5
I felt like I was treated fairly and with respect.

1 2 3 4 5

I felt that I was part of a team.

1 2 3 4 5

Any concerns I had were addressed promptly and to my satisfaction by management.

1 2 3 4 5

I felt that I could openly address my concerns with management.

1 2 3 4 5

If local management could not resolve a problem, I knew that I could contact Regional or Corporate staff.

1 2 3 4 5

I was aware when opportunities for advancement were available.

1 2 3 4 5

Problems I had with passengers were addressed promptly and professionally.

1 2 3 4 5

I have met staff from THE AGENCY's corporate office.

1 2 3 4 5

Reference/Referral

I would recommend THE AGENCY as an employer of choice to friends or family.

1 2 3 4 5

I would recommend THE AGENCY's services to friends or family.

1 2 3 4 5

I would feel comfortable using THE AGENCY's services if I needed to.

1 2 3 4 5

SAMPLE EXIT INTERVIEW QUESTIONS

These questions can be used in face-to-face exit interviews or to compile exit interview pro forma questionnaires or electronic feedback forms.

If using these questions to compile forms to be used for large scale analysis, take care to format the questions into a format which can be analyzed numerically, as far as is reasonable (certain questions and answers will always be difficult to format in this way, for example the 'how do you feel about...?' and open-ended questions seeking ideas and suggestions—such questions can only be analyzed and reported 'by exception' when something of particular note crops up, or of a particular recurring theme is spotted).

In face-to-face interviews particularly, use the word 'why' if you want to probe, especially if the first answer is vague or superficial. Questions beginning with 'what' and 'how' are better for getting people to think and convey their views to you properly and honestly. Some of these questions samples are more suitable for management employees, although always give people at all levels the chance to comment on issues normally 'above' their remit—you'll be surprised at how informed and insightful people can be. These questions examples are not in a sequential process, although broadly there is a logic to the order of the types of questions. There are lots more questions here than you would normally ask in a typical exit interview. Pick the questions that are most relevant to the leaving circumstances, the interviewee and your organization situation.

- Tell me about how you've come to decide to leave?
- What is your main reason for leaving?
- What are the other reasons for your leaving?
- Why is this important, or so significant for you?
- Within the (particular reason to leave) what was it that concerned you particularly?
- What could have been done early on to prevent the situation developing/provide a basis for you to stay with us?
- How would you have preferred the situation(s) to have been handled?
- What opportunities can you see might have existed for the situation/problems to have been averted/dealt with satisfactorily?
- What can you say about the processes and procedures or systems that have contributed to the problem(s)/your decision to leave?
- What specific suggestions would you have for how the organization could manage this situation/these issues better in future?
- How do you feel about the organization?
- What has been good/enjoyable/satisfying for you in your time with us?
- What has been frustrating/difficult/upsetting to you in your time with us?
- What could you have done better or more for us had we given you the opportunity?
- What extra responsibility would you have welcomed that you were not given?

- How could the organization have enabled you to make fuller use of your capabilities and potential?
- What training would you have liked or needed that you did not get, and what effect would this have had?
- How well do you think your training and development needs were assessed and met?
- What training and development that you had did you find most helpful and enjoyable?
- What can you say about communications within the organization/your department?
- What improvements do you think can be made to customer service and relations?
- How would you describe the culture or 'feel' of the organization?
- What could you say about communications and relations between departments, and how these could be improved?
- Were you developed/inducted adequately for your role(s)?
- What improvement could be made to the way that you were inducted/prepared for your role(s)?
- (For recent recruits of less than a year or so:) What did you think about the way we recruited you? How did the reality alter from your expectations when you first joined us? How could we have improved your own recruitment? How could your induction training have been improved?
- How could you have been helped to better know/understand/work with other departments necessary for the organization to perform more effectively?
- What can you say about the way your performance was measured, and the feedback to you of your performance results?
- How well do you think the appraisal system worked for you?
- What would you say about how you were motivated, and how that could have been improved?
- What suggestion would you make to improve working conditions, hours, shifts, amenities, etc.?
- What would you say about equipment and machinery that needs replacing or upgrading, or which isn't fully/properly used for any reason?
- What can you say about the way you were managed?... On a day to day basis?..... And on a month to month basis?
- How would you have changed the expectations/objectives/aims (or absence of) that were placed on you? And why?
- What, if any, ridiculous examples of policy, rules, instructions, can you highlight?
- What examples of ridiculous waste (material or effort), pointless reports, meetings, bureaucracy, etc., could you point to?
- How could the organization reduce stress levels among employees where stress is an issue?
- How could the organization have enabled you to have made better use of your time?
- What things did the organization or management do to make your job more difficult/frustrating/non-productive?
- How can the organization gather and make better use of the views and experience of its people?
- Aside from the reason(s) you are leaving, how strongly were you attracted to committing to a long and developing career with us?

- What can the organization do to retain its best people (and not lose any more like you)?
 - Have you anything to say about your treatment from a discrimination or harassment perspective?
 - Would you consider working again for us if the situation were right?
 - Are you happy to say where you are going (if you have decided)?
 - What particularly is it about them that makes you want to join them?
 - What, importantly, are they offering that we are not?
 - (If appropriate:) Could you be persuaded to renegotiate/stay/discuss the possibility of staying?
 - Can we be of any particular help to you in this move/deciding what to do next (we can't promise anything obviously)?
-
- How might we benefit from your knowledge, experience, introductions to your contacts, etc., prior to your departure?
 - Would you be happy to take part in a briefing meeting with managers/replacements/successor/colleagues so that we can benefit from your knowledge and experience, prior to your leaving?
 - What can we do to enable you to pass on as much of your knowledge and experience as possible to your replacement/successor prior to your departure?
 - How and when would you prefer to pass on your knowledge to your successor?
 - I realize that you'll not be happy with the situation surrounding your departure, however we would really appreciate it if you could help us to understand some of the important things you've been working on - how might we agree for this knowledge to be transferred?
 - We'd be grateful for you to introduce (name of successor) to your key contacts before you go - are you happy to help with this?

CONFIDENTIAL EMPLOYEE SURVEY KARTS OFFICE STAFF

This confidential survey is being conducted as a part of the Community Transportation Improvement Plan (CTIP) for KARTS. The CTIP is a periodic review of the transportation system that is conducted on behalf of the North Carolina Department of Transportation, Public Transportation Division to ensure that community transportation systems in the State are continuously improving. Please respond to the following questions as candidly as possible. The results of these surveys will be summarized and provided to the management through a final report, however, individual responses and opinions will not be shared.

How long have you been working for KARTS?

What is your current position? Please provide a brief description of other positions you have held within KARTS.

What do you think is the primary purpose of KARTS?

Please respond to the following questions by circling the number that you feel best describes your overall satisfaction, using the following scale:

	1 – Strongly Agree	2 – Agree	3 – No Opinion	4 – Disagree	5 – Strongly Disagree
I understand my job responsibilities	1	2	3	4	5
I have been trained appropriately for these responsibilities	1	2	3	4	5
I receive regular supplemental training	1	2	3	4	5
The performance appraisal process is conducted fairly	1	2	3	4	5
The performance appraisal process provides me with the information I need to make improvements	1	2	3	4	5
The wage scale is adequate for the job I perform	1	2	3	4	5
Pay raises are distributed equitably	1	2	3	4	5

Benefits are competitive with similar jobs	1	2	3	4	5
My paycheck is always accurate and on time	1	2	3	4	5
My manager is open and honest with me	1	2	3	4	5
My manager understands the job that I do	1	2	3	4	5
My supervisor treats me fairly and with respect	1	2	3	4	5
My supervisor listens to me	1	2	3	4	5
If I am disciplined, I understand why and what I can do to avoid future problems	1	2	3	4	5
The Board is accessible to me	1	2	3	4	5
The Board understands the job that I do	1	2	3	4	5
Work assignments are distributed equitably	1	2	3	4	5
I like my job	1	2	3	4	5
I like the company I work for	1	2	3	4	5
I feel that we provide a valuable service	1	2	3	4	5
I feel that we provide a quality service	1	2	3	4	5
Safety is a priority in our organization	1	2	3	4	5

Where you responded Strongly Disagree, please provide additional comments here:

Do you think that there are public transit needs in the four-county area that KARTS is not currently providing? If so, please describe.

If you have any suggestions for changes or improvements to any aspect of the system, please share them with us in the space below.



My manager is open and honest with me	1	2	3	4	5
My manager understands the job that I do	1	2	3	4	5
My supervisor treats me fairly and with respect	1	2	3	4	5
My supervisor listens to me	1	2	3	4	5
If I am disciplined, I understand why and what I can do to avoid future problems	1	2	3	4	5
The Board is accessible to me	1	2	3	4	5
The Board understands the job that I do	1	2	3	4	5
Work assignments are distributed equitably	1	2	3	4	5
The system fleet is well maintained and I feel safe	1	2	3	4	5
Problems with the schedule are addressed promptly	1	2	3	4	5
I can depend on my dispatcher to assist me when needed	1	2	3	4	5
I like my job	1	2	3	4	5
I like the company I work for	1	2	3	4	5
I feel that we provide a valuable service	1	2	3	4	5
I feel that we provide a quality service	1	2	3	4	5
Safety is a priority in our organization	1	2	3	4	5

Where you responded Strongly Disagree, please provide additional comments here:

Do you think that there are public transit needs in the four-county area that KARTS is not currently providing? If so, please describe.

If you have any suggestions for changes or improvements to any aspect of the system, please share them with us in the space below.



Abbreviations and acronyms used without definitions in TRB publications:

AAAE	American Association of Airport Executives
AASHO	American Association of State Highway Officials
AASHTO	American Association of State Highway and Transportation Officials
ACI-NA	Airports Council International-North America
ACRP	Airport Cooperative Research Program
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ASCE	American Society of Civil Engineers
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
ATA	Air Transport Association
ATA	American Trucking Associations
CTAA	Community Transportation Association of America
CTBSSP	Commercial Truck and Bus Safety Synthesis Program
DHS	Department of Homeland Security
DOE	Department of Energy
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
IEEE	Institute of Electrical and Electronics Engineers
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITE	Institute of Transportation Engineers
NASA	National Aeronautics and Space Administration
NASAO	National Association of State Aviation Officials
NCFRP	National Cooperative Freight Research Program
NCHRP	National Cooperative Highway Research Program
NHTSA	National Highway Traffic Safety Administration
NTSB	National Transportation Safety Board
SAE	Society of Automotive Engineers
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (2005)
TCRP	Transit Cooperative Research Program
TEA-21	Transportation Equity Act for the 21st Century (1998)
TRB	Transportation Research Board
TSA	Transportation Security Administration
U.S.DOT	United States Department of Transportation